

ANNUAL REPORT 2010



Connecting...

VISION, MISSION AND VALUES

Vision

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

Mission

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

Values

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

Integrity

We will operate ethically, reliably and honestly.

Excellence

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

Care and Respect

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

Differentiation

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

Commitments

Box Hill Institute is committed to the following:

Students

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

Skills

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

Staff

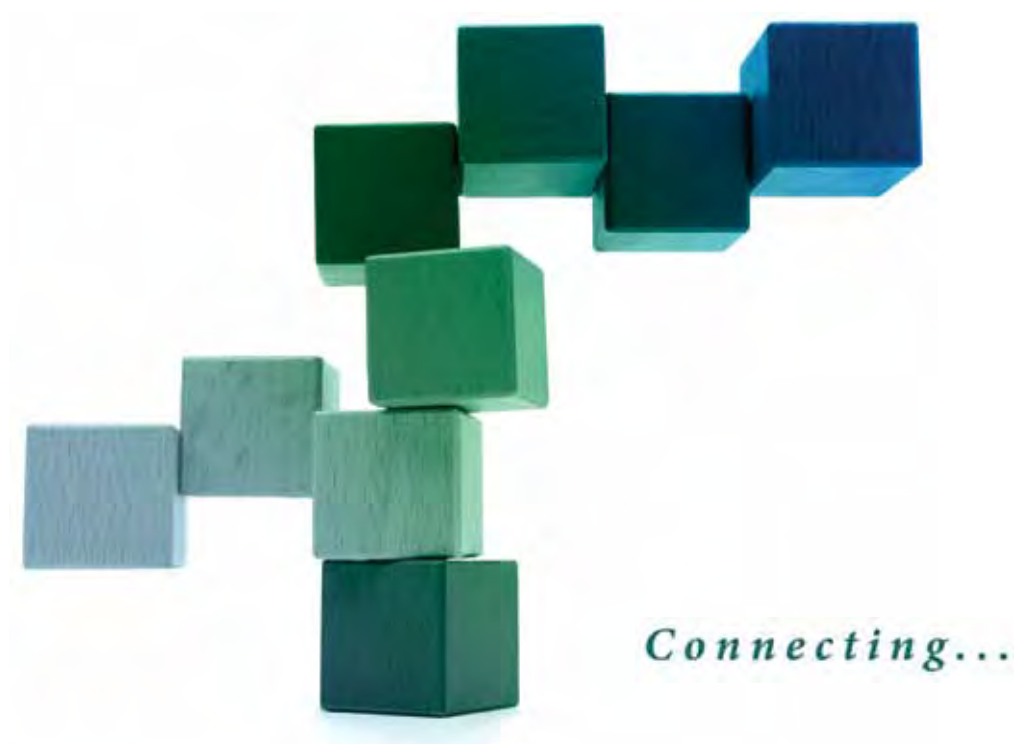
Providing a working environment that attracts staff, nurtures leaders and encourages excellence and a global outlook.

Service

Service excellence in everything we do.

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ESTABLISHMENT

As a Tertiary Institution operating within Australia and internationally the Institute is a Registered Higher Education Provider, a Registered Training Organisation and a Non-school Senior Secondary Provider and as such is licensed to operate across the Secondary, Vocational Education and Training and the Higher Education sectors. The Institute prides itself on its ability to deliver a broad range of vocational education and training services. It is one of the largest providers in Victoria with almost 40,000 enrolments.

Programs

The Institute offers more than 500 courses including many that are delivered internationally and within industry, covering a range of Short Courses, Certificates, Diplomas, Associate Degrees and Degrees.

Services

A range of services is provided by Box Hill Institute including industry consultancy, project management, skills recognition and employment services.

Campuses

Box Hill Institute has three campuses located in Box Hill and one campus located in Nunawading. There is also an additional facility for automotive and pre-vocational studies located in Box Hill. Campus locations and contact details are provided on the back cover of this report.

Specialist Centres

The Institute is home to three Specialist Centres delivering industry focussed training solutions:

- Specialist Centre for Biotechnology Training, BioSkills
- Specialist Centre for Services for Small to Medium Enterprises
- Specialist Centre for ICT.

Training Workplaces

There are a number of training workplaces in operation at the Institute, each unique to the Teaching Centre responsible for its operation. Training workplaces offer authentic learning environments for our students in particular industry settings.

They include:

- Aveda Day Spa
- Bakers Delight Centre for Excellence in Bakery Training
- Flowers on Elgar

- Fountains Restaurant
- InnovaBio – a student-run biotechnology enterprise
- Lighting and Sound Hire (LASH)
- Music Industry Business Office (MiBO)
- Nursing Skills Centre of Excellence
- 'Our Patch' sustainable fruit and vegetable garden
- Pets on Elgar
- Salon on Elgar (Hairdressing)
- Whitehorse Fitness.

History

Box Hill Institute is the descendant of two Box Hill area technical schools. 'Box Hill Technical School for Girls and Women' was opened on 4th September 1924, and on 2nd February 1943 the 'Box Hill Technical School for Boys' was established.

The Girls Technical School was renamed 'Whitehorse Technical School' in 1971. Around this time the Boys Technical School separated its tertiary technical offerings from the secondary ones, the tertiary section becoming 'Box Hill Technical School'. Both schools were declared colleges of Technical and Further Education in late 1981.

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

The Governor in Council approved orders changing the name of Box Hill College of TAFE to Box Hill Institute of TAFE on the 12th September 1995.

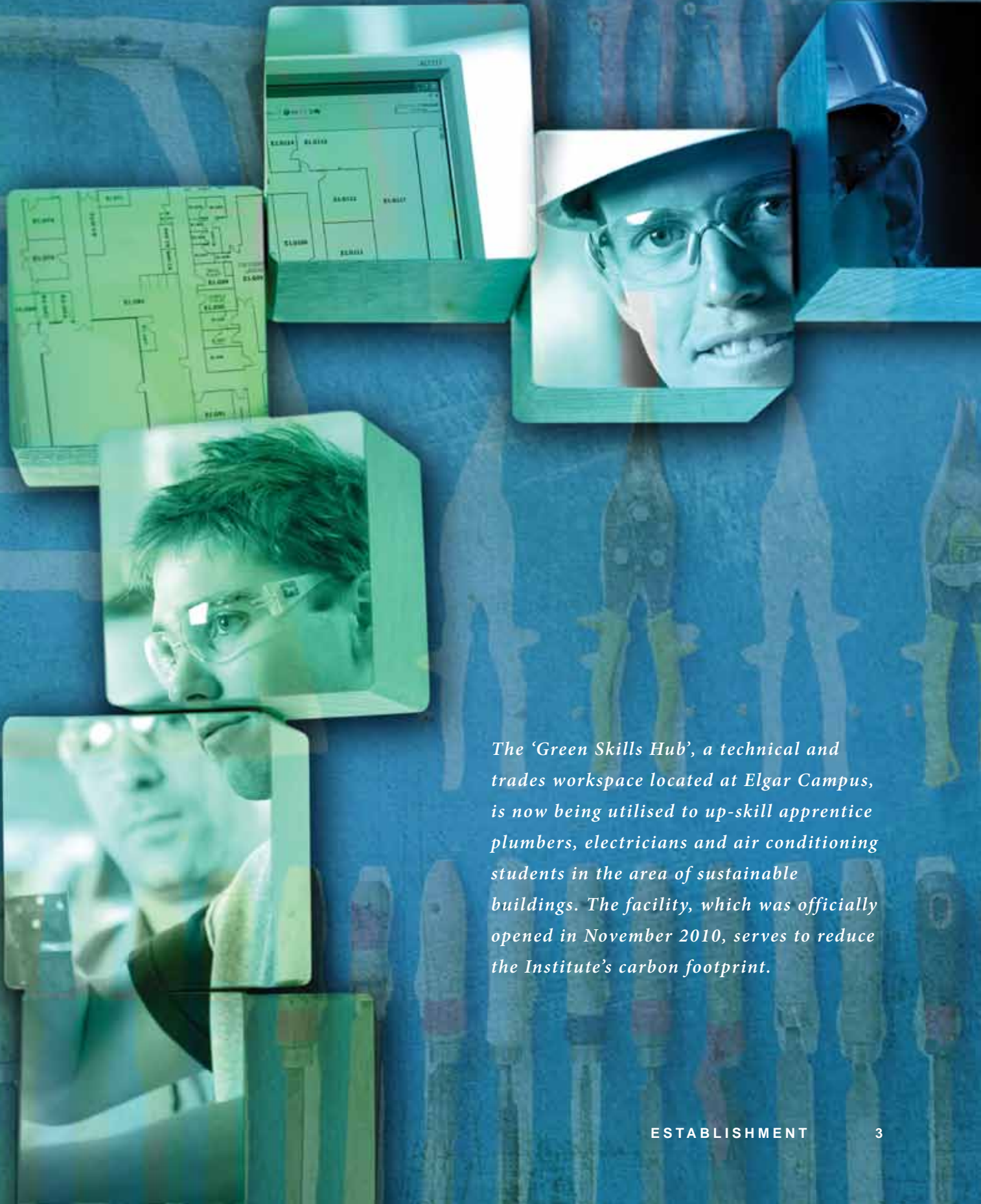
The functions, powers and duties of the Institute are set out in the Education and Training Reform Act 2006 and the Constitution of the Council of the Box Hill Institute of TAFE.

The relevant Minister is:

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



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The 'Green Skills Hub', a technical and trades workspace located at Elgar Campus, is now being utilised to up-skill apprentice plumbers, electricians and air conditioning students in the area of sustainable buildings. The facility, which was officially opened in November 2010, serves to reduce the Institute's carbon footprint.



PARTNERSHIPS

Education Alliances

Box Hill Institute believes in the importance of partnerships and collaboration with a number of alliances formalised including:

University Partners

- Monash University
- Deakin University
- La Trobe University
- Australian Catholic University

TAFE Institutes

- Bendigo Regional Institute of TAFE
- Gordon Institute of TAFE
- South West Institute of TAFE

Other Educational Alliances

- The Global Education Network comprising
 - Institute of Technical Education (Singapore)
 - Kirkwood Community College (USA)
 - SAIT Polytechnic (Canada)
- Post-secondary International Network – an alliance of postsecondary institutions dedicated to the furtherance of international education and understanding through a sharing of experience
- A number of university partners and TAFE Institutes in other states.

Offshore Vocational Education and Training Delivery

A significant component of the Institute's offshore delivery is through extended campus arrangements with universities and vocational education and training providers in a number of countries including Vietnam, China, and the Middle East.

International Clients

Box Hill Institute works with a diverse range of international clients to build their workforce capability. In 2010 the Institute provided training and services to clients based in many countries including Singapore, Malaysia, Colombia and the Middle East.

School Partnerships

The Institute has arrangements with over 100 secondary colleges. Arrangements include the provision of Vocational Education Training in Schools (VETiS), Pathways Program (formerly Growth and Pathways) and Victorian Certificate of Applied Learning (VCAL) programs. These programs are provided both at the Institute and within the school environment.

During 2010 the Institute continued to work with the Whitehorse Alliance of Secondary Schools towards the establishment of a Trade Training Centre to be located at the Institute. Other positives to come out of this relationship have been the formation of the Whitehorse cluster of schools to access our VET in Schools and Pathways programs, as well as other innovations such as the 'Science Enhance' program conducted by the Centre for Biotechnology and Animal Sciences with Koonung Secondary College, Siena College and Templestowe College.

Community Partnerships

The Institute has a strong commitment to the eastern suburbs of Melbourne, and as part of its corporate citizenship agenda works with a number of community-based organisations. In 2010, the Institute continued to work closely with the Cities of Manningham and Whitehorse, local Rotary Club districts and other community partners on a range of education and training initiatives.

Industry Partnerships

The Institute works extensively with industry partners to service industry training needs and to obtain input into the design of our courses. During 2010 a significant number of new programs were developed in response to industry demand. Importantly our industry partners contributed significantly to the design of our facilities and courses. In particular, the partnerships with the Eastern Health network and the Epworth Group, along with Aveda International, contributed to the completion of the Health and Wellbeing Hub. A range of other industry partners including members of the Air-conditioning and Mechanical Contractors Association and other manufacturing, building and construction industry organisations donated valuable time and expertise to the work of the Institute for the benefit of our students.



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During the year, there were a number of opportunities for students to showcase their work in the community. This included the Creative Industries extravaganza at Federation Square in September to celebrate and display their fashion designs.



A YEAR OF AWARDS

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

One of the Institute's goals is to provide an environment which encourages and develops the leaders of tomorrow. Our Student of the Year Awards Program helps to recognise students who have shown outstanding achievement in their area of study. Achievements in these Awards are recognised by industry and help to propel students' career and employment prospects.

Recognition of Teams and the Institute

2010 Victorian Training Awards:
Finalist, Victorian Training Initiative of the Year – Virtual Hospital
Finalist, Victorian VET Client Service/Support Excellence Award.

2010 eLearning Industry Excellence Awards:
Accredited eLearning (VET sector) Winner.

2010 Australian Information Industry Association (AIIA) iAwards:
Victorian state winner in the category of Sustainability and Green IT.

2010 Planning Excellence Awards for Planning Institute of Australia Commendation:
Victoria division (in partnership with Manningham Council).

2010 TAFE Hospitality Team Challenge:
Silver Medal.

2010 Fonterra Foodservices Restaurant Challenge Award:
Bronze and Silver Medals.

Ongoing recognition as a member of the Whitehorse Business Group Hall of Fame from 2008.

Industry Recognition of Students

2010 Victorian Training Awards:
Finalist, Victorian Apprentice of the Year – Justin Taylor (Electrotechnology)
Finalist, Victorian Apprentice of the Year – Matthew Beavis (Automotive)

2010 Forestworks Training Award – Cabinet Makers Association of Victoria:
Serge Shevchenko – Winner, Free Standing Furniture Category.

2010 Les Toques Blanche Award of Excellence:
Federico Rodriguez – Gold Medal.

2010 Concours des Jeunes Commis Rotisseurs Competition:
Lorcan Shin Yew Kan – Overall winner.

2010 National Worldskills Competition:
Lorcan Shin Yew Kan – Bronze Medal.

2010 Victorian TAFE Barista Championship:
Brett Rose – Bronze medal.

2010 Design Institute of Australia Australasian Student Design Awards:
Jenny Bleachmore (Interior Decoration & Design) – First Prize.

2010 Best New Talent Port Fairy Folk Festival:
Michelle Meehan.

2010 Embroiderers Guild of Victoria – Hester Hopkins Award:
Penny de Vries.

2010 Sussan's Design Project Award:
Shana Spiegel, Emma Conos, Elizabeth Hughes.

2010 City of Whitehorse – Discarded Recycled Arts Competition:
Marieke Treloar Jewellery.

2010 Southern Cross Package Design Awards:
Commendations: Sarah Godenzi and Luke Wilson (Graphic Design).

2010 Handbury Wool Competition – 3rd place Suit Section:
Emma Conos.

2010 Australian Fashion Awards – Awarded places in four categories:
Cathy Nguyen, Hou Sholu Hua (Kathy), Georgie Warner and Arpie Jokaklian.

3AW Momentum Small Business Success Award Winner:
Previous NEIS Student Meryll Williams.

2010 Graduating Student of the Year – Early Childhood Australia:
Glenda Deslands.

2010 Monash University and Australian Regenerative Medicine Institute Award for High Achievement:
Ellen Brown (Biotechnology).

2010 Premiers Award for Excellence in VCE:
Anna Johnson (Equine Studies);
Rebecca Powers (Equine Studies) and
Emma Bence (Equine Studies).

2010 Equine Industry Award for Outstanding Achievement:
Paul Fiddian (Equine Studies).

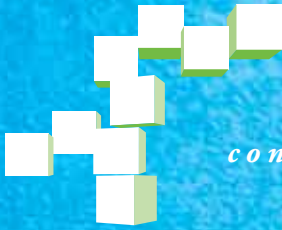
2010 Australian & New Zealand Laboratory Animal Association Award for Outstanding Achievement in Animal Technology:
Elizabeth Nicoll.

2010 PIAA Award for Outstanding Achievement in Companion Animal Services:
Leah Crowe.

Institute Student Awards

Box Hill Institute 2010 Apprentice of the Year:
Matthew Beavis (Automotive).

Box Hill Institute 2010 Vocational Student of the Year:
Emma Roberts (Biotechnology).



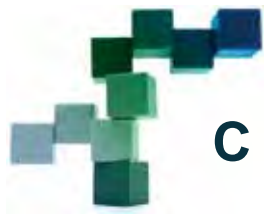
connecting...

Justin Mosca

Bachelor of Computer Systems (Networking)
ENGINEER, DIMENSION DATA

“I love how the job is always offering challenges that force me to deal with complex problems.”

Justin on the challenges of being a Graduate Engineer for Dimension Data, a position he received after completing his studies at Box Hill Institute. His role involves troubleshooting technology ranging from Cisco hardware to video conferencing equipment.



CHAIR'S REPORT

It was a pleasure to lead the Box Hill Institute Board in 2010, which saw continued success for the Institute, and also involved facing challenges as we moved forward into the changing landscape of the tertiary education sector.

The year was significant as the Board considered the impact of moving into a fully contestable funding environment in 2011. The Board's emphasis for the year was on working with Institute management to respond to these challenges with the aim of strengthening the Institute's ability to meet future demands and adapt to the changing environment.

I am proud to report that the Institute saw growth in both the range and type of service delivery and the opportunities available to both staff and students. With the vision to become Australia's No. 1 Global Vocational Education and Training Provider, staff members at every level were focussed on providing quality educational programs and services, and the provision of exemplary customer service to all industry clients and students.

A highlight during the year was formalising a new strategic alliance with Monash University through the signing of an Alliance Agreement, which will significantly strengthen our capacity for joint delivery of courses and programs. This means that the Institute now has formal relationships with Deakin University, La Trobe University, Australian Catholic University and Monash, creating valuable pathways for our students.

We achieved major milestones on our journey to ensure that we have physical infrastructure in place to meet emerging industry and student needs.

Ms Elizabeth White
Chair



2010 saw the opening of our Green Skills Hub at the Elgar Campus. This new facility promotes environmentally sustainable infrastructure, technology and equipment, while providing technical and trade students with the opportunities to develop sustainable building skills.

We were also delighted to open our Health and Wellbeing Hub in July, which was a culmination of many years of work. The Hub focuses on maintaining and improving a skilled workforce across health services into the 21st century and houses the Nursing Skills Centre for Excellence and the Aveda Institute, Melbourne.

Box Hill Institute commenced planning for Stage 1 of the new Integrated Technology Hub, which is an integral part of the Institute Strategic Plan. We were pleased to be advised that we were successful in obtaining funding from the Commonwealth government's Education Investment Fund for this project.

The facility will provide lifelong learning opportunities, enabling students and workers to develop and maintain skills in a rapidly changing technological environment. It will build on the Institute's educational strategy of creating programs that link to industry requirements in areas including building services and electro-mechanical technologies.

During 2010 we continued to enhance our strong industry partnerships. The input of our industry partners into the design of new facilities and courses to be delivered across the Institute was invaluable.

On the international front, our reputation for our project work continued to grow with an emphasis on ensuring that client expectations were met. In light of the growth in the size and complexity of major projects undertaken by the Institute, the Board placed a particular emphasis on ensuring that we had robust processes for the evaluation and approval of commercial opportunities including appropriate risk management strategies.

Management and staff continued to develop programs which helped to ensure that the Institute provides comprehensive training to students, and to further strengthen our profile as an innovative education provider. The achievements of our staff, along with of former and current students, were recognised by a range of external organisations, including as finalists at the Victorian Training Awards.

Box Hill Institute is especially proud of its commitment to social responsibility and corporate citizenship. It was particularly pleasing that in partnership with Rotary, a foundation was established with the aim of raising \$1m to provide local students with an opportunity to have an overseas experience.

During 2010 the Board was heavily involved in discussions relating to governance changes with the Victorian government. During the year legislation was amended which will lead to changes in the composition of Institute boards. The Board worked with Skills Victoria to ensure that changes took into account both government policy and the operating needs of the Institute.

As Chair of the Board, I would like to acknowledge the dedication of Chief Executive Officer John Maddock, the Senior Management team and all staff at Box Hill Institute. Without this talented and entrepreneurial team, Box Hill Institute would not have reached the heights it has this year. They are to be congratulated.

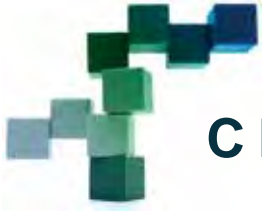
I would especially like to thank Christine Kilmartin who resigned from the Board in 2010. Christine has been an integral part of the Board since 1989 and her commitment and contribution in this period of time has been invaluable. In addition I would like to recognise the contribution of our student representative on the Board in 2010, Mary Richardson.

Two new Board Members, Ian Hind and Janet Compton, were welcomed to the Board in 2010. I look forward to the knowledge, skills and experience they will bring to the Institute in the future.

On behalf of the Board, I look forward to continuing to achieve the goals outlined in our Strategic Plan and continuing to pursue excellence in all that we do in 2011 and beyond.



Ms Elizabeth White
Chair



CEO'S REPORT

2010 was another good year for the Institute. Our successful results further cemented our position as a highly reputable education and training provider. Once again the Institute was successful in delivering on its major targets, and our continued focus on quality education aligned with the needs of students and industry ensured that we remained relevant to the needs of our clients.

2010 was a year of change and preparation for further change. During the year we continued to move into a contestable environment, in particular for Skills Deepening and Youth Compact programs, and continued to prepare for a fully contestable market for government funds in 2011 and beyond.

During the year staff were involved in hard work and planning to respond to the emerging and future changes. I would like to thank all staff for their dedication and professionalism, and for continuing to innovate, adapt and capitalise on opportunities that came our way. In particular I am very pleased that despite all of the change, we remained focused on our core vision, mission and values, and that we put the needs of our students and industry partners first.

As we move forward, our continued success in the increasingly competitive marketplace will rely on our continuing capability to provide students with high quality education and training, along with our continued focus to implement customer-focussed practices.

It is pleasing that the Institute reported to Skills Victoria delivery of more than 10.6 million student contact hours of training, which is a 9.6 per cent increase from 2009.

Box Hill Institute also had three new degrees accredited, including the Bachelor of Fashion, Bachelor of Sustainable Built Environments and Bachelor of Commerce. These degrees, along with the introduction of new qualifications at certificate and diploma levels, means that the Institute continues to adapt its range of service delivery to help meet emerging industry skills needs.

*Mr John Maddock
Chief Executive Officer*



We were also very pleased with the positive results gathered from the Student Satisfaction and Engagement Survey on their experience with the Institute. Overall, satisfaction rose from 74 per cent in 2008, to 80 per cent in 2010, which we are advised by our independent advisors is an “exceptionally good result”.

The Institute also continued to implement major initiatives and built on our extensive range of industry clients. During 2010 the Institute provided substantial training to industry and government, including a number of new clients. The main areas of delivery in 2010 were in the areas covered by Innovation and Business Skills, Manufacturing Skills, Service Industries, and Community Services and Health Industry Skills Councils.

During the course of the year, many of our talented people were successful in achieving recognition and awards in their areas of expertise. It was a source of great pride to see so many staff and students recognised in a variety of coveted awards.

Innovation is key to the Institute's success and in 2010 there were many examples of new ideas being put forward by staff which resulted in changes to the way we operate. Some of these innovative ideas, such as those in the area of blended learning were recognised externally for their excellence.

At the local level, there were a number of opportunities for students to showcase their work in the community. This included the Creative Industries extravaganza at Federation Square in September to celebrate and display their fashion designs.

The commercial environment for the Institute during 2010 was complex. The combined effects of the increasing value of the Australian dollar, much greater competition in the market, and the residual effects of the global financial crisis provided a number of challenges. It was particularly pleasing that in the light of all these circumstances we were able to achieve success.

In the international area, the Institute maintained its high levels of activity, with more than 7,300 international students enrolled at the Institute or in our overseas operations. In addition, we continued to build our reputation and activity in large scale training and project management services through our activity in areas such as the Australian Pacific Technical College, our continuing work for the Workforce Development Agency of Singapore and major project activities at the Marina Bay Sands resort in Singapore and the Galaxy group in Macau.

2010 was also a year of change and realignment of our course offerings. As a consequence, a number of proposals were considered and implemented with a resulting shift in staffing profiles. During 2010 we said goodbye to a number of staff through resignations and retirements and I would like to acknowledge the contribution of these staff over many years.

The Global Education Network continued to provide great opportunities for our students and staff to experience another culture. During the year, 153 students and staff participated in international exchanges and study tour experiences thus enabling them to develop a better understanding of overseas communities, industry and cultures, as well as building personal networks and connections for the future.

Our strong commitment to corporate social responsibility also continued throughout the year. A project which highlighted this commitment is our involvement in assisting businesses in the Kinglake area to recover from the devastating 2009 bushfires. The Institute was funded by the State Government to establish a Business Enterprise Centre in Kinglake in order to provide ongoing assistance to businesses in the region. This initiative recognised that the businesses would need ongoing assistance in order to recover and also recognised the expertise within our Small Business team.

In 2010 we increased our commitment to Corporate Social Responsibility through the establishment of the Box Hill Institute Charitable Foundation, the launch of a scholarship program for students in conjunction with Rotary, and the continuation of our involvement with Know One, Teach One (KOTO). We also participated in the community lunch program with Harrison Community Services and continued our involvement with the City of Manningham in the ‘Our Patch’ sustainable fruit and vegetable garden.

The changes in our operating environment and the reaction of the Institute to those changes, during 2010 caused us to reflect on the Institution. Box Hill Institute continues to be a complex organisation operating across three sectors, senior secondary education, post secondary vocational education and training, and higher education. During 2011 management will be involved in discussions with a variety of stakeholders in preparation for our next strategic plan. It is now becoming clear that there is a need to address some of the constraints associated with current legislative and regulatory frameworks and to consider, with government, alternative organisational models which can be responsive to the need for greater flexibility in meeting the needs of clients.

I would particularly like to acknowledge the contribution of our staff during the year. There were many uncertainties and complexities that all Institute staff faced in 2010. These included new fee policies and exemptions under the Victorian government's Skills Reform policy, new higher education policies at the Commonwealth level, strong competition from universities, other TAFE institutes and private providers, as well as the restructuring of a number of our course offerings. Later in this report we acknowledge the winners of the annual Staff Awards Recognition Program (SARP). These winners were recognised for going the extra mile, for their outstanding professional practices and behaviours, and for their adherence to the Institute's vision, mission and values. I would like to publicly thank all staff and in particular the winners of the SARP Awards for their hard work in 2010.

In closing, I would like to thank all of the members of the Institute Board for their leadership, dedication and commitment throughout the year. I would also like to acknowledge the support and dedication of staff and our industry and community partners during 2010, which is fundamental to the ongoing success of the Institute. We look forward to 2011 with a sense of excitement and readiness for the challenges and opportunities which lay ahead.



Mr John Maddock
Chief Executive Officer



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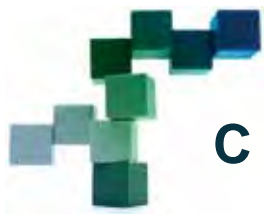


Dimitri Vlahos

Bachelor of Biotechnology and Innovation
VALIDATION ASSISTANT AND QUALITY
CONTROL ANALYST

“There are a lot of different things out there. It just depends on what your interests are.”

During his third year at the Institute, Dimitri took up a work placement at Sypharma, an Australian specialist biopharmaceutical business. They were so impressed by his knowledge of the processes and work ethic that they offered him a full-time role as soon as he completed his degree.



CONNECTING WITH INDUSTRY

Box Hill Institute works extensively with Industry Skills Councils to ascertain how best to prepare students for work in particular industries.

There are eleven national Industry Skills Councils that cover the skills needs of Australian Industry. Industry Skills Councils are well connected to their stakeholders, providing leadership in workforce development, developing training to meet industry needs, and providing intelligence on industry needs.

Some of our activities in 2010 aligned to the work of the Industry Skills Councils are summarised below.

Innovation and Business Skills

(Service to the value of \$26.8 m)

- The Institute prepared to implement the new Financial Services Training Package as well as the consolidation of the Business Services Training Package. The articulation pathway to Higher Education at Bachelor level was also finalised.
- The Bachelor of Commerce (Applied) and Associate Degree of Commerce (Applied) were both accredited.
- A Business Enterprise Centre was established in Kinglake, with funding from the Victorian Bushfire Business Authority and Regional Development Victoria.
- The Institute was actively involved with the rewriting of the Information & Communication Technology training package. During this project, our subject matter experts provided significant input into the redevelopment. This resulted in the inclusion of several new competencies and qualifications.
- Staff members were involved with providing feedback and advice on the re-writing of the Performing Arts (Dance and Music Theatre) qualifications throughout 2010.

Manufacturing Skills

(Service to the value of \$13.0 m)

- Four new courses were developed in 2010, including the Diploma in Robotics; Certificate II in Engineering Maintenance; Certificate II in Automotive Electrical; and Certificate II in Bicycle Maintenance. These courses, and their curriculum materials, were developed in liaison with industry partners with the aim to meet emerging industry and community needs.
- The Institute continued to assist companies to undertake training in the manufacturing sector, including in industrial sciences and laboratory technology, in accordance with Manufacturing Skills Australia's funding program.
- Professional development opportunities were provided to manufacturing and engineering personnel in partnership with Manufacturing Skills Australia.
- The Diploma of Supply Chain and Logistics Management was developed directly in response to needs identified by the manufacturing sector.
- In conjunction with a number of industry partners, the Institute worked on finalising the design of the Integrated Technical Skills Hub.
- Discussions were held with the Institute, the Air Conditioning and Mechanical Contractors' Association (AMCA) and other industry bodies, to ensure that plans for the facility focus on innovative approaches to education and training, and that it also incorporates the latest flexible delivery methods and technology.
- A partnership with AMCA was formalised during the year through the signing of a Memorandum of Understanding to address industry needs in refrigeration, essential services and climate control.

CONNECTING WITH INDUSTRY

Service Industry Skills

(Service to the value of \$14.2 m)

- The opening of the Health and Wellbeing Hub in July 2010 included the opening of the Aveda Institute Melbourne. The Aveda Institute is a premier destination for hairdressing, beauty and spa training in Australia. The official opening attracted industry leaders and business partners and generated additional interest from trade publications and journals.
- Hospitality and events students participated in the 2010 Spring Racing Carnival working for Peter Rowland Catering and Delaware North.
- Cookery, Events, Hospitality and Tourism students undertook short study tours with our Global Education Network partners, SAIT Polytechnic in Canada, Institute of Technical Education in Singapore and Kirkwood Community College in America.
- Ten students participated in a 10-day Institute sponsored, Department of Education, Employment and Workplace Relations Endeavour Project to Dubai to investigate and explore issues in regards to sustainability within the Built Environment.
- Events, Hospitality and Tourism students undertook a short study tour in Dubai as part of the Endeavour Mobility Program.

Community Services and Health Industry Skills

(Service to the value of \$9.6 m)

- The establishment of the Nursing Skills Centre of Excellence has led to opportunities to provide education and training services to health care industry bodies, with the aim of up-skilling those already working in the health sector. For example, in November, the state-of-the-art training centre played host to the National Airway Training Course for Anaesthetic Trainees.
- The Institute continued to work closely with health care providers including Epworth Healthcare and Eastern Health. The Institute also delivered first aid and customised early childhood training to a number of clients.

Construction and Property Services Industry Skills

(Service to the value of \$6.8 m)

- The Institute achieved accreditation for the Bachelor Degree in Sustainable Built Environments. Developed in association with leading industry organisations and professional associations, the course addresses the industry's need for a new type of graduate with the specialist skills and expertise in sustainability and green building design.
- The 'Green Skills Hub', a technical and trades workspace located at Elgar Campus, is now being utilised to up-skill apprentice plumbers, electricians and air conditioning students in the area of sustainable buildings. The facility, which was officially opened in November 2010, serves to reduce the Institute's carbon footprint by applying environmentally sustainable principles through the facility's infrastructure and use of technology and equipment.
- Major projects were completed in e-learning for the delivery of Certificate II and Certificate III in Carpentry, as well as the Certificate IV in Building and Construction (Building). This provides clients with flexible options for training outside normal scheduled classes and also engages clients who now have expectations of learning through use of online and blended learning.

There were also a range of other initiatives introduced to respond to the needs of industry clients in 2010.

These initiatives included:

- Developing an additional Diploma in Veterinary Nursing, specifically for veterinary nurses working in general practice. This diploma served to close identified gap in the qualifications suite, as identified by industry.
- Working with the Communications & Information Technology Training Ltd on a project to 'up-skill' Telecommunications technicians in the Certificate III in Telecommunications. In support of this project, the Institute developed its Telecommunications training capabilities, particularly in the field of Fibre Optics, an area which is expected to grow due to the roll-out of the National Broadband Project. During the year, short courses in this area were also delivered.
- Commencing delivery of the Certificate IV in Government at the Department of Justice and the third Certificate IV in Government program for the Office of the Ombudsman.
- Working in conjunction with the National Electrical Contractors Association (NECA) to deliver the EcoSmart electricians course, which provides electricians with training in industry eco-friendly solutions.
- Completion of the review of the Pulp and Paper Manufacturing Training Package, providing subject matter expertise in the development of the Sustainability Units.
- Growing our relationship with Skills DMC developed through initiatives in the Extractive Industry.
- Conducting an internal review to prepare for the implementation of a new Training Package, which will cover both Sport and Fitness training.

Chart A – Percentage of 2010 Government Profile Delivery by National Industry Skills Councils

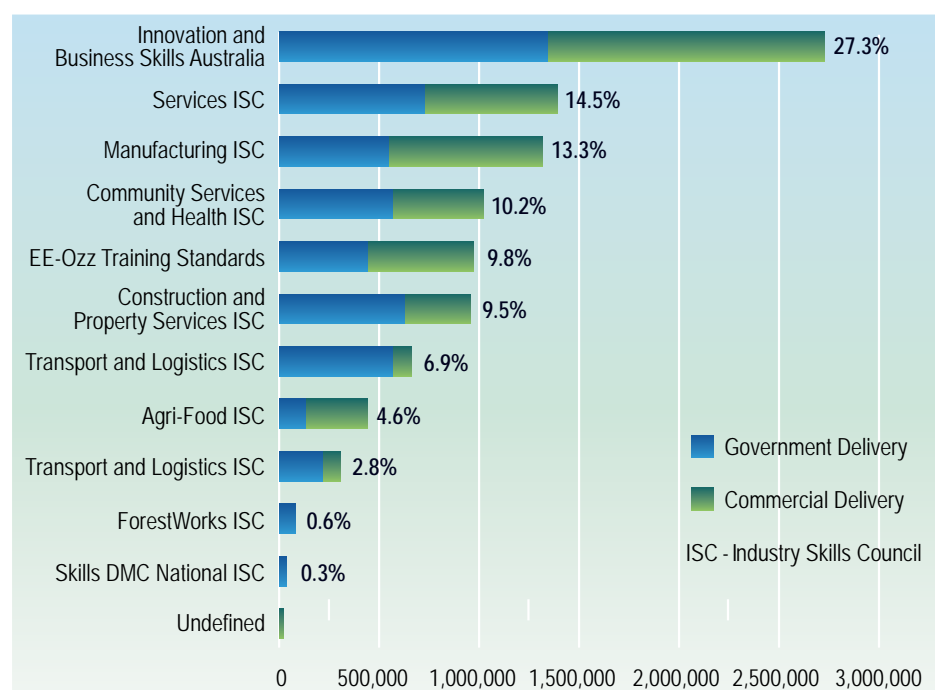


Chart A depicts the proportion of Institute total delivery that aligns with National Industry Skills Council responsibility.



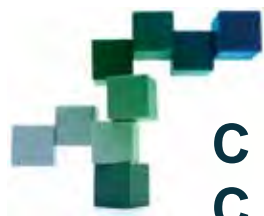
connecting...

Emma Hall

Bachelor of Applied Music (Performance)
MUSIC TEACHER

"I have learned that it is important to build your skills and be exposed to more styles and areas that you might not choose to discover by yourself."

Emma, who teaches music full time, went on to undertake a Graduate Diploma of Education at Monash University after graduating from the Institute. Teaching is set to be her way of passing on her passion for music to the next generation.



CONNECTING WITH THE COMMUNITY

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

Box Hill Institute collaborates with the community to improve education and employment outcomes for local people, and has a particular emphasis on ensuring access and equity for all. The Institute also supports the active involvement in community issues and causes.

Examples of good corporate social responsibility can be seen through the involvement of our students, staff and clients in local programs. Here are just some of the positive outcomes.

Rotary Club Global Education Program

As a result of the partnership established in 2010 with Rotary District 9810, the Institute is able to expand its Global Education Program. In August, the Global Education Program was launched which provides scholarships for Vocational Education and Training students aged over 18 years. The focus of the program is to provide exchange opportunities to students who would not be able to participate in existing overseas exchange programs.

Another important aspect of the program is the focus on helping communities in need, where students can gain valuable industry experience and cultural awareness while helping others. Examples of these programs could include building, plumbing and nursing students going into a community with poor sanitation to improve both the infrastructure and education of community members.

KOTO International

Know One, Teach One (KOTO) is a not-for-profit hospitality training organisation that has trained in excess of 300 young and disadvantaged Vietnamese youth in Hanoi over the past 10 years. KOTO is an extended campus of Box Hill Institute, and part of a unique, not-for-profit social enterprise business model.

In April, the Institute hosted the KOTO Cook-Off Fundraiser. Over 160 guests attended the event and approximately \$18,000 was raised, which will ensure the KOTO program continues to change the lives of disadvantaged children.

Kinglake Ranges Business Enterprise Centre

During the year, the Institute commenced an initiative to assist small businesses affected by the 2009 Victorian bushfires to re-establish themselves and to assist new small businesses to start in the area by providing business advice and information, as well as networking and workshop opportunities.

With funding from Small Business Victoria and Regional Development Victoria, the Institute has worked with the Kinglake Ranges Business Network, Murrindindi Shire, and other local business groups to establish a Business Enterprise Centre (BEC) in the Kinglake Ranges.

The BEC services the Kinglake, Toolangi, Kinglake West and Flowerdale areas. A number of our previous and existing New Enterprise Incentive Scheme (NEIS) participants also come from this area. The mentoring of these NEIS participants will now also be undertaken through the Kinglake Ranges BEC. The Kinglake Ranges BEC was officially launched in October.

Box Hill Institute Charitable Foundation

During 2010, the Box Hill Institute Charitable Foundation was established as a special purpose fund to support the Institute's charitable activities. The Charitable Foundation is governed by a Charter, approved by the CEO and its activities will be administered and overseen by a Foundation Advisory Committee.

The purpose of the Box Hill Institute Charitable Foundation is to provide support for the following charitable activities:

- Support for the advancement of education.
- Providing opportunities for meaningful education and occupation disadvantaged or homeless youth in the Whitehorse and Manningham communities, and beyond.
- Providing support for gifting and capital raising campaigns of benefit to education through the Institute to Box Hill Institute students.
- Providing a mechanism for distributing bequests and gifts provided by donors for the purposes of supporting educational outcomes particularly for the disadvantaged or disengaged.
- Provision of scholarships for domestic students for the purposes of undertaking student projects, overseas studies or other activities as approved by the CEO.
- Other charitable activities as approved from time to time in accordance with the Institute's corporate social responsibility objectives.

CONNECTING WITH THE COMMUNITY

Public Tenant Program

The Institute ran a successful community project in partnership with the Department of Human Services in the area of Carpentry training. The Public Tenant Program has been designed to create job opportunities for people in public housing and to stimulate demand for skilled workers in local areas. The Institute will be continuing with this program in 2011, which has resulted in excellent employment outcomes for participants in the pilot program.

Community Lunch Program

Box Hill Institute and Harrison Community Services continued to work together to deliver our partnering Community Lunch Program. Students from our Centre for Hospitality and Tourism Studies prepare the meals and our Senior Victorian Certificate of Applied Learning (VCAL) students assist Harrison's Services staff and volunteers with the setup, serving and cleanup of the community lunch. This Program, which has run for the past four years, provides students with the opportunity to gain valuable life skills from interacting with the community and to 'give back' to the local community.

Our Patch

In 2010 and in partnership with the City of Manningham, the Institute established a new training workplace that gives job seekers the opportunity to learn and expand knowledge bases through 'Our Patch' sustainable fruit and vegetable garden in Wetherby Road, Doncaster.

This Australian Government funded initiative is run by a dedicated gardener and is staffed by a wide range of job seekers interested in starting careers in gardening, horticulture and the hospitality industry – an industry which is increasingly interested in consumer taste preferences for organic and local food.

This project shows ways in which we can model sustainability in a production garden. The garden has been created whilst teaching our trainees permaculture and techniques to maximise urban growing space, such as vertical gardening.

Management Training for Indigenous Australians

The Institute delivered a customised Certificate IV in Frontline Management through a joint project between Box Hill Institute and the Mullum Mullum Indigenous Gathering Place Pty Ltd, funded by Skills Victoria. The aim of the pilot program was to provide a culturally appropriate, substantial and effective leadership and management training for currently employed indigenous community members. In 2010, seven participants completed the program.

Work Placement Programs

Work placement programs ran during the year, which provided benefit to the community. Examples include:

- One hundred Business Programs students volunteered to undertake work placement in a wide variety of local industry groups. Overall approximately 1,000 days of community service were undertaken as a result.
- One hundred and fifty Information Technology students were involved in an Industry-Based Learning program, which involved rebuilding and donating over 300 Institute personal computers to several community groups. These included Best Chance Child and Family Care Network, Box Hill North Primary School and Villa Maria; and
- Victorian Certificate of Applied Learning (VCAL) Beauty students provided hand massages to elderly residents in the local area, which was part of a Communication and Work Related Skills subject.

Student Fundraising Initiatives

A number of fundraising initiatives were run by students during the year. Some examples include:

- Hospitality students held a fundraising event for the UNICEF Haiti Earthquake Appeal. All proceeds raised were donated to UNICEF and the Haiti Earthquake Emergency Appeal. This appeal had an educational focus with a 'school-in-a-box' program and assisted the Haiti Government's Ministry of Education in the establishment of temporary 'school tents'.
- Hospitality students held a cupcake fundraising day for the RSPCA. Patisserie and Events students were involved in running the event to support the ongoing services of the RSPCA.
- Sports students ran an award night with all funds raised donated to Family Access Network, which is a local organisation that supports homeless youths.
- Hair, Beauty and Floristry students, along with staff, fundraised for a number of worthy causes, including Beyond Blue, an Aveda event – Walk for Water, Help for Haiti, Rotary Clubs/Schools, Very Special Kids, Animal Aide & World Wildlife Fund, Rotary Club & Box Hill Central, National Breast Cancer Foundation and an international scholarship for a Floristry Student.

Whitehorse Business Group

To support and maintain a close connection with local business, the Institute continued to take a prime role in the Whitehorse Business Group. The Whitehorse Business Group represents the interests of the local business community and aims to assist the development of business initiatives within the City of Whitehorse. In 2010, the Institute was a registered member of the Group, with representation on the Board and as the elected Chair.

Community Sponsorships

Sponsorship was provided to a significant number of community organisations to assist them with their fundraising activities. Organisations included the Lupus Foundation, Special Olympics, Burgess Foundation, Reach Out For Kids, Rotary Groups from the City of Whitehorse, Eastern Relief, Great Southern Tour and local sporting groups.





connecting...

Kate Jukes

Pre-Apprenticeship, Certificate III and IV in
Building Construction

CARPENTER

*"You need training behind you... employers
are looking for people with skills and
knowledge in the building industry."*

After completing her studies, Kate found employment straight away, and was told this was thanks to her qualification from Box Hill Institute. Today Kate works as a carpenter for a commercial building company that specialises in heritage and restoration work.



PROGRESS AGAINST THE INSTITUTE'S STRATEGIC PLAN

The current five-year Strategic Plan covers the period 2008-2012. It comprises eight platforms: four leadership and four management. Each year, the Board and Management agree on a set of annual targets consistent with the long-term objectives of the Plan. The following summarises, for each of the platforms, the key achievements for 2010.

Leaders in Teaching and Learning

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Met or exceeded all obligations with Skills Victoria under the Annual Performance Agreement.
- Developed a number of new qualifications at the vocational certificate, diploma and graduate certificate level. These included the Graduate Certificate of Information and Communication Technology, Diploma of Veterinary Nursing (General Practice) and the Diploma of Supply Chain and Logistics Management.
- Obtained approval to deliver our new degree in Sustainable Built Environments, our first trade based degree.
- Continued to develop and implement quality and innovative educational delivery solutions, with a particular focus on a blended learning approach. During 2010 we were recognised for excellence in the development of a number of new eLearning products.
- Implemented a plan to address all recommendations from audits conducted by the Australian Universities Quality Authority (AUQA) and the Victorian Registration and Quality Authority (VRQA).

- Met all the requirements for re-registration as a Non-school Senior Secondary Education Provider.
- Developed a detailed submission to the Review of Tertiary Education in Victoria chaired by Professor Kwong Lee Dow.
- Focused significantly on teacher professionalism by ensuring that 70 per cent of all Institute teachers participated in a professional practice event.
- Reengineered the Institute's profile of delivery in line with the need to respond to the Victorian government's Skills Reform policy. This involved the development of new qualifications and an examination of all existing courses, with a number of courses being modified or discontinued.
- Through the Skills Assessment Centre, focused significantly on recognition of prior learning.
- Continued engagement in applied research across a number of teaching centres in order to inform teaching and assessment practices.

PROGRESS AGAINST THE INSTITUTE'S STRATEGIC PLAN

Leaders in Innovation

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Continued to work towards the achievement of our long-term vision for the Health & Wellbeing Hub (which comprises the Nursing Skills Centre of Excellence and the Aveda Institute) in conjunction with our consortium partners. This involved a full review of all programs in the nursing and personal services area with significant input from our industry partners.
- Redeveloped our approach to technical trades training particularly in relation to green skills and sustainability. The design and construction of the Green Skills Learning Hub was an opportunity to highlight our successful work in this area and provided valuable insights to inform the planned construction of the new Integrated Technology Hub.
- In line with our innovation framework, successfully implemented a number of suggestions for education and service delivery improvement through the 'innovation champion' network.
- Introduced a number of new process and program improvements across the Institute. For example, in the area of Blended Learning the Institute was named a winner at the State's elearning awards for the development of an online educational tool including a virtual sustainable office block. The online tool is designed to ensure the next generation understands the importance of sustainability, and has the skills to make sustainable change when they enter the workforce.
- Designed a new qualification, the Vocational Graduate Certificate in Working Globally, with two Australian partners and three European partners. The new qualification is part of a project on student mobility for the European Union and the Commonwealth Department of Employment and Workplace Relations.

Leaders Globally

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Continued to service the needs of international inbound students from over 50 countries. Despite the impacts of the global financial crisis, the rising Australian dollar, changes in skilled migration categories and negative publicity, international enrolments continued to make a significant contribution to the Institute.
- Achieved growth in offshore enrolments, through new or enhanced extended campus arrangements. We now have more than 5,900 enrolments offshore with additional new partnerships being established. Particular areas of growth were in China, Singapore, Vietnam, Kuwait and Malaysia.
- Continued to develop our reputation as a major provider in the international project market. In particular the Institute continued its leadership role in the Australian Pacific Technical College, a major Commonwealth Government initiative.
- Focused on the needs of our international students through greater customer service and the widening of our support programs.
- Continued to work with our Global Education Network (GEN) partners, SAIT Polytechnic, ITE Singapore, and Kirkwood Community College in the United States. In total more than 153 students and staff participated in GEN exchanges and study tour programs in 2010.

Leaders in Relationships

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Signed an institutional level strategic alliance with Monash University demonstrating both organisations commitment to provide innovative, comprehensive education and training programs and pathways for students and outcomes for industry and enterprises.
- Continued planning for the development of a specialist centre for refrigeration and climate control in cooperation with the Air Conditioning & Mechanical Contractors Association (AMCA).
- Strengthened relationships with our industry partners and industry skills councils. This involved the design and accreditation of new industry programs as well as the involvement of the Institute in providing solutions to industry client needs.
- Increased our alumni by 190 per cent in 2010.
- Continued our relationship with the City of Manningham. In 2010 this provided a number of opportunities for our students to work in a range of joint activities including, once again, the World's Longest Lunch and the development of sound posts for the Doncaster Hill tourism development.
- Worked with the 'Whitehorse Alliance', a network of leading secondary schools in the area, to enhance educational opportunities for students in the eastern suburbs of Melbourne.
- Strengthened and formalised our relationships with our university partners, including Monash University, Australian Catholic University, Deakin University and La Trobe University.
- Continued to meet the needs of our industry clients across a range of industry sectors.

Managing Students and Customers

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Continued to respond to the Victorian Government's Skills Reform policy by redeveloping courses and developing new courses in a range of areas which were of interest to students.
- Achieved significant growth in student satisfaction. In 2010, the rate of 'overall satisfaction' with the Institute was 80 per cent, an increase from the 74 per cent rate recorded in the 2008 student survey.
- Increased the proportion of the Institute's delivery which occurred in the workplace and through recognition of prior learning.
- In line with the Customer Service Charter and service standards, enhanced our service to students through a redesign of our library services and our approach to student support.
- Successfully delivered a range of equity projects including a Leadership Training Program for Indigenous community members and the introduction of the Peer Activity Leadership (PAL) Program through which VCAL students ran physical and problem-solving activity sessions for young students in two partnering primary schools.

PROGRESS AGAINST THE INSTITUTE'S STRATEGIC PLAN

Managing People

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Awarded five teaching excellence fellowships across the Institute.
- Developed and implemented a number of new initiatives to build Institute capacity in customer service, project management, innovation and the international delivery of products and services.
- Continued to fund significant professional development programs including master level programs.
- Continued implementation of the teachers' multi-business agreement in order to maximise benefits to individual teachers and the Institute.
- Continued the rollout of the leadership development plan across management including teaching and service centre managers. This program is based on the capabilities set out in our leadership capability framework. The framework has three distinct streams, one each for experienced, new and aspiring managers.
- Successfully implemented a number of measures aimed at addressing issues raised by staff through the biennial staff satisfaction survey.
- Increased the capability of our teaching workforce through a range of professional development programs. A major focus in 2010 was the Teacher Education Program, which was aimed at enhancing the teaching qualifications of our teaching staff. In 2010 a significant number of staff completed the Certificate IV in Training and Assessment (TAA) and 380 commenced the upgrade to the Certificate IV in Training and Education (TAE). In addition, 236 staff completed higher level qualifications in the Diploma of Training and Assessment (TAA), and the Diploma of Vocational Education and Training Practice.
- Continued to enjoy constructive and professional relationships with the relevant unions and their representatives. The Institute consultative committees for teaching held regular meetings with relevant unions and their representatives.
- Developed succession plans for key senior management roles across the Institute.
- Recognised the achievements of staff through the annual Staff Achievement and Recognition Program. The program is designed to provide recognition to employees and teams who promote increased awareness of best practices and successful development strategies, and who embody the Institute's vision, mission and values. In 2010, the winners were:
 - Employee of the Year – Joseph Gawenda
 - CEO Award for Professional Excellence – Sam McCurdy
 - Teacher of the Year – Kim Huett
 - Team of the Year – Marina Bay Sands Pre-Opening Training Team
 - Sustainability Environment Award – Centre for Facility Services
 - Sustainability Education Award – Frank Mentiplay and Kam Ho
 - Corporate Citizenship Award – Shane Lawtey and Luke Axelby
 - Innovation Award – Marina McGrath

Managing Infrastructure

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Successfully obtained funding for the first stage of the Integrated Technology Hub from the Commonwealth government Education Investment Fund. This project will result in the creation of a world class facility for technical trades training. It will build on the Institute's educational strategy of creating programs that are related to industry requirements in the building services and electro-mechanical technologies areas.
- Developed submissions for Stage Two of the Integrated Technology Hub for consideration by the Victorian and Commonwealth governments.
- Opened our new Green Skills Learning Hub. The facility promotes environmentally sustainable infrastructure and technology and provides students with the opportunity to develop valuable 'green' building skills.
- Formally opened the new Health and Wellbeing Hub comprising the Nursing Skills Centre of Excellence and the Aveda Institute.
- Further improved Information and Communication Technology infrastructure across the Institute through an expansion of our bandwidth, replacement of servers, and the rollout of new computers and other teaching equipment for staff and students.
- Worked with Skills Victoria to refine the business case to redevelop the Whitehorse campus of the Institute as a Creative Industries Hub.
- Developed an environmental sustainability plan. The plan focuses on building awareness of 'green' principles by staff and students, as well as a focus on the application of 'green' principles in building design and refurbishment, procurement practices and IT infrastructure.

Managing Business Performance

Platform Objective

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

Key Achievements in 2010

In 2010 we:

- Met our Board-approved financial targets for the year. For 2010 the Institute recorded a net result from continuing operations. This involved an increase in revenue from tuition fees related to government funding for diploma and advanced diploma programs, growth in degree revenue and an increase in funding as a result of overachievement of the Institute's 2010 Youth Compact target.
- Prepared for the full implementation of the Skills Reform policy through a re-examination of all budget and delivery targets for both teaching and non-teaching centres.
- Modified our student management system and processes, as well as the finance systems, policies and procedures, in line with the requirements of the Victorian Government's Skills Reform policy. Implementation of this policy required substantial upgrade and modification to all of the Institute's key systems.
- Completed the annual internal audit programs and managed all risks in line with the Institute's risk management plan.
- Continued to service the Institute Board, enabling it to meet its obligations under legislation and our Annual Performance Agreement with government.



PROGRESS AGAINST STATE AND NATIONAL PRIORITIES

In 2010, the Institute was once again involved with both the Commonwealth and State governments on the implementation of a range of new and existing policy initiatives.

State Priorities

2010 saw the continued implementation of the Skills Reform policy of the State Government. The policy was based on four goals:

- Increasing the number of people undertaking training in areas and at levels where skills are needed for Victoria's economic and social development.
- Developing a training system that engages more effectively with individuals and businesses and is easier to navigate.
- Ensuring our skills system is responsive to the changing needs of Victoria's industry and workforce.
- Creating a culture of life-long skills development.

In line with these priorities, contestable funding was introduced for diploma and advanced diploma students. This was accompanied by increases in fee levels and the introduction of 'Fee Help' for students. Fee Help is an income contingent loan made available through the Commonwealth Government.

Communication of the new policy and monitoring of its impact on existing and potential students was a major focus in 2010.

All courses were reviewed and number of new courses were introduced, others modified where demand for some courses fell.

A particular difficulty for the Institute was in relation to the level of concessions provided to low income students. The Institute was faced with the situation where there were a number of students who could not access concessions, and who therefore could not access training due to the cost.

The Institute was successful in meeting or exceeding its performance agreement targets with government, particularly in the youth area. The election of a new Government late in 2010 led to a number of implementation issues around new policy adjustments which were partially addressed in 2010. Discussions with Government will continue in 2011.

Review of Tertiary Education

Another major priority for the State Government was its review of tertiary education in Victoria. The Institute prepared a submission to a committee of enquiry outlining its position in relation to a number of areas including governance, fees, access to provision, and the need for greater pathways.

Review of Governance Arrangements

The State Government introduced significant amendments to legislation concerning the governance of TAFE institutes during 2010. Amendments to legislation were passed by the Victorian Parliament in 2010. The Institute was heavily involved in monitoring potential impacts of the changes.

National priorities

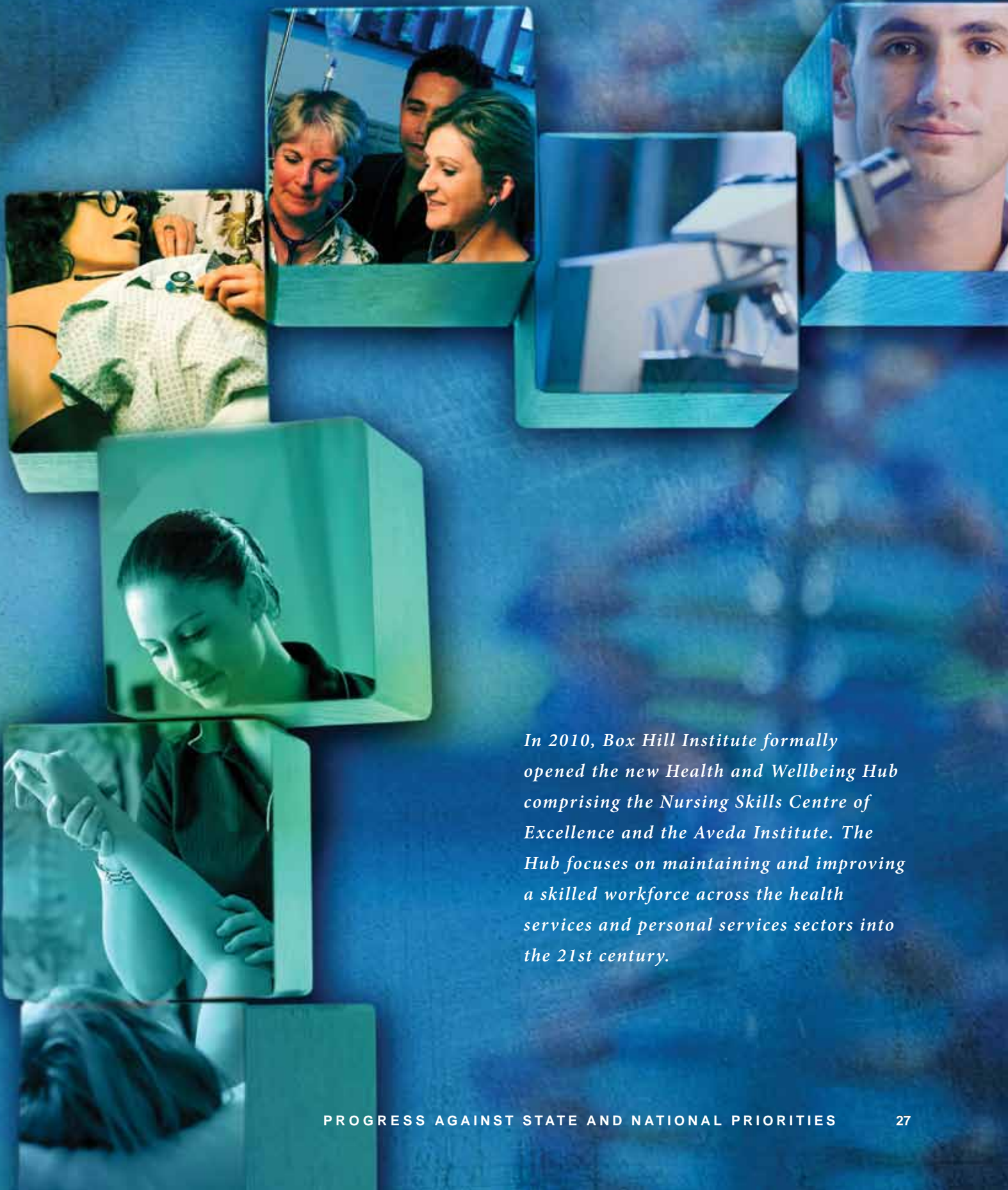
Following the release of the 'Bradley Review' into higher education in 2009 there were a significant number of changes in the higher education sector that impacted on Box Hill Institute in 2010. The introduction of additional funding for university places and the need for universities to increase the number of graduates from lower socio-economic backgrounds strengthened the need for Box Hill Institute to establish linkages and pathways with the university sector.

In 2010 the Institute's relationships with a number of university partners continued to flourish. During the year the Institute signed a major memorandum of understanding with Monash University aimed at improving collaboration. A working party was established between the two organisations to examine a number of areas such as guaranteed pathways, joint letters of offer and greater collaboration in business.

The Institute, through its involvement with the Victorian TAFE Association and TAFE Directors Australia, participated in a number of forums and discussions. These included participation in a number of workshops on redefining the tertiary sector and providing feedback to the Commonwealth government on draft legislation in a number of areas.



connecting...



In 2010, Box Hill Institute formally opened the new Health and Wellbeing Hub comprising the Nursing Skills Centre of Excellence and the Aveda Institute. The Hub focuses on maintaining and improving a skilled workforce across the health services and personal services sectors into the 21st century.



INTERNATIONAL HIGHLIGHTS

Growing Offshore Enrolments

Offshore enrolments grew strongly throughout the Institute's Extended Campus Network. There are now more than 5,900 enrolments offshore with additional new partnerships being established. Particular areas of growth were in China, Singapore, Vietnam, Kuwait, Malaysia and Iran.

Participating in Regional Development

Stage 1 of the Australia Pacific Technical College project will conclude in June 2011. This major project is on track to achieve all milestones under the contract with AusAID. A total of 450 students graduated in 2010 which exceeded the graduate targets. Over 900 students were enrolled in the Schools of Tourism and Hospitality and Health and Community Services in Fiji, Vanuatu and Samoa which were managed and operated by Institute staff.

In 2010 the Institute was commended after detailed audits of its project management, legal and financial compliance requirements under the AusAID contract as part of the Australia Pacific Technical College project.

Maintaining Client Relationships

- The recruitment of international students in 2009 and 2010 was negatively affected by Government changes in migration requirements, and by changes in international attitudes towards Australia as safe and affordable training destination. This also impacted on our local and overseas agents, whose business depends on Australia being an attractive study destination.

The Institute responded to these new market conditions by:

- Reviewing arrangements with local and overseas agents to provide support and ensure compliance. This included the 'Yes We Can' marketing campaign and continued with our relationship with local agents being reviewed and re-established with personalised tours at the Institute occurring on a fortnightly basis.
- Building improved client services for our students including strengthening existing English language, cultural and educational support.

Establishing New Markets

The Institute continued developing its presence in South America during 2010. For example, Box Hill Institute was selected as part of the BECAS Technical Scholarship Program, Chile.

Under this program, offers were made to applicants for English Language Intensive courses to commence in 2011. Institute offers represent 30 percent of all offers made by Australian Registered Training Organisation under the BECAS Program.

A new extended campus was established in Tehran with the Tehran Institute of Technology.

Project Management and Large Projects

In 2010 the Institute continued to build its reputation and activity in relation to large scale training and project management services.

Examples included:

- AusAID (Australian Agency for International Development) – Australia-Pacific Technical College School of Tourism and Hospitality and School of Health & Community Services.
- Workforce Development Agency (WDA) – Singapore - Continuing Education and Training (CET) Centre for Community and Social Services.
- Marina Bay Sands Resort, Singapore – Provision of Integrated Resort Pre-Opening Training and Simulation Support.
- Galaxy Entertainment Group Macau – Provision of Pre-Opening Training and Support.



connecting...

Chris Rendell

Apprenticeship Certificate - Cooking
CELEBRATED CHEF AND IRON CHEF
AMERICA WINNER

*"The start of the show is very intimidating.
But once you hear the cry of the chairman,
your kitchen personality takes over and you
mind kicks into gear."*

Former Box Hill Institute student Chris Rendell has certainly taken on the world with his culinary skills. He is highly acclaimed for his work at New York's Double Crown restaurant and has appeared on US TV screens as part of a winning team on Iron Chef America.



DOMESTIC HIGHLIGHTS

Degree Enrolments

Degree enrolments in 2010 continued to grow. In total there were 626 degree enrolments in 2010. All degree students paid full commercial fees as they were ineligible for access to Commonwealth supported places which are available to degree students in the university sector. The Institute had three bachelor degrees and three associate degrees re-accredited. It also introduced three new degrees in areas of industry and student demand.

Defence Force School of Signals

The Institute continued to deliver a multi-million dollar contract for Communication, Information Systems, Technology, Education and Training (CISTET) to the Defence Force School of Signals. In 2010, the Institute was successfully awarded a contract extension for a further two years.

Employer Broker Panel

Funded by the Department of Education, Employment, and Workplace Relations, a Green Jobs Expo was undertaken with the aim of matching 'green' employers and vacancies with students and potential employees. Over 100 people were in attendance including representatives from Innovation and Business Skills Australia and the Manufacturing Skills Council.

New Enterprise Incentive Scheme

The Institute continued to deliver the New Enterprise Incentive Scheme (NEIS). This initiative involves a consortium of three TAFE Institutes with Box Hill Institute as the lead agent. In 2010 the target of assisting 120 people into business by providing training and mentoring was achieved.

Australian Apprenticeship Centre

Box Hill Institute continued to deliver Apprenticeship services to employers through the Australian Apprenticeship Centre. In 2010 an excellent audit outcome rating was achieved once again, demonstrating a best practice approach to the program.

Chronic Disease and Self Management

The Institute successfully completed a Chronic Disease and Self Management project which was funded through the Commonwealth Department of Health and Ageing. This pilot training program included the development and implementation of training modules focusing on the core skills needed for health care workers to practice chronic disease self-management.

Skills for Growth Program

The Institute provided services to small to medium sized businesses through the Skills for Growth program, a Victorian Government initiative dedicated to working with small and medium-sized businesses to explore training and education opportunities that will benefit the business and develop the skills of their staff. In 2010 small to medium businesses were provided with workforce plans for their business, which included the identification of training requirements and training providers that could assist. Marketing, information sessions and networking events assisted to source enterprises that could benefit from the program.

Skills Store

The Institute was recognised as one of the most successful operators of the Skills Stores operated by the Victorian Government across the State. The Institute exceeded its targets with Skills Victoria and had two contract variations for additional funding during the year. The project completed on 31st December 2010.

Teaching and Learning Capital Fund

During the year, two new initiatives were welcomed by the Institute as part of the Federal Government's Better TAFE Facilities element of the Teaching and Learning Capital Fund.

The Aveda Institute, located at the Institute's Health & Wellbeing Hub at Elgar Campus, provides a training workplace for hair, spa and beauty that reflects industry standards through an applied learning environment providing students with commercial experience.

This facility was supported by equipment which includes Vichy showers, thermal capsules, styling and makeup stations, purchased by funding from the grant and the collaborative support of companies including, Comfortel, SalonMart and Etapa.

The second initiative included an internet wireless rollout which took place across all of the Institute's campuses giving students access to high speed wireless and wired connectivity to enable maximum flexibility and mobility for their studies and access to innovative online training initiatives and resources such as the virtual hospital.

A number of virtual networks were established with the assistance of Cisco Australia and Alphawest, who have been instrumental in providing world-class standard wireless technology to the Institute.

Performance Agreement Responsibilities

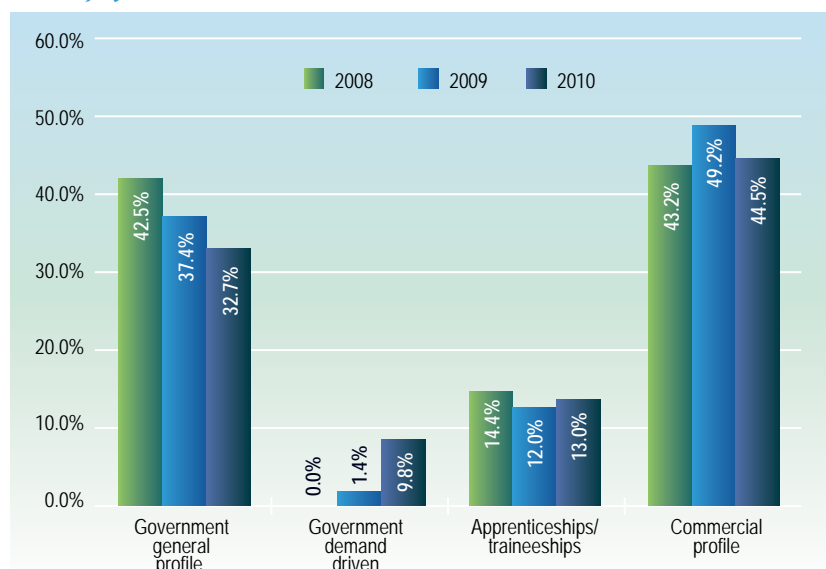
Under the Annual Performance Agreement with Skills Victoria, the Institute was required to deliver training to a minimum value of \$39.1 million. We achieved all Performance Agreement targets.

The Institute's student management system (SMART) recorded 39,668 enrolments in 2010, comprising 39,042 VET enrolments and 626 Higher Education enrolments. This compares to a total of 40,617 in 2009 and 40,675 in 2008. In 2010, the average student enrolment included more delivery hours than in previous years.

The relative proportion of total delivery in Government funded general delivery, apprenticeship/traineeships and commercial delivery are shown in Chart B.

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

**Chart B -
Delivery of Student Contact Hours**



**Chart C -
Total student contact hours delivery at Box Hill Institute over the past 10 years**





connecting...

Box Hill Institute is a major leader in providing exchange opportunities to students. In 2010, students from Cookery, Hospitality, Events and Tourism participated in short study tours and exchanges in countries such as Canada, America, Singapore and Dubai.





GOVERNANCE

Box Hill Institute is governed by a Board that is representative of Government, industry and community.

The Board is ultimately responsible to the Victorian Government for the governance and management of the Institute.

The role of the Board is to establish the Institute's strategic direction, oversee and ensure the effective and efficient management of the Institute, approve management plans, and ensure that the community is serviced effectively with technical and further education programs which are responsive to its needs.

The Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority. In so doing, it binds its members to the principles and practices determined in the Board's Governance Protocol.

Committees

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

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

Board Executive Committee

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

Membership

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

Audit, Finance and Risk Committee

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

Membership

- Bruce Thompson (Chair)
- Elizabeth White
- Philip Belcher
- Noelene Duff
- Chris Lobb
- Glen Walker.

Board Remuneration Committee

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

Membership

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

Capital Projects Committee

The Capital Projects Committee monitors the delivery of building capital projects as nominated by the Board, which are included in the program of capital building projects.

It reviews progress against program and budget, and provides advice to the Board of the Box Hill Institute of Technical and Further Education regarding the status of the program.

Membership

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



BOARD PROFILES



Ms Elizabeth White
Chair

Appointment:
Co-opted

Term:
until 13 September 2013

Qualifications

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

Masters of Education La Trobe University, Victoria

Trained Primary Teachers Certificate

Trained Special Teachers Certificate

Professional Affiliations

Member of the Australian Human Resources Institute (AHRI)

Member of the Australian Society of Association Executives

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

Meeting attendance: 7/7



Mr John Maddock
Chief Executive Officer

Appointment:
ex officio

Qualifications

Graduate Diploma of Business, RMIT University, Victoria

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

Professional Affiliations

Fellow, Australian Institute of Company Directors (FAICD)

Member of CCID (Community Colleges for International Development)

Trustee of Committee for Economic Development Australia (CEDA)

Member of the Institute of Public Administration Australia

Member of TAFE Directors Australia

Member of AAIR (Australasian Association of Institutional Research)

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

Member of the Victorian TAFE Association CEO Council

Deputy Chair of the Victorian Tertiary Admissions Centre (VTAC)

Member of the Victorian Curriculum & Assessment Authority

Member of the Innovation and Business Skills Australia Board

Chair of the Global Education Network

Board Member of Monash University Education Faculty

Member of Deakin University Melbourne Leadership Forum

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

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

Meeting attendance 7/7



Mr Philip Belcher
Deputy Chair

Appointment:
Co-opted

Term:
until 24 August 2013

Qualifications

Master of Business Administration - Macquarie University, NSW

Certificate of Technology (Electronics) - Box Hill Technical College, Victoria

Professional Affiliations

Fellow of the Australian Institute of Company Directors

Director of the Australian Institute of Management Consultants

Philip is the Principal of LSE Consulting Pty Ltd., an Australian management consulting company that focuses on business leadership, strategy and its subsequent execution. Philip has held various managing director, CEO, GM and board positions with various industry leading companies including Cisco Systems, StorageTek, and Datacraft (now Dimension Data) during his extensive career in general management and sales leadership within the Information Technology and Telecommunications sector. Philip holds an MBA and tertiary qualifications in Technology (Electronics). He is a Fellow of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management and a Member of the Institute of Management Consultants.

Meeting attendance 7/7



Ms Janet Compton

Appointment:
Ministerial

Term:
until 30 June 2013

Qualifications

Bachelor of Science, University of New South Wales

Post Graduate Diploma in Physiotherapy, Sydney University, NSW

Post Graduate Diploma in Administration, Queensland University

Master in Public Policy, University of New England, NSW

Diploma, Australian Institute of Company Directors

Professional Affiliations

Member Australian Institute of Company Directors

Associate Fellow of the Australian College of Health Service Executive

Member of the Institute of Public Administration Australia

Fellow of the Leadership Victoria (Williamson Fellow)

Janet is the Executive Director for Acute Health at Eastern Health. As a physiotherapist, Janet has had a varied career in both the public and private Healthcare sector. She has held a variety of senior management and CEO roles, including Calvary Healthcare Bethlehem, Nepean Rehabilitation, Western Health and The Alfred. Janet has a keen interest in quality management as a management philosophy and has a number of publications in this area. She holds a Master in Public Policy, as well as qualifications in administration, physiotherapy and science. Her professional affiliations include the Australian Institute of Company Directors, Institute of Public Administration Australia and Leadership Victoria.

Meeting attendance 1/1

BOARD PROFILES



Mr Bruce Thompson

Appointment:
Co-opted

Term:
until 30 June 2013

Qualifications

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

Professional Affiliations

Fellow of the Australian Society of Certified Practising Accountants

Fellow of the Australian Institute of Company Directors

Bruce is a director of SMS Management and Technology Limited. He is the former Chairman and Managing Director of Hewlett Packard Australia and New Zealand and he worked with Hewlett Packard for 32 years in Australia and overseas until his retirement in August 2000. He retired as Chairman of Innovonics Ltd in January 2005 and as Managing Director and CEO of Keycorp Limited in June 2006. Bruce also served as Trustee of the Melbourne Cricket Ground Trust from 1998 to 2007 and on a number of boards and industry associations, including the Business Council of Australia from 1995 to 2000. Bruce is a graduate of Monash University with a Bachelor of Economics degree, a Fellow of the Australian Society of Certified Practising Accountants, a Fellow of the Australian Institute of Company Directors and a Graduate of the Wharton and Melbourne Business Schools Advanced Management Programs. During 2009, Bruce was appointed a Commissioner of the Victorian Commission for Gambling Regulation (VCGR) and as Chairman of that Commission.

Meeting attendance 5/7 (Leave of absence 2/7)



Mr Chris Lobb

Appointment:
Ministerial

Term:
until 30 September 2011

Qualifications

Bachelor of Business (Accounting), Swinburne Institute of Technology, Victoria

Professional Affiliations

Member of Certified Practising Accountants

Fellow of Institute of Chartered Secretaries and Administrators

Member of the Risk Management Institution of Australasia

Member of the National Risk Committee, Property Council of Australia

Chris is Company Secretary of The Maryborough Sugar Factory Limited, an integrated raw sugar producer. Prior to this Chris held a similar position with a property management and development company with a focus on retail properties. Chris has a background in finance, corporate governance and corporate administration. Chris is a member of the Board's Audit Committee. Chris holds a Bachelor of Business (Accounting), is a Fellow of Chartered Secretaries Australia and a member of CPA Australia and the Australian Institute of Company Directors.

Meeting attendance 6/7 (Leave of absence 1/7)



Ms Rosie Forbes

Appointment:
Staff elected

Term:
until 31 May 2011

Qualifications

Bachelor of Education, Victoria
Graduate Diploma of Information Management, Victoria
Certificate in Social Studies, Victoria
Certificate IV Training and Assessment, Victoria
Diploma of Business (Frontline Management), Victoria

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

Meeting attendance 6/7



Ms Noelene Duff
Deputy Chair

Appointment:
Ministerial

Term:
until 30 September 2011

Qualifications

Bachelor of Arts (Monash University), Victoria
Bachelor of Social Work (La Trobe University), Victoria
Graduate Diploma in Business (RMIT), Victoria
Master of Business (RMIT), Victoria

Professional Affiliations

International Vice President International City/County Management Association

Fellow of the Australian Institute of Company Directors,
Fellow - Local Government Managers Australia

Fellow of the Local Government Professionals Victoria

Fellow of the Institute of Public Affairs Australia

Noelene is the CEO of the City of Whitehorse and has had extensive experience at a senior management level in State and Local Government and the non-government sector. She has a very strong commitment to community issues and community policy and strong and extensive connections with networks in the local community, the Box Hill area, and the South-eastern suburbs of Melbourne. Noelene has significant experience and a strong interest in governance, and strong financial skills. Noelene is the Immediate Past President of Local Government Managers Australia and in this role has played a key role at State and National levels in advocating key issues on behalf of the local government sector. She was elected in 2009 as Vice President International on the Executive Board of the International City County Managers Association, based in Washington. She holds a Bachelor of Arts, Bachelor of Social Work, Graduate Diploma Business and Masters of Business degrees and is a Fellow of the Australian Institute of Company Directors and a Fellow of the Institute of Public Affairs Australia.

Meeting attendance 5/7 (Leave of absence 2/7)

BOARD PROFILES



Mr Glen Walker

Appointment:
Ministerial

Term:
until 30 September 2012

Qualifications

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

Graduate Diploma in Management, University of New South Wales

Professional Affiliations

Member of the Committee for Ballarat

Glen has worked in a variety of senior management roles in the automotive industry in a career spanning 20 years. He is currently General Manager, Manufacturing, MaxiTRANS Industries, a large Australian public company and the largest manufacturer and supplier of trailing equipment to the transport industry. Glen has detailed industry knowledge and links particularly in the advanced manufacturing industry, an important industry sector for the Institute. In his work roles he has employed hundreds of graduates, trades-people and semi-skilled labourers and as such is aware of how the Institute can help prepare its graduates for such employment. Glen has a broad network of contacts in a variety of spheres and governance experience from a number of advisory boards and committees. Prior to joining the Board, Glen served on the Board's Audit Committee as an independent member co-opted by the Board.

Meeting attendance 3/7 (Leave of absence 3/7)



Ms Helen Buckingham

Appointment:
Ministerial

Term:
until 30 September 2011

Qualifications

Bachelor of Arts, La Trobe University, Victoria

Diploma of Education, La Trobe University, Victoria

Graduate Diploma in Careers, Deakin University, Victoria

Australian Institute of Company Directors Diploma, University of NSW

Helen has extensive experience in State and Local Government and has been a teacher, Careers Counsellor, Local Councillor, Mayor and Member of Parliament, serving as the member for Koonung Province. Whilst a Member of the Legislative Council of the Parliament of Victoria she served on the Parliamentary Standing Committee for Education and Training and chaired the Parliamentary Review of the Body Corporate Legislation and Regulations culminating in the Owners Corporation Act 2006. Helen retired from Parliament in 2006. Helen was an elected Councillor in the City of Whitehorse from 1997 to 2002, and served as Mayor from 1998 to 1999. Whilst a councillor, Helen was a member of a number of Council Committees. Helen also served as a Board Member of Box Hill Hospital from 1991 to 1995 and was a member of the Monash University Department of Physiology Animal Ethics Committee 1995-2001. Helen is a member of the Council of Deakin University and is a board member of the Family Access Network. In 1998 she was awarded the Australian Institute of Company Directors Diploma.

Meeting attendance 6/7 (Leave of absence 1/7)



Mr Ian Hind

Appointment:
Ministerial

Term:
until 31 July 2013

Qualifications

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

Professional Affiliations

Fellow, of the Australian College of Educators (FACE)

Ian is an education and strategic planning consultant with in excess of twenty years of experience in all levels of education and training in Australia and in a wide range of international settings. He has extensive experience in international business development, strategic and business planning, education finance, project design, reporting and implementation, institutional strengthening and capacity building, monitoring and evaluation, quality assurance, human resource management and quality assurance. Ian has led the implementation of a number of significant education and training projects and reviews in the Pacific, Middle East and South East Asia Regions, and has extensive experience in working with bilateral and multi-lateral development agencies including AusAID, NZAID, World Bank, Asian Development Bank, SIDA and the European Union.

In addition to having held a number of senior positions in education and strategic planning in the Australian education and training system, Ian has considerable experience in corporate governance and in stakeholder consultation and working and senior government and agency officials and Ministers.

Meeting attendance 2/2

Ms Mary Richardson

Appointment:
Elected Student

Term:
until 31 March 2011

Qualifications

Recently Studying Cert IV in Professional Writing and Editing

Mary until her recent resignation (December 2010) was the Student Representative to the Board. She is studying Professional Writing and Editing full time at Box Hill Institute, having previously studied Nursing and completed a short course in Welfare when living in Sydney. She recently moved back to Australia from her home country of England where she realised her strong passion for writing. She is currently part of the Student Activities and Recreation Committee (SARC) at Box Hill and has also joined the Institute's 'Green Team'. She also wants to work closely with Make Poverty History and to do all she can once her studies are over to further this aim. Mary works closely with the student magazine The Box and uses the power of writing to positively influence and enlighten her peers about what they can get out of their time at TAFE that extends far beyond the qualification they are here to achieve.

Meeting attendance 5/6

Director Development

The Institute is committed to the ongoing professional development of Directors.

In summary, professional development for Directors during 2010 comprised:

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

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

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

Professional development on the characteristics, issues and trends in meeting the expectations of a new generation of learners was undertaken as part of the Board's annual planning day.

A number of Directors undertook additional professional development activities in a range of areas relevant to their role at the Institute. Several attended the Victorian TAFE Association Annual State Conference and various professional development sessions run by the Australian Institute of Company Directors.

Directors of Box Hill Enterprises Ltd

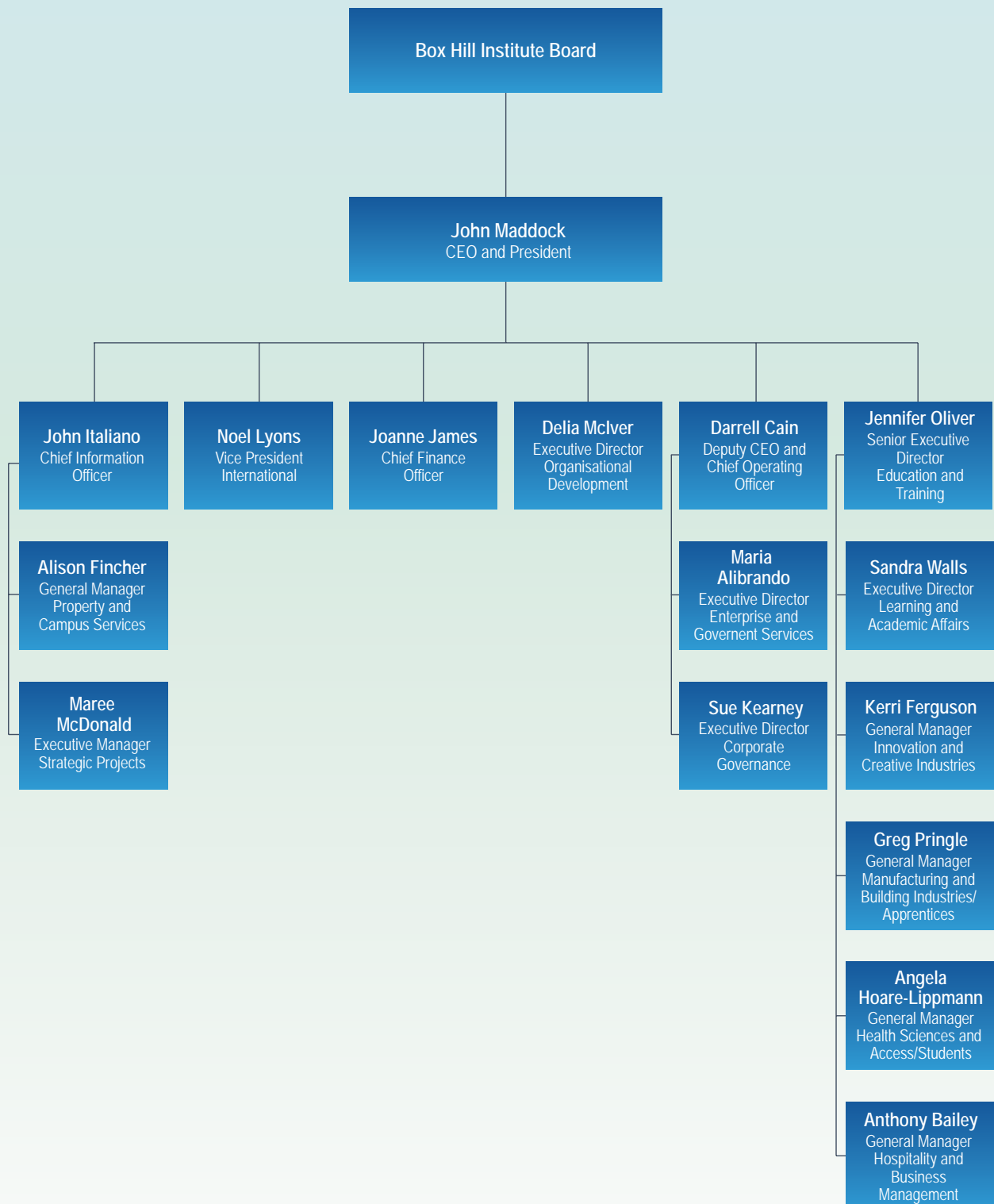
The names and relevant details of the Directors in office at the date of this report are:

- John Maddock, (Managing Director)
- Philip Belcher
- Bruce Thompson
- Elizabeth White
- Chris Lobb
- Noelene Duff
- Rosie Forbes
- Helen Buckingham.

EXECUTIVE MANAGEMENT STRUCTURE

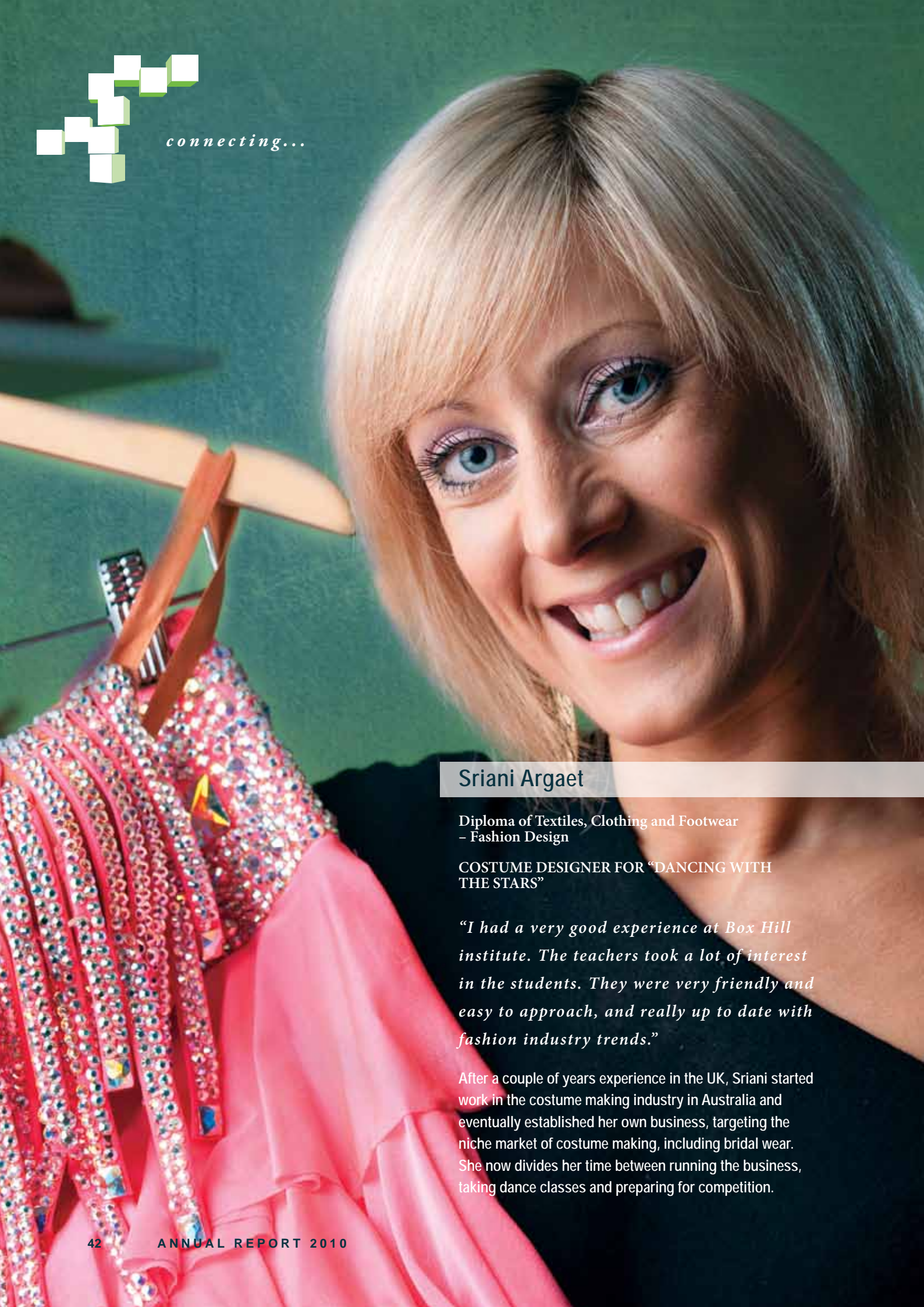
Senior Executive Management Team

Reporting Accountabilities





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Sriani Argæet

Diploma of Textiles, Clothing and Footwear
– Fashion Design

COSTUME DESIGNER FOR “DANCING WITH
THE STARS”

“I had a very good experience at Box Hill institute. The teachers took a lot of interest in the students. They were very friendly and easy to approach, and really up to date with fashion industry trends.”

After a couple of years experience in the UK, Sriani started work in the costume making industry in Australia and eventually established her own business, targeting the niche market of costume making, including bridal wear. She now divides her time between running the business, taking dance classes and preparing for competition.



COMPLIANCE

2010 Financial Performance

The Institute achieved a positive net financial result for 2010. The reduction in inbound international student numbers combined with reduced demand for full fee for service delivery for VET programs domestically impacted on the Institute's financial performance.

However, whilst full fee delivery of VET program revenue was down on previous years, there was an increase in revenue from tuition fees related to government funded for diploma and advanced diploma programs, modest growth in the Institute's degree program revenue, and an increase in funding as a result of the Institute's over achievement of the Institute's 2010 youth compact target. These combined factors resulted in an overall increase in the Institute's operating revenues for the year.

For the year ending 31st December 2010, the Institute and its controlled entity, Box Hill Enterprises Limited, recorded a net result from continuing operations of \$4.031 million, (2009: \$5.312 million).

Comprehensive Operating Statement

The net result from continuing operations as reported in the Statement of Comprehensive Income for 2010 was \$4.031 million and includes capital grants of \$6.292 million and operating expenditure associated with these capital grants together with depreciation which is largely unfunded by government.

The reduced surplus against prior year has arisen as a result of the combined impact of the reduction in fee for service revenue, and expenditure associated with EBA adjustments and realignment of the delivery effort with emerging demand as a result of the introduction of contestability. The increase in depreciation as a result of the revision of estimates pertaining to the useful life of plant and equipment has also impacted on the net result for the year.

Balance Sheet (Statement of Financial Position)

For 2010, the increase in financial assets is due to the trading surplus for the year and transfer of maturing longer term held assets into lower interest bearing deposits with Treasury Corporation Victoria.

The higher level of liquidity will progressively reduce over 2011 and going forward as the Institute commences its much anticipated Integrated Technology Hub project. The Integrated Technology Hub is a joint funding initiative between the Institute, the commonwealth government through the Education Investment Fund, and the state government through Skills Victoria.

Whilst there were modest capital outlays during 2010 in line with the capital grants received for plant and equipment, the revised estimate of useful life for certain plant and equipment had the effect of reducing the value of property plant and equipment during the year.

Liabilities for 2010 have increased as a result of an increase in revenue received for programs in advance of delivery, and the impact of higher labour costs on employee provisions.

Equity for 2010 has increased as a result of the operating surplus achieved for the year.

As a result of the above factors, the Institute's working capital ratio, adjusted for current long term employee provisions, was 3.19:1 in 2010 compared to 3.14:1 as at 31st December 2009.

Subsequent to balance date, there were no significant events on operations in previous years which affected the achievement of operational objectives.

COMPLIANCE

Five Year Consolidated Financial Summary

Year Ended 31st. December	2010	2009	2008	2007	2006
	\$'000	\$'000	\$'000	\$'000	\$'000
Summary Of Financial Performance					
Government Contributions – Operating	62,330	61,328	60,154	56,987	53,413
Sale Of Goods And Services	54,998	54,781	48,882	41,837	30,791
Other Revenue	3,653	3,367	5,642	4,667	10,135
Total Operating Income (Excluding Capital Grants)	120,981	119,476	114,678	103,491	94,339
Expenses From Operations	(113,357)	(115,088)	(106,614)	(94,457)	(80,583)
Net Result From Operations Before Economic Flows, Depreciation And Transactions From Capital Grants	7,624	4,388	8,064	9,034	13,756
Government Contributions - Capital	6,292	6,991	5,160	6,795	5,956
Depreciation And Amortisation	(7,615)	(4,422)	(3,660)	(4,149)	(3,927)
Expenditure Using Government Contributions –Capital	(1,446)	(1,455)	(791)	(1,115)	(1,122)
Other Economic Flows Included In Net Result	(824)	(190)	(874)	(153)	-
Net Result From Continuing Operations	4,031	5,312	8,622	10,412	14,663
Summary Of Balance Sheet Performance					
Assets	203,811	197,964	194,718	188,088	194,406
Liabilities	(27,550)	(25,734)	(27,800)	(29,792)	(25,152)
Net Assets	176,261	172,230	166,918	158,296	169,254
Equity:					
Accumulated Surplus	59,875	55,844	50,532	43,910	33,498
Reserves	89,262	89,262	89,262	87,262	108,632
Contributed Capital	27,124	27,124	27,124	27,124	27,124
Total Equity	176,261	172,230	166,918	158,296	169,254
Working Capital Ratio Adjusted For Current Long Term Liabilities	3.19	3.14	3.50	3.03	2.70

¹ From 1st January 2009, the Institute revised its capitalisation threshold for assets to \$5,000. In accordance with applicable accounting standards, only prior period comparatives from 2006 have been restated.

Compulsory Student Services and Amenities Fee

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

Statement	Details
Total Student Services and Amenities Fees Collected for year ending 31st December 2010	\$742,116
Purpose for which the services and amenities fees	<p>The services and amenities fee is managed by the Institute's Student Services and Support Centre.</p> <p>The fee is fully applied to the provision of funding for student recreation, counselling and welfare and other non-academic support services.</p> <p>The collection and disbursement of the services and amenities fees are fully managed by the Institute and are not paid to any student organisations.</p>

Consultancies

Details of consultancies engaged during 2010 are as follows:

Consultancies over \$100,000

Consultants	Number of Engagements	Total Fees Paid	Particulars of Projects involved	Estimated Future Commitments
Godfrey Spowers (Vic) P/L	2	\$562,347	Architectural services related to the Institute's capital works and Infrastructure programs and the Integrated Technology Hub project.	\$1,000,000 -
Technology One	3	\$155,048	Consultancy and project management services related to the Institute's financial systems.	

Consultancies under \$100,000

Number of Engagements	34
Total Fees Incurred	\$736,679

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



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Risk Management and Attestation Statement

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

The Institute also participates in the Victorian Managed Insurance Authority quality reviews of risk management practices, and the Institute's risk management framework and processes was rated as "Very Good".

At its meeting of the 15th February 2011, and in accordance with the requirements of the Victorian Management Insurance Authority Act, the Audit Finance and Risk Committee approved the following attestation statement to be made by the Chief Executive Officer on behalf of the Institute.

Attestation Statement

I, John Maddock, certify that as at the 31st December 2010, the Box Hill Institute of Technical and Further Education, and its subsidiary, has risk management processes in place broadly consistent with the Australian/New Zealand Risk Management Standard (or equivalent standard) and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures in significant respects. The Audit Finance and Risk Committee verifies this assurance and that the risk profile of the Institute has been critically reviewed within the last 12 months.

John Maddock
Chief Executive Officer

Financial Reporting Directions

This report is prepared in accordance with the requirements of the Financial Reporting Directions. For further detail, please refer to the Financial Statements.

COMPLIANCE

Statements of Pecuniary Interests including details of shares held by senior officers

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

National Competition Policy

The Institute has in place policies and procedures to ensure compliance with the National Competition Policy which take into account the Victorian Government's 'Competitive Neutrality: A Statement of Victorian Policy' requirements. The Institute's National Competition Policy and Manual is reviewed on a regular basis in accordance with the Institute Board's policy review schedule and commitment to the Institute's continuous improvement processes.

Freedom of Information

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

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

Box Hill Institute may levy a charge for information provided that is subject to a Freedom of Information request in accordance with the relevant requirements.

There were three requests for information to be supplied under the Freedom of Information Act during the 2010 reporting period.

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

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

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

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

Whistleblowers Protection Act

The Institute's current policy and procedures relating to the Whistleblowers Protection Act 2001 are available on the website. There were no protected disclosures in 2010.

Employment Principles

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

Conduct Principles

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

Occupational Health and Safety

The 2010 OH&S Improvement Plan was implemented. It included:

Training and development component

- Health and Safety Representative training.
- Health and Safety refresher training.
- HIRAC (hazard identification, risk assessment and risk control) training.
- Emergency Control Organisation training and presentation at 2010 Box Hill Institute Management Conference.
- Introduction of 16 defibrillators with over 100 staff trained in use.
- First Aid – Level 2.
- Various OH&S training including:
 - Chemical Safety
 - Ergonomics
 - Manual Handling.
- Evacuation drills conducted across all Institute buildings.

COMPLIANCE

Communication plan

- OHS Bulletin was provided to staff on a fortnightly basis.
- Chemwatch and OHS Crown Bulletin were disseminated.
- Upgrade of chemical database to provide MSDS access for all staff and now students via student web.

OH&S Committee and first aiders

- The OH&S Committee met five times throughout 2010.
- The committee is reviewing its Terms of Reference and Key Performance Indicators.
- First Aid Staff increased to over 100 volunteers. Another 100 trained in CPR Basic Life Support (training included Defibrillator Training).
- The Institute has over 20 Health and Safety Representatives with six deputies, with most aligned to their respective Teaching and Service Centres to ensure development of a safety culture within that workplace.

Health and Safety Week

As part of OH&S Week, staff participated in Free Health Checks and First Aid Training. Appreciation luncheons were conducted for all Institute members of the OHS volunteer regime including Health and Safety Committee members, emergency wardens, first aid staff, staff trained in defibrillator use, Health and Safety Representatives and their deputies.

Auditing

In line with the 2010 Internal Audit Program, HLB Mann Judd undertook a review of OH&S governance framework. This included centre safety plans, emergency procedures relevant policy and procedures.

Employee Relations

The Institute has established Consultative Committees with the various staff groups to assist with implementation of Enterprise Agreements, operational and cultural change and matters affecting employees generally. The parties are committed to a cooperative approach involving joint participation and consultation. The Consultative Committees meet on a regular scheduled basis as well as on an ad-hoc basis when specific matters arise.

The Institute has also established an Organisation Development Advisory Group (ODAG), whose purpose is to provide employees with an opportunity to provide their views and ideas regarding the leadership and management of people at the Institute. Nominations are called for annually for the 12 employee members of the group. ODAG usually meets bi-monthly.

In second half of 2010, ODAG met more regularly to allow constructive discussion about the Institute's change program and to ensure staff had an opportunity to raise issues with management about the process and to provide information to their colleagues regarding the change.

Managers from Organisation Development are assigned as Client Advisors to Centres across the Institute. The Client Advisors are the first point of contact for managers and staff on general employment matters, including employee relations issues, any matter related to the leadership and management of people at the Institute and complaints or grievances.

Industrial Relations

In 2010 there no time was lost as a result of industrial action.

Staff Wellbeing and Recognition

The Institute conducts a bi-annual Staff Satisfaction Survey (last conducted in 2009) to gain a snapshot of employee views of the Institute at a point in time. In 2010, an Action Plan developed from the 2009 survey was implemented. This survey is one of a number of data sources used to inform the Institute of the views of its staff.

The Institute provides an independent Employee Assistance Program (EAP) for staff and an independent Manager Assist Program (MAP) for members of the Management Team. The EAP is a service to promote staff health and well-being in relation to issues at home and at work. The MAP is a pro-active and supportive self-referral service designed specifically for managers. It aims to help managers lead, manage and support their team to maximise performance and achievement and to assist managers to resolve pressing personal issues.

In 2010 the institute reviewed its Staff Achievement and Recognition Program (SARP) and developed a Staff Achievement and Recognition Policy and Procedure, which specifies the objectives of SARP and makes clear the basis upon which awards and recognition will occur across Institute.

The objectives are to:

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

The revised SARP was implemented and individual and team awardees were recognised at a whole of staff function conducted in December 2010.

A Wellness Forum was conducted for staff in 2010 with separate sessions focussing on healthy eating and women's and men's health. A food nutritionist passed on practical knowledge and experiences on healthy food choices, the women's health session highlighted issues and addressed happy and healthy living for women and the men's health session focussed on important health and lifestyle issues for men.

Building Maintenance

This report provides details of the extent of Box Hill Institute's compliance with the Building Act 1993, as required by the Directions of the Minister for Finance issued under Section 8 of the Financial Management Act 1994.

Buildings Condition Audits are conducted annually on each building, to meet Ministerial Guidelines and Box Hill Institute has in place maintenance programmes for the buildings, plant and equipment across all Campuses. The Institute has further refined its computerised facilities maintenance management system and added modules for Space and Sustainability Management.

Construction Works

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

The Institute ensures that, for all works requiring building approval, an independent Building Surveyor is engaged to issue the required permits, inspect the works on a progressive basis and provide the final occupancy certificates. Box Hill Institute ensures that the relevant local council is approached for advice on local council provisions and issues during the project planning stage. Contractors and building practitioners engaged for Institute works are required to provide evidence of correct registration, relevant insurances and WorkCover for their engagement. All building contractors engaged by the Institute during 2010 undertook a formal safety induction and met their required obligations throughout the year.

Other relevant information

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

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

Requests for information should be addressed to:

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

Workforce Data 2010

Teaching Staff						
Employment Status		Full Time	Part Time	Total	EFT	
On-Going	Female	86	63	149	128.1	
On-Going	Male	134	16	150	144.1	
Fixed Term	Female	41	36	77	65.3	
Fixed Term	Male	89	22	111	102.8	
Sessional	Female	0	163	163	33.4	
Sessional	Male	0	194	194	51.6	
Sub-Total	Female	127	262	389	226.8	
Sub-Total	Male	223	232	455	298.5	
Total		350	494	844	525.3	
PACCT and Non-Teaching Staff						
Employment Status		Full Time	Part Time	Total	EFT	
Executive Officers	Female	9	0	9	9	
Executive Officers	Male	6	0	6	6	
Management	Female	18	3	21	20	
Management	Male	20	2	22	21.1	
PACCT On-Going	Female	139	64	203	179.1	
PACCT On-Going	Male	58	10	68	64.9	
PACCT Fixed Term	Female	39	35	74	61.1	
PACCT Fixed Term	Male	15	13	28	22	
PACCT Casual	Female	0	15	15	6.2	
PACCT Casual	Male	0	6	6	1.1	
Other Staff On-Going	Female	2	1	3	2.5	
Other Staff On-Going	Male	19	3	22	21	
Other Staff Fixed Term	Female	0	0	0	0	
Other Staff Fixed Term	Male	0	0	0	0	
Other Staff Casual	Female	0	26	26	4.2	
Other Staff Casual	Male	0	29	29	10	
Sub-Total	Female	207	144	351	282.1	
Sub-Total	Male	118	63	181	146.1	
Total	Female	335	406	741	509.9	
Total	Male	346	296	642	450.3	
Grand Total		675	701	1376	953.5	

Workforce Data 2009

Teaching Staff						
Employment Status		Full Time	Part Time	Total	EFT	
On-Going	Female	84	66	150	127.4	
On-Going	Male	141	18	159	152.2	
Fixed Term	Female	45	44	89	70.4	
Fixed Term	Male	81	24	105	97.4	
Sessional	Female	0	201	201	42.8	
Sessional	Male	0	214	214	68.3	
Sub-Total	Female	129	311	440	240.6	
Sub-Total	Male	222	256	478	317.9	
Total		351	567	918	558.5	
PACCT and Non-Teaching Staff						
Employment Status		Full Time	Part Time	Total	EFT	
Executive Officers	Female	9	0	9	9	
Executive Officers	Male	6	0	6	5	
Management	Female	19	2	21	20.6	
Management	Male	21	2	23	22.1	
PACCT On-Going	Female	154	63	216	190.5	
PACCT On-Going	Male	63	11	74	70.3	
PACCT Fixed Term	Female	37	31	68	56.1	
PACCT Fixed Term	Male	17	11	28	24.2	
PACCT Casual	Female	0	25	25	6.4	
PACCT Casual	Male	0	11	11	3.7	
Other Staff On-Going	Female	2	1	3	2.5	
Other Staff On-Going	Male	19	6	25	22.7	
Other Staff Fixed Term	Female	2	0	2	2	
Other Staff Fixed Term	Male	2	1	3	2.6	
Other Staff Casual	Female	0	38	38	7.2	
Other Staff Casual	Male	0	35	35	11.9	
Sub-Total	Female	223	160	383	294.3	
Sub-Total	Male	128	77	205	162.5	
Total	Female	352	471	823	534.9	
Total	Male	350	333	683	480.4	
Grand Total		702	804	1506	1015.3	



FINANCIAL AND OPERATIONAL COMPLIANCE INDEX

Source Reference	Reporting Requirement	Identify relevant page(s)
(A) Report Of Operations		
[1] SD 4.2(g) FRD 22	The Report of Operations is to include qualitative and quantitative information on operations and be prepared on a basis consistent with the financial statements prepared pursuant to the Financial Management Act 1994. This report is to provide users with information about: <ul style="list-style-type: none"> • an institute and its activities; • operational highlights for the reporting period; • future initiatives; and • other relevant information not included in the financial statements 	13-31
[2] SD 4.2(h) FRD 22	The Report of Operations must be prepared in accordance with the requirements of the financial reporting directions.	46
[3] SD 4.5.5	Signature of responsible person – Attestation of compliance with the Australian/ New Zealand Risk Management Standard.	46
[4] SD 4.2(j) FRD 22	Signature of responsible person – The Report of Operations must be signed and dated by the Accountable Officer in the case of a Government Department, or in the case of any other Public Sector Body, a member of the responsible Body.	11
Standard Disclosures In The Report Of Operations		
General Information		
[5] FRD 22	Manner of Establishment, including the relevant Minister.	2
[6] FRD 22	The objectives, functions, powers and duties, linked to a summary of its Inside front cover, activities, programs and achievements for the reporting period.	13-31
[7] FRD 22	Nature and range of service provision, including the communities served.	2-4
[8] FRD 22	Organisational chart(s) detailing members of the governing board and the CEO, and organisational chart(s) detailing occupants of senior officers and their responsibilities.	41
Governance		
Recommendations of the TAFE Governance Review, May 2003		
[9] TAFE Gov. Review	Outline of the structure of the board including: <ul style="list-style-type: none"> • committees of the board; • descriptions of their functions; and • the names of the members of each committee. 	33
[10] TAFE Gov. Review	Outline of the structure of an institute board, including: <ul style="list-style-type: none"> • names and qualifications of members of the board, including knowledge, experience and skills; and • a summary of the number of meetings attended by each board member. 	34-39
[11] TAFE Gov. Review	Summary of training undertaken by board members throughout the year, including the number and type of programs.	40
[12] TAFE Gov. Review	A summary of performance and activities of a board including a brief description of a values of a board and whether there is a code of conduct used to guide board decisions.	33
[13] FRD 22B	Statement on an institute's workforce data for the current and previous reporting period.	50-51
[14] FRD 22B	Statement on the application of employment and conduct principles.	47
[15] FRD 22B	Statement on occupational health and safety including appropriate performance indicators outlining an institute's performance against such indicators and details of assessments and measures taken to improve the occupational health and safety of employees.	47-48
[16] FRD 22B	A general statement on industrial relations within an institute and details of time lost through industrial accidents and disputes.	49

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

Disclosure Index			
[17]	FRD 10	The Disclosure Index is to contain a list identifying the relevant clauses of Victorian legislation with statutory disclosure requirements.	52-55
[18]	FRD 10	A short description of the relevant requirement.	52
[19]	FRD 10	The page in an annual report where the disclosure in satisfaction of the relevant requirement is made.	52
Disclosures			
Disclosure of ex-gratia payments			
[20]	FRD 11	Disclosure in aggregate of the nature and amount of any ex gratia payments incurred and written off during the reporting period. This is to be included in the notes to the financial statement.	FS
Disclosures of responsible persons			
[21]	FRD 21A (1) (a)	The name of each person holding a position that meets the definition of responsible person of the reporting entity at any time during the reporting period.	FS
Disclosures of remuneration of executive officers			
[22]	FRD 21A (1) (b)	Where there is more than one responsible person during any reporting period, the total remuneration of all responsible persons received or receivable in connection to their employment.	FS
[23]	FRD 21A (1) (c)	An analysis of remuneration of responsible persons: <ul style="list-style-type: none"> • in bands of \$10,000; and • listing the number of responsible persons whose actual remuneration for the period falls within each band. 	FS
[24]	FRD 21A (1) (d)	A table disclosing the aggregate amount of related party transactions at the reporting date, including but not limited to the aggregate amount of repayments, shares and share options and other sources of remuneration that do not come under the definition of any of the above mentioned categories received by the responsible person in addition to base remuneration.	FS
[25]	FRD 21(2) (a)	Total remuneration of all executive officers received or receivable in connection to their employment: <ul style="list-style-type: none"> • including the remuneration of executive officers acting in the position of an accountable officer at any time during the reporting period; and • to ensure disclosures are meaningful, additional information may need to be disclosed about the nature of such remuneration. 	FS
[26]	FRD 21 (2) (b)	Base remuneration disclosed separately from actual remuneration. Significant variations between total and base remuneration should be supported by explanatory commentary.	FS
[27]	FRD 21 (2) (c)	Accrual principles that apply in determining remuneration levels. All amounts received or receivable by the individual are to be disclosed.	FS
Financial Information			
[28]	FRD 22	Summary of financial results with comparative information for preceding four years.	44
[29]	FRD 22	Summary of significant changes in financial position.	43
[30]	FRD 22	Summary of operational and budgetary objectives, including performance against objectives and significant achievements.	43-44
[31]	FRD 22	Events subsequent to balance date which may have a significant effect on operations in subsequent years, including a summary of major changes affecting the achievement of operational objectives.	43
[32]	FRD 22	For each consultancy valued in excess of \$100,000, set out: <ul style="list-style-type: none"> • a schedule listing the consultants engaged; • a summary of project involved; • total project fees approved (excluding GST); • expenditure for the reporting period (excluding GST); and • future commitments relating to consultant. 	45
[33]	FRD 22	Total number of consultancies individually valued at less than \$100,000 (excl. of GST).	45
[34]	FRD 22	Total expenditure (exclusive of GST) of these consultancy engagements.	45
[35]	FRD 22	Financial information must be consistent with that included in the financial statements.	43-45, FS

FS - Financial Statements

[36]	FRD 22	<p>The Report of Operations should be presented in a format that complements the financial report as a whole:</p> <ul style="list-style-type: none"> • containing any additional information the accountable officer or the governing board considers appropriate; or • any information which has been mandated by other authoritative pronouncements. <p>The Report of Operations must contain general and financial information, including other relevant financial information, outlining and explaining an entity's operations and activities for the reporting period.</p>	15-31
[37]	FRD 27	<p>The Report of Operations must include in its report of operations an audited statement of performance including:</p> <ul style="list-style-type: none"> • the relevant performance targets and indicators as determined by the responsible Minister; • the actual results achieved for that financial year against pre-determined performance targets and indicators; and • an explanation of any significant variance between the actual results and performance targets indicators. 	FS
Other Relevant Information			
[38]	FRD 22	Summary of Application of the Freedom of Information Act 1982 (including amendments of 3 August 2007).	47
[39]	FRD 22	Statement on compliance with building and maintenance provisions of the Building Act 1993 (including amendments of 1 July 2007).	49
[40]	FRD 22	Summary of the application and operation of the Whistleblowers Protection Act 2001 (including amendments of 1 July 2007) and disclosures required by this Act.	47
[41]	FRD 22	<p>Statement on implementation and compliance with National Competition Policy, including statement on compliance with policy statements, especially:</p> <ul style="list-style-type: none"> • "Competitive Neutrality: A Statement of Victorian Government Policy"; • "Victorian Government Timetable for the Review of Legislative Restrictions on Competition"; and • any subsequent reforms. 	47
[42]	FRD 22	Summary of environmental performance.	FS
[43]	FRD 22	<p>Statement (to the extent applicable that the information listed in Appendix 1) is available on request to the relevant Minister, members of Parliament or the public.</p> <p>This includes additional information available on request subject to provision of the Freedom of Information Act 1982 (including amendments of 3 August 2007).</p>	49
[44]	FRD 22	Statement that declarations of pecuniary interests have been duly completed by all relevant officers.	47
[45]	FRD 22	Details of shares held by senior officers (as nominees or held beneficially in a statutory authority or subsidiary).	47
[46]	FRD 22	Details of publications produced by the entity about itself and how they can be obtained).	49
[47]	FRD 22	Details of major promotional, public relations and marketing activities undertaken to develop community awareness of the institute and its services.	49
[48]	FRD 22	Details of changes in prices, fees, charges, rates and levies charged by the institute.	49
[49]	FRD 22	Details of any major external reviews carried out on the institute.	49
[50]	FRD 22	Details of major research and development activities undertaken by the institute.	49
[51]	FRD 22	Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit.	49
[52]	FRD 22	List of major committees sponsored by the institute, the purposes of each committee and the extent to which the purposes have been achieved.	49
Overseas Operations Of Victorian Tafe Institutes			
[53]	PAEC	Financial and other information on initiatives taken or strategies relating to the institute's international operations.	28

Auditor General			
Recommendation in relation to Overseas Operations of Victorian TAFE Institutes – 3.110 Auditor General, Special Reviews, 30 June 2002.			
[54]	3.110	Information in annual reports of a TAFE institute should include: <ul style="list-style-type: none"> • nature of strategic and operational risks; • strategies established to manage such risks; • performance measures and targets formulated for off shore operations; and • the extent to which expected outcomes have been achieved. 	28, 46
Financial Reporting Direction 27 – Presentation Of Reporting And Performance Information			
Audited Statements of Key Performance Measures (KPIs) must include an audited statement of performance for certain KPIs.			
[55]	FRD 27A	Reporting and performance should be presented using KPIs and a signed Performance Management Certificate should also be completed. (The following 11 are the mandatory KPIs) <ol style="list-style-type: none"> 1. Participation of 15-24 year olds. 2. Participation of 25-64 year olds. 3. Module Load Completion Rate. 4. Student satisfaction. 5. Total Cost per Student Contact Hour (SCH). 6. Working Capital Ratio. 7. Net Operating Margin. 8. Fee for Service Revenue. 9. Revenue per EFT Staff. 10. Student Contact Hours (SCH). 11. Energy Consumption. 	FS
(B) Financial Statements			
Part 7 of the Financial Management Act 1994 (FMA)			
[56]	FMA 49 (a)	Must contain such information as required by the Minister.	FS
[57]	FMA 49 (b)	Must be prepared in a manner and form approved by the Minister.	FS
[58]	FMA 49 (c)	Must present fairly the financial transactions of an institute during the financial year to which they relate.	FS
[59]	FMA 49 (d)	Must present fairly the financial position of an institute as at the end of the year.	FS
[60]	FMA 49 (e)	Must be certified by the Accountable Officer for an institute in the manner approved by the Minister. The Financial Statements must be prepared in accordance with:	FS
[61]	SD 4.2 (a)	Australian Accounting Standards (AAS and AASB) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	FS
[62]	SD 4.2 (a)	Financial Report Directions.	FS
[63]	SDA 4.2 (a)	Business rules.	FS
The Financial Statements are to comprise the following:			
[64]	SD 4.2 (b)	An operating statement.	FS
[65]	SD 4.2 (b)	A balance sheet.	FS
[66]	SD 4.2 (b)	A statement of recognised income and expenses.	FS
[67]	SD 4.2 (b)	A cash flow statement.	FS
[68]	SD 4.2 (b)	Notes to the financial statements. The Financial Statements must, where applicable, be signed and dated by the Accountable Officer, CFAO and a member of the Responsible Body stating whether, in their opinion:	FS
[69]	SD 4.2 (c)	The Financial Statements present fairly the financial transactions during the reporting period and the financial position at the end of the period.	FS
[70]	SD 4.2 (c)	The Financial Statements are prepared in accordance with this direction and applicable Financial Reporting Directions.	FS
[71]	SD 4.2 (c)	The Financial Statements comply with applicable Australian Accounting Standards (AAS and AAB) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	FS



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GLOSSARY

AMCA	Air Conditioning & Mechanical Contractors Association
APTC	Australian Pacific Technical College
AUQA	Australian Universities Quality Authority
BEC	Business Enterprise Centre
BeLS	Blended eLearning Solutions
GEN	Global Education Network
IBSA	Innovation and Business Skills Australia
ICT	Information & Communication Technology
KOTO	Know One, Teach One
LASH	Lighting and Sound Hire
LLEN	Local Learning and Employment Network
MiBO	Music Industry Business Office
NECA	National Electrical Contractors Association
RDA	Regional Development Australia
TAFE	Technical and Further Education
VCAL	Victorian Certificate of Applied Learning
VET	Vocational Education and Training
VETiS	Vocational Education Training in Schools
VRQA	Victorian Registration and Qualifications Authority



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