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Dear Minister

I am pleased to present the 2011 Annual Report, which demonstrates a very successful year for The Gordon.

In 2011 The Gordon embraced its new vision to ensure success in the new tertiary education landscape, underpinned by a robust and forward-thinking 2011-2013 Strategic Plan. The full implementation of skills reform in 2011 bought deeper market characteristics such as increased competition and one very pleasing result was that The Gordon was able to maintain its quality levels in the face of this competition. The institute also undertook numerous audits and met our compliance requirements.

At this point I wish to acknowledge the significant contribution of state and federal governments to our development in 2011. This has included commencement of work on the $6 million GTEC facility due for completion in mid-2012 as well as $2 million for planning and design of the James Harrison redevelopment.

As a state leader in vocational education and training, I am keen for The Gordon to help shape policy direction and also work with Skills Australia to leverage off our direct alignment to the Industry Skills Councils in the future.

In 2012 The Gordon celebrates 125 years as an icon in the Geelong community and we look forward to continuing our history of success with great confidence. The success of The Gordon to date is testament to the dedication and efforts of The Gordon staff. I would like to thank my fellow Board members for their continued support and commitment throughout 2011. In particular I wish to commend CEO Grant Sutherland whose leadership, focus and hard work continues to push the organisation forwards.

Brian Williamson
Board President
The Vision

To be the first choice in our markets and the leader in our field.

The Mission

As per The Gordon Constitution and within the context of a national and state policy and management framework, The Gordon aims to provide quality vocational education and training, and adult, community and further education programs and services which:

- Promote the prosperity and competitiveness of industry, particularly in the Geelong region
- Enhance the potential of individuals to achieve their vocational objectives and other life goals
- Serve the economic and social needs of the general community
- Ensure the efficient and effective use of resources

The Values

As a values-based organisation, we demonstrate our values through our behaviours. The Gordon has identified and adopted a set of trademark behaviours which provides a framework for us to model, reward and challenge behaviour across the organisation. These behaviours guide everything we do.

- Take responsibility
- Always positive
- Show respect
- Step up and take a risk

Underpinning our trademark behaviours is The Gordon Code of Conduct. This is a public statement defining how we behave and interact with clients and colleagues. It is consistent with The Gordon Board Code of Conduct, the Charter of Student Rights and Responsibilities and the specific ethical conduct and standards for teachers outlined in the Teachers’ Handbook.

Our organisational structure and decision making processes seek to optimise the opportunities for staff and students, as well as members of the community, to participate in and contribute their talents and skills to building a leading education and training institution.
About Us

The History

The Gordon Institute of TAFE was established in 1887 when Geelong had become a thriving industrial centre. Consequently, The Gordon originated as a mechanics institute and night school for tradespeople seeking technical training. Some of its first classes were taught in the historical Bostock and Lascelles Building which has inspired the current Gordon logo and today houses The Gordon Gallery and other facilities on Fenwick Street, Geelong.

The Gordon name was inspired by the heroic exploits of British general Charles Gordon, who died during the siege of Khartoum in Africa. The people of Geelong decided to build a memorial in his honour, and The Gordon was established to meet the needs for technical training in the brave new world of the 1800’s industrial age.

In 2012 The Gordon will celebrate its 125th year as an icon in the Geelong community.

The Gordon today

Today The Gordon is the largest regional stand-alone TAFE in Victoria; a public education and training organisation operating under Victorian Government legislation.

Serving the Geelong and surrounding communities for more than 100 years, its role continues to be the delivery of quality education and training to meet the needs of the current and future workforce, as well as providing clear pathways to further study.

The Gordon offers more than 400 nationally accredited, specialist and short courses across three campuses; Geelong City, East Geelong and Colac, as well as delivering programs at Barwon Prison and within a range of workplaces. It’s suite of accredited courses cover Certificate I through to Advanced Diploma levels, making it one of the most comprehensive in Western Victoria. Thousands of apprenticeships and traineeships are also managed by The Gordon Australia-wide.

More than 25,000 enrolments were registered in 2011, equating to 19,000 students studying via a range of methods including on-campus, off-campus, full and part-time, online, and in business or industry.

With approximately 800 staff and more than eighty percent of students coming from the wider Geelong region, The Gordon plays a key role in proactively assisting the region’s economy in transition and meeting community needs.

The Gordon and its staff embrace the partnership model; working with the region’s secondary schools, Deakin University, employers and the community in programs that deliver real benefits. The organisation also continues to focus on forging strong international strategic partnerships, particularly in China and Indonesia.

In 2011 the Gordon launched a three year strategic plan embracing a new vision to ensure success in the new tertiary education landscape. This plan outlines four key priorities in the areas of future delivery methodology, youth, advanced qualifications and business building, and achieved many outcomes under these priorities in 2011.

The Gordon’s objectives, powers and functions are set out in the Constitution adopted by the order of the Board (Council) in 1994. The Gordon reports to Parliament through the Minister for Higher Education and Skills, the Hon. Peter Hall, MLC.
Executive Organisational Chart

The Gordon Board

- Brian Williamson
  President
- Aliana Goldsworthy
  Vice President
- Jodi Heath
  Vice President
- Cornelius Van Berkel
- Michael King
- Catherine Birrell
- Denis Peacock
- Catherine Sullivan
- Kenneth Jarvis
- Cameron Quinten
  Staff representative
- Daniel McDonough
  Student representative

Grant Sutherland
Chief Executive Officer

The Gordon Executive Team

- Wanda Korndörffer
  Director – Innovation
- Paul Lange
  Director – Constructing Futures Enterprise
- John Paxton
  Director – Smart Technologies Enterprise
- Greg Waddell
  Director – Living Well Enterprise
- Sue Warner
  Director – Creative Business Enterprise
- Stella Garcia
  Director – Organisation Development
- Rob McAllister
  Executive Projects

The Gordon Annual Report 2011 5
Executive Team

Chief Executive Officer

Grant Sutherland
BCom, CPA

Grant Sutherland has been employed at The Gordon for more than 13 years. Prior to his appointment to the CEO position in 2006 he was the Deputy CEO and Executive Director for Business Development. Grant is a Certified Practising Accountant, and serves in an ex-officio capacity on the Board and all Board Committees. Prior to The Gordon, Grant was the Business Development Manager for Boeing Australia Ltd.

Director – Innovation

Dr Wanda Korndörffer
Dip Teach, BA, BEd (Hons), MBA, PhD

Wanda Korndörffer was appointed the Director of Innovation in June 2009. She was previously CEO of the TAFE Development Centre, working to raise the professional standing of TAFE staff in Victoria. She has also held senior positions in vocational education and training in Australia and New Zealand, including at RMIT and Otago Polytechnic.

Director – Constructing Futures Enterprise

Paul Lange
Grad Cert Lead, Grad Dip Ed, BEng

Paul Lange has been with The Gordon since November 2008, as Director of Constructing Futures Enterprise. He has a strong educational background, having previously worked at Victoria University for 10 years in roles such as Acting Associate Director (Construction and Industrial Skills, Engineering) where he managed a profile of 3,100,000 Student Contact Hours. He also led VU’s Employer and Apprentice Services. Paul holds memberships with various Education and TAFE committees and industry networks.

Director – Smart Technologies Enterprise

John Paxton
Grad Cert Mgt, Grad Dip Mgt, BEng (Chem), MBA

John Paxton joined The Gordon as Director of Smart Technologies Enterprise in November 2008 after five years at Deakin University as Director, Geelong Technology Precinct (GTP). John, in conjunction with the Deputy Vice Chancellor (Research), was responsible for establishing and managing the GTP, setting strategic directions and building strong internal and external stakeholder relationships. He has extensive industry experience, with previous positions including Managing Director of Huyck Australia and National Business Manager CO2 Division for Air Liquide.

Director – Living Well Enterprise

Greg Waddell
DipEd, BSc

Greg has a strong background in education, having worked in the sector for more than 20 years including key senior management roles since 1998. His areas of responsibility have included both teaching programs and corporate support including Organisational Development, HR and Risk Management. Before joining The Gordon as Director of Living Well Enterprise in November 2008, Greg held the position of General Manager at Kangan Batman Institute of TAFE.

Director – Creative Business Enterprise

Sue Warner
Grad Cert Lead, Dip Teach, Post Grad Dip Org Lead

Sue Warner joined The Gordon as Director of Creative Business in November 2008, before which time she held various roles at Box Hill Institute and Victoria University. She has experience in the health and business sectors, in addition to over twenty years employment in the VET sector in Australia and overseas.

Director – Organisation Development

Stella Garcia
Dip Bus(FrontlineMgmt), CertIV Training & Assessment

Stella Garcia joined The Gordon in May 2003 and was appointed Director of Organisation Development in January 2011. During this time, Stella has held a number of senior positions including Senior Manager Student Administration and acting Senior Manager Student Services.

Executive Projects

Rob McAllister
Dip Tech Teach, CertIV AssessWkTrain

Rob McAllister joined The Gordon in March 2008, bringing comprehensive strategic and operational experience in the development, provision and evaluation of vocational education programs locally and internationally. Previously, Rob held a number of positions at Box Hill Institute - the most recent being General Manager – Teaching and Learning.
Board and Governance

The Gordon is governed by a Board, established under the Victorian Vocational Education and Training Act 1990 (amended in 1994 and 2006), and reports to Parliament through the Minister for Higher Education and Skills, the Hon. Peter Hall, MLC.

Functions

The Board’s business is consistent with the powers and functions set out in the Institute Constitution and Standing Orders.

The Institute’s continuous auditor regularly audits Board and Board Committee Minutes and Agenda papers and has certified that no ultra vires actions have occurred.

Values of the Board

The values of the Board are reflected in the Board Code of Conduct which is consistent with The Gordon Code of Conduct. As a values-based organisation we demonstrate our values through our behaviours, and the Board has developed its own trademark behaviours. Its strategic philosophy and goals are embodied in the 2011 – 2013 Strategic Plan document.

Summary of the performance and activities of the Board

Key priorities and major decisions during 2011 included:

- Ensure all Governance obligations are met by the Board
- Finalise the design and planning phase for the redevelopment of the James Harrison site at the East Geelong Campus and work with Skills Victoria on future funding arrangements
- Oversee the $7.8 million Federal Government funded project of Constructing Futures Enterprise at East Geelong officially opened in 2011
- Progress the Institute’s Master Facilities Plan that will provide a strategic framework for the ongoing decision making with respect to physical assets, future development and funding submissions
- Monitor the Institute’s participation in the new TAFE ICT Student Management System
- Monitor the actions and progress of the strategic directions of the Institute that are outlined in the 2011-2013 Institute Strategic Plan
- Ensure the preparedness of The Gordon for the full implementation of skills reform from 1 January 2011
- Ensure smooth transition of The Gordon’s Bachelor of Visual Arts to Deakin University at the end of 2011
- Continue to refine the reporting to the Board to incorporate the new funding arrangements and changed operating environment
- Very close monitoring of financial performance and in particular the cash flow management of the Institute given the demand driven funding model
- Major focus on the Institute’s Occupational Health and Safety performance with appropriate strategies in place and reporting to the Board
1. Brian Laurence Williamson  
Dip Mech, TTTC, FIEA  
President  
Brian Williamson is currently serving his ninth consecutive year as President of The Gordon Board and has served as a board member for 15 years. He is Chair of the Executive Committee, Remuneration Committee and a member of the Audit and Risk Management Committee. Brian was formerly the Chief Engineer, Test/Prototype Operations at Ford Motor Company and led the development of the Ford Discovery Centre, previously holding the position of Chairman of Trustees.

2. Allana Beatrice Goldsworthy  
BA/LLB, AIAM  
Vice President  
Allana Goldsworthy has been a member of The Gordon Board for more than 16 years and is Chair of the Audit and Risk Management Committee. She is a member of the Executive Committee and the Remuneration Committee. Allana is a barrister with a diverse legal background, and has formerly served as a Councillor with the City of Greater Geelong.

3. Jodi Nicole Heath  
MBA  
Vice President  
Jodi Heath joined The Gordon Board in 2010. She is currently the Regional Executive for Geelong and South West for NAB, and prior to this was the General Manager for Telstra Country Wide (Geelong and Surf Coast) since 2004. Jodi is involved in a range of high profile business committees and memberships in the Geelong Region, and is a Director of Committee for Geelong, and for Barwon Water.

4. Cornelius van Berkel  
Trade Cert; Cert Maint Eng; Assoc Dip Elect  
Cornelius (Casey) van Berkel has been a member of The Gordon Board for more than seven years. Cornelius is the Director of Tilburg Consulting Pty Ltd and was previously employed as the Group General Manager, Human Resources, for the Costa Group of Companies. He is a former member of the State Training Board, Victoria, and Chair of the Victorian Training Recognition Council.

5. Michael King  
DBA, BA, MBA  
Board Member  
Michael King has been a member of The Gordon Board for eight years. Michael is a Director of Kings Australia and its associated umbrella organisations, and a member of a number of Peak Bodies, including the G21 Alliance Board and Chair of the Barwon Water Board.

6. Catherine Mary Birrell  
BBus, MHSc  
Board Member  
Catherine (Kate) Birrell joined The Gordon Board in July 2009. She is the Group Director of Nursing for St John of God Health Care (SJGHC), which has 14 hospitals and employs 8,000 staff, including 3,500 nurses. Previously, Kate was the Director of Nursing at St John of God Hospital in Geelong. She is also involved in an East Timor Nursing project.

7. Denis Scott Peacock  
BA Education, CPA  
Board Member  
Denis Peacock joined The Gordon Board in 2010 and is a member of the Audit and Risk Management Committee. He is a Certified Practicing Accountant and Business Consultant, and a former Gordon employee having held numerous teaching and management positions with the organisation between 1981 and 2007. Denis also holds Board positions for the Geelong Art Gallery Inc, and G-Force Recruitment Ltd.

8. Catherine Coupar Sullivan  
BA Applied Science (Planning)  
Board Member  
Catherine (Kate) Sullivan joined The Gordon Board in 2010, and was previously the General Manager Economic Development and Planning at the City of Greater Geelong. Kate is a skilled project manager and consultant with 25 years’ experience, having held roles and consulted to a range of local Governments and national companies including Telstra and ANZ.
9. Kenneth Edward Jarvis

BA Applied Science
Board Member (appointed 19.2.10)

Kenneth (Ken) Jarvis joined The Gordon Board in 2010. He has been the Director of Geelong-based health fund GMHBA since 2004, and holds a range of community positions including Chairman of the Geelong Water Users Association, and Board member of the Geelong College School Council, the Geelong Community Foundation and Chair of the Victorian Regional Channels Authority. Ken was the Mayor of City of Greater Geelong between 1998 and 2000.

10. Robert Grant Sutherland

BCom, CPA, FAIM
Chief Executive Officer

Cameron James Quinten

Ed (Sec), BSc (Hons), Grad Dip App Sci, Dip Business, Dip Sustainability
Staff Representative

Cam has been the Business Development Manager for the Constructing Futures Enterprise at The Gordon since May 2009. He has worked in the education sector since 1991 at Deakin University, and has more recently been employed in the VET sector for the past 10 years working with two private training organisations and an Apprenticeship Centre run by Victoria University.

Daniel McDonough

Student representative

Executive Committee

The Executive Committee’s purpose is to act for and on behalf of the Board from time to time.

The role of the Executive Committee is to:

- monitor Institute performance against the Strategic Plan
- approve the Annual Performance Agreement
- consider business venture investments
- approve Annual and Statutory Reports
- monitor performance of the CEO in relation to contract and delegations
- authorise the use of the Institute’s Common Seal
- act as a reference point for the Institute CEO in emergencies
- act on behalf of the Board on urgent matters which arise between Board Meetings
- represent the Institute on political delegations or forums of significant interest
- consider matters referred to it by the Board or the CEO
- other matters as considered appropriate

Membership

Brian Williamson (Chairperson)
Allana Goldsworthy
Jodi Heath
Grant Sutherland
Audit and Risk Management Committee

The Audit Committee undertakes the oversight of:
- financial performance and the financial reporting process, including the annual financial statements
- the scope of work, performance and independence of internal audit
- ratifying the engagement and dismissal by management of any chief internal audit executive
- the scope of work, independence and performance of the external auditor
- the operation and implementation of the risk management framework
- matters of accountability and internal control affecting the operations of the Gordon Institute of TAFE
- the effectiveness of management information systems and other systems of internal control
- the acceptability of and correct accounting treatment for and disclosure of significant transactions which are not part of the Gordon Institute of TAFE’s normal course of business
- the sign off of accounting policies

Membership
Allana Goldsworthy (Chairperson)
Brian Williamson
Jodi Heath
Denis Peacock

Summary of Training

Given the significant changes to the VET sector operating environment in 2011, The Gordon Board dedicated its training and development effort to educating itself fully on this new operating environment and in particular to management of monthly cash flow reporting of financial performance under the new funding arrangements format.

This involved the attendance of the Chief Finance Officer at each Board meeting and time set aside at each meeting to work on this.

The Board’s training and development activities also included Occupational Health and Safety and ensuring that the Board was meeting its specific governance responsibilities in this area. These activities included briefings on OH&S by Crowe Horwath (Institute’s internal auditors) and the Institute’s OH&S Manager and Senior Manager – Quality Assurance and Risk Management.

A number of the Board members were still relatively recent appointments at the start of 2011 so as part of their development; presentations were provided on the training programs delivered by the Enterprises and a broader insight into how the Institute operates.

Summary of meeting attendance by Board members 2011

Board – 10 Meetings
Brian Williamson 10
Allana Goldsworthy 8
Jodi Heath 8
Cornelius van Berkel 9
Michael King 10
Catherine Birrell 9
Denis Peacock 10
Catherine Sullivan 9
Kenneth Jarvis 5
Grant Sutherland 10
Cameron Quinten 3
Angela Di Sciascio 1
Daniel McDonough 0

Executive Committee – 10 Meetings
Brian Williamson 9
Allana Goldsworthy 8
Jodi Heath 7
Grant Sutherland 10
Cornelius van Berkel 1

Audit and Risk Management Committee – 4 Meetings
Allana Goldsworthy 3
Brian Williamson 4
Jodi Heath 2
Denis Peacock 3
2011 was another very successful year for The Gordon. The student experience continued to be enhanced as were the outcomes for our students whether they were employment related, enabling further education or addressing other needs.

In March the Victorian Minister for Higher Education and Skills the Hon. Peter Hall, MLC launched The Gordon’s new three year strategic plan with the vision to be the first choice in our markets and the leader in our field.

Considerable progress has been made towards our strategic initiatives in just one year, and as well as completing the many operational tasks that are required, The Gordon has also made further advances on our journey to being a values-based organisation. Our trademark is an important part of this journey.

To continue to enhance our students’ experience and achieve our strategic goals, The Gordon values the partnerships we have. These partnerships extend to other education and training providers, industry and Government. In 2011 The Gordon’s partnership with Deakin University continued to grow with an example being the signing of an agreement for the new concurrent degree. I was very pleased that Minister Hall was able to join Jane den Hollander, Deakin University Vice Chancellor and myself for this signing ceremony. This agreement will be the template for other joint offerings with Deakin.

The landscape for both VET and higher education has changed significantly in recent years and there is further change to come. This makes it even more important for The Gordon to work in partnership with Skills Victoria and we appreciate the great support we receive. The Gordon also partners with other training providers to deliver programs which provide great value to the individual students, their industry and their community.

I thank all Gordon staff for their commitment and continued hard work throughout the year, and would also like to record my appreciation of the support and guidance of The Gordon Board, as well as the enormous support received from the Geelong and surrounding communities for which we are very thankful.

Grant Sutherland
CEO

The Year in Review
Summary of Operating Results

In 2011 The Gordon exceeded its targets to deliver Government funded training, and the delivery of Total Student Contact hours against government contracts increased by 2,325,873 from 2010 to 2011.

Operating revenue for The Gordon increased by $26.2 million or 48.4%, as a result of a significant increase in funded delivery of Student Contact Hours.

Funds of $2.1 million were spent on the development of the GTEC project located at the East Geelong campus. The Gordon also spent significant funds of $2.2 million on infrastructure and the purchase of equipment across both Geelong campuses.

### Financial Results

**Operating Revenue**

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<tr>
<th>Year</th>
<th>$'000</th>
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</thead>
<tbody>
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<td>2002</td>
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</tr>
<tr>
<td>2003</td>
<td>39,326</td>
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<td>45,782</td>
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<td>50,054</td>
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<tr>
<td>2008</td>
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<td>2009</td>
<td>57,611</td>
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<td>2010</td>
<td>69,831</td>
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<td>2011</td>
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**Operating Expenditures**

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<td>67,573</td>
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<td>2011</td>
<td>81,629</td>
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**Operating Surplus/(Deficit)**

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<tr>
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<tr>
<td>2010</td>
<td>2,258</td>
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<tr>
<td>2011</td>
<td>14,434</td>
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**Contact Hours**

<table>
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<tr>
<th>Year</th>
<th>Total SCH '000 $'000</th>
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<tbody>
<tr>
<td>2002</td>
<td>3,286</td>
</tr>
<tr>
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<td>2010</td>
<td>5,595</td>
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<td>2011</td>
<td>7,654</td>
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**Fee for Service**

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<td>9,251</td>
</tr>
<tr>
<td>2009</td>
<td>7,268</td>
</tr>
<tr>
<td>2010</td>
<td>7,448</td>
</tr>
<tr>
<td>2011</td>
<td>5,824</td>
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*Note: Operating Expenditure includes Depreciation and Long Service Leave expenses that are both unfunded liabilities of the Institute. For consistency and comparability, the Long Service Leave has been calculated using the Department of Treasury and Finance Present Value Model. ** Operating Surplus/(Deficit) including Abnormal and Extraordinary items*

**Significant events since Balance Date**

There have been no events since balance date which will have a significant effect on the operations of The Gordon in future years.

**Ex Gratia Payments**

The Gordon did not make any ex-gratia payments during 2011.

**Audit Committee Review and Recommendation**

A financial statement was reviewed and recommended by the Audit and Risk Management Committee at the meeting held on 23 February 2012.
Consultancies

During 2011, consultants engaged by The Gordon were:

- over $100,000: NIL
- below $100,000: 25 at a cost of $677,112

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Amount Spent in 2011</th>
<th>2012 Commitment</th>
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</thead>
<tbody>
<tr>
<td>Australian Institute of Management</td>
<td>$45,150</td>
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<tr>
<td>Australian Survey Research Group</td>
<td>$1,600</td>
<td>0</td>
</tr>
<tr>
<td>Bateman &amp; Giles Pty Ltd</td>
<td>$3,000</td>
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<td>Blaster UTD</td>
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</tr>
<tr>
<td>Boojum Pty Ltd</td>
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<td>Central Gippsland Institute of TAFE</td>
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<td>Christopher Shen Consulting</td>
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<td>HCI Professional Services</td>
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<td>Leading Teams</td>
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<td>Lime Consulting</td>
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<tr>
<td>M J Johnson &amp; Associates</td>
<td>$18,400</td>
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<tr>
<td>Maddocks Lawyers</td>
<td>$8,432</td>
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<tr>
<td>Maverick Arts Management Pty Ltd</td>
<td>$12,137</td>
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<tr>
<td>McDuling Young Pty Ltd</td>
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<tr>
<td>Park Lane Information Technology</td>
<td>$18,480</td>
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<tr>
<td>Pitcher Partner</td>
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<tr>
<td>Sacs Consulting</td>
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<tr>
<td>Salty Solutions</td>
<td>$4,545</td>
<td>0</td>
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<tr>
<td>Victorian Skills Commission</td>
<td>$74,956</td>
<td>0</td>
</tr>
<tr>
<td>Work Matters</td>
<td>$42,053</td>
<td>0</td>
</tr>
<tr>
<td>Zac Rodgers Multimedia</td>
<td>$81,800</td>
<td>0</td>
</tr>
</tbody>
</table>

Performance Statement

The Gordon is required to provide information on 11 key performance indicators for 2011, representing the baseline for measuring performance in subsequent years. Further commentary is available on page FIN 41.

For the year ended 31 December 2011:

<table>
<thead>
<tr>
<th>KPI</th>
<th>2011 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation of 15-24 year olds</td>
<td>5,225</td>
</tr>
<tr>
<td>Participation of 25-64 year olds</td>
<td>6,284</td>
</tr>
<tr>
<td>Module Load Completion Rate</td>
<td>86.3%</td>
</tr>
<tr>
<td>Student Satisfaction</td>
<td>89.0%</td>
</tr>
<tr>
<td>Total Cost per Student Contact Hour (SCH)</td>
<td>$10.07</td>
</tr>
<tr>
<td>Working Capital Ratio</td>
<td>5.36</td>
</tr>
<tr>
<td>Net Operating Margin</td>
<td>21.52%</td>
</tr>
<tr>
<td>Fee for Service Revenue</td>
<td>5.82%</td>
</tr>
<tr>
<td>Revenue per EFT Staff</td>
<td>$151,947</td>
</tr>
<tr>
<td>Student Contact Hours Delivered</td>
<td>6,729,341</td>
</tr>
<tr>
<td>Energy Consumption</td>
<td></td>
</tr>
<tr>
<td>Energy Increase</td>
<td>3.04%</td>
</tr>
<tr>
<td>Natural gas decrease</td>
<td>20.48%</td>
</tr>
<tr>
<td>Green power increase</td>
<td>14.19%</td>
</tr>
<tr>
<td>Water increase</td>
<td>7.62%</td>
</tr>
</tbody>
</table>
Enrolment Statistics

1. Enrolments by Funding and AQF Level

- AQF Level 5-6+ (Total = 1,272,277)
- AQF Level 3-4 (Total = 5,304,344)
- AQF Level 0-1-2 (Total = 1,077,701)

Total SCH delivered = 7,654,322

2. Student Contact Hours by Funding and AQF Level

- AQF Level 5-6+ (Total = 3,384)
- AQF Level 3-4 (Total = 11,397)
- AQF Level 0-1-2 (Total = 10,695)

Enrolments vs Students

Enrolments vs Students

Students by Sex and Status

- Female (Total = 8,413)
- Male (Total = 10,647)
- Unstated

Enrolments by Age and Status

- 0-18 Total = 5,844
- 19-25 Total = 5,643
- 26-35 Total = 4,272
- 36+ Total = 9,681

3. Students by Sex & Status

- Part-time (Total = 19,970)
- Full-time (Total = 5,506)

Enrolments by Sex and Status

- Part-time (Total = 14,773)
- Full-time (Total = 4,308)

- Unstated

Enrolments by Age and Status

- Students
- Enrolments

Enrolments vs Students

4. Enrolments by Age and Status

- 0-18 Total = 5,844
- 19-25 Total = 5,643
- 26-35 Total = 4,272
- 36+ Total = 9,681

5. Enrolments by Age and Status

- Students
- Enrolments

6. Enrolments vs Students

- Total = 25,476
- Total = 19,081

- Total = 1,377
- Total = 9,489
- Total = 390,725
- Total = 924,981
- Total = 5,470,757
- Total = 390,725
- Total = 5,470,757
- Total = 867,859

- Total = 2,830
- Total = 11,780
In 2011, a total of 227 students undertook a VCE or VCAL program through The Gordon with a combined completion rate of 68%. These programs were delivered through two specialised program areas:

- The Centre for Language and Further Education delivers VCE (Year 11 and 12) and VCAL (Intermediate) programs for adults wishing to return to study, as well as a growing cohort of youth (16-19 year olds) seeking to complete their secondary schooling in an alternative education setting.

- The Geelong Technical Education Centre delivers an integrated three-part program to a youth cohort of 16-19 year olds who have completed Year 10 and wish to undertake Year 11 & 12 studies to finish their secondary education in an alternative education setting in line with a trade focus. The program comprises:
  - VCAL: Foundation, Intermediate & Senior levels incorporating manufacturing technology/CAD drafting
  - Trade training: Certificates II & III in traditional building, regulated and mechanical trade areas
  - Practical placement; on-the-job work skills training with employers and industry

<table>
<thead>
<tr>
<th>Participation and completion</th>
<th>Centre for Language and Further Education</th>
<th>Geelong Technical Education Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VCE/VCAL Integrated Year 11</td>
<td>VCE Year 12</td>
</tr>
<tr>
<td>Participation</td>
<td>53</td>
<td>68</td>
</tr>
<tr>
<td>Completion</td>
<td>27 (51%)</td>
<td>39 (57%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student outcomes</th>
<th>Centre for Language and Further Education</th>
<th>Geelong Technical Education Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VCE/VCAL Integrated Year 11</td>
<td>VCE Year 12</td>
</tr>
<tr>
<td>Achieved year level and further study pathway</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>Achieved year level and employment</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>Further Study (with non-completion)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Employment (with non-completion)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Withdrawn in 2011</td>
<td>26</td>
<td>21</td>
</tr>
<tr>
<td>Unknown</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Data Correct as of 31 January 2012

1. Includes students transferring to alternative study (8) and students finding employment (7)
2. Includes students waiting for second round offers for University places (6)
3. Includes students seeking work (4)
4. Includes students continuing VCE Year 12 in 2012 (3) and students applying for Police Force (2)
5. Includes students transferring to alternative study (5) and students finding employment (5)
6. Includes students transferring to alternative study or finding employment (not necessarily in their trade)
7. Includes students waiting for confirmation of apprenticeships
8. Includes students transferring to alternative study or finding employment (not necessarily in their trade)
2011 was a year of change and consolidation, as well as growth and enhanced innovation in almost all areas; marketing, business development, international, information services, education development and knowledge management.

The exception, as it has been for many TAFE institutes in Victoria, was international onshore enrolments which declined significantly. However, The Gordon's offshore projects and study tours increased in 2011.

Two significant achievements in Information Systems has been the negotiation of a reduction of $100k in the cost of cyclic replacement of computers and the implementation of a more sophisticated and responsive customer service desk. Service catalogue, change management and problem management modules are due for release early in 2012, and these will fully systematise The Gordon's service delivery model using the ITIL framework.

The standard of records management in the institute was enhanced with the development and implementation of a new Business Classification Scheme for documents. Subsequently The Gordon Library has attracted considerable attention and visitors both nationally and internationally, and is forming partnerships with significant and aligned institutes which will enrich The Gordon's teaching and learning environment.

Marketing continued to grow and rejuvenate during 2011 with a primary focus on three key areas: youth, market research and redevelopment of The Gordon's website. These have been interlinked with great success, presenting a strong and vibrant position in the market.

There has been significant growth of successful Skills Partnerships, and an increase in securing funding through the Victorian Training Guarantee within a contestable market. A new national training partnership has also been secured with Medibank this year.

Education Development has primarily focused on three areas in 2011: future delivery methodologies, implementation of a new learning management system (Moodle) and teacher capability building. Their future delivery methodologies report will underpin the next stage of teacher capability building, as well as a major focus on new product development in 2012. This year has also highlighted the changing role of the Education Development department which is both a support service to the education enterprises, yet also operates as a leader and change agent in innovation and teaching practice across The Gordon.

Dr Wanda Korndörffer
Director
2011 was a good year for Constructing Futures Enterprise with new business and expanding program areas. Widespread commitment to flexible customer service approaches allowed the Enterprise and those organisations we support through training, to grow together.

Continuing development of Enterprise facilities backed growth in Barwon region building and construction trade training. In addition, facility development in OHS, High Risk Work training, and Building Design helped complete well rounded training provision for the industry. Construction of the Geelong Technical Education Centre (GTEC) building advanced well during 2011, and is expected to be completed by mid-2012. The purpose built building will support GTEC’s innovative project-based learning successfully helping young people achieve trade careers.

Several new programs were introduced during the year. Carpentry expanded into the Wyndham region, GTEC extended engineering streams, the Industry Skills Training Centre grew civil construction, OHS developed traineeship and WorkSafe accredited courses, and Advanced Building Design started building surveying programs in response to industry requests. These programs provide many flexible training options to meet individual needs, such as training and assessment in the workplace or online. Industry take-up of Recognition of Prior Learning for these new and existing programs showed significant increase during 2011.

Partnerships with various industry bodies including Building Services Contract Cleaning Association, National Electrical Contractors Association, Building Industry Consultative Council Industry Advisory Board, and Civil Construction Federation further enhances the Enterprise’s curriculum development and program promotion and delivery in industry.

As the Enterprise moves into an increasingly competitive 2012 environment we will continue to build on innovative training solutions, mutually beneficial partnerships, respectful relationships, and effective teamwork. Collectively these underpin quality Enterprise training valued by students, industry and the community. Our success in these endeavours is shown by staff and students being recognised with awards for Gordon staff excellence, regional vocational merit and state-wide professional body honours. This is also shown by community and industry groups approaching the Enterprise to form partnerships during the year.

Staff commitment to positive attitudes and respectful relationships while taking up training challenges made 2011 a successful year. I would like to thank everyone who participated in this success.

Paul Lange
Director
Smart Technologies Enterprise was well aligned with The Gordon’s 2011-2013 strategic plan and strong performance against profile and demand-driven funding budgets was achieved in 2011.

Business building initiatives included the introduction of new courses in Pathology, Automotive Windscreen Fitting, Automotive Administration and continued growth in Animal Studies, Veterinary nursing, Sustainability, Engineering and the further refinement of Skills Partnerships in building skills in rural communities. The 2010 engineering business review resulted in new initiatives being taken in 2011 which have produced growth in the core business areas of Mechanical Engineering and Metal Fabrication.

Youth initiatives saw the expansion of Certificate II offerings to include Engineering with additional groups in Automotive and Collision Repair. The Trade Training Centre at Colac Secondary College also received federal government funding with The Gordon nominated Registered Training Organisation for automotive and construction.

Advanced Qualifications initiatives saw strong first year intake growth for the Advanced Diploma of Engineering which was very pleasing. Work also started on embedding the Diploma of Laboratory Technology into Deakin’s Bachelor of Medical Laboratory Science.

Future Delivery Methodology initiatives included the introduction of the online weekend study option for the Diploma of Sustainability (Dual Award), the incorporation of ‘smart phones’ into the class room, the further refinement of the use of portable devices for trainers in the workplace, the integration of virtual technologies into the curriculum and the development of the Horticulture library.

Key Sponsorships undertaken included that of the Deakin University Formula SAE race car and the joint sponsorship with VCAMM to encourage disadvantaged individuals to study within the manufacturing sector.

Smart Technologies Enterprise has made further significant progress in innovating and introducing new programs. It has continued the process of building capacity and capability while developing improved team performance through building strong professional relationships based on trademark behaviours. In conclusion I would like to thank my team and the leadership of The Gordon including the Board for their strong support in 2011.

John Paxton
Director
The full implementation of Skills Reform and changes in other educational sectors created a demanding and thought-provoking environment for the Enterprise in 2011.

In addition, there was a sharp downturn in international student enrolments which had a significant impact on some Living Well program areas. The Enterprise responded to the needs of the present, as well as undertaking strategically important work for the future.

The year began with the Enterprise fully embracing The Gordon Recognises Geelong initiative and there were significant numbers of students, both new entrants and existing workers, who undertook RPL activities. The Enterprise built on this event throughout the year with subsequent retail program activities and RPL has become an automatic component of student program planning. This is a major step forward.

A major initiative in Health of both the Federal and State Governments to improve the number and quality of clinical placements for students began to impact on the sector in 2011. The Enterprise was extensively involved, both in the regional planning and local operational components, and we will seek to take advantage of this work in the Barwon South-Western Region and strengthening of relationships with regional and rural health services occurred in 2011. The growth in traineeships within the sector at The Gordon in 2011 was a pleasing outcome from effort by the staff.

Negotiations were concluded with the Department of Justice for The Gordon to continue as the education provider at Barwon Prison in 2012/2013 following the transfer from the Department of Education and Early Childhood Development. The Institute was pleased that during the negotiations a stronger commitment to the link between vocational programs and prison industries was evidenced and that the particular restrictions of operating in a maximum security regime were acknowledged and reflected in the agreement reached.

I wish to thank the staff in Living Well for their hard work, creativity and commitment in the very complex vocational education and training environment in which they operated in 2011.

Greg Waddell
Director
There was a flurry of excitement early in January for Creative Business as we embraced The Gordon Recognises Geelong initiative and this high level of activity continued throughout the year.

Enrolments in traditional classes were strong, business traineeships exceeded their targets and we worked closely with industry to meet their requirements.

Key 2011 achievements include online provision for the full suite of Marketing qualifications from Certificate IV to Advanced Diploma; growth in project-based learning and sponsorship of the new Barwon Community Leaders Program arising from our successful sponsorship of Leaders for Geelong.

Fashion students excelled at the 2011 Victorian Training Awards at Crown Palladium. Our VET in Schools students created a parade of stunning garments with a trade theme and third year Advanced Diploma student Nathan Cahir created a lounge suit for Victorian Minister for Higher Education and Skills, the Hon. Peter Hall, MLC. It was an extraordinary evening with over 1,000 people in attendance and a wonderful opportunity for our students to showcase their skills.

Partnerships continue to be a driver and we commenced our third Acceler8 program with the City of Greater Geelong aimed at developing the City’s emerging leaders. 2011 was our fifth year of the successful partnership with Jiangsu Institute of Commerce in Nanjing, China, delivering Accounting and more recently, International Business. A new international partnership developed with Malaysian College KISMEC, with a teacher from our ICT programs being hosted for one month resulting in potential future opportunities.

The Bachelor of Arts (Visual Arts) came to a close with the final Graduate exhibition Uncommon Threads held in November. This show was regarded as the best third year exhibition and included a large variety of media. Thank you to members of the Academic Board of Art and Design, chaired since its inception by Emeritus Professor David Williams from ANU, and the staff involved over the past six years.

2011 was a successful year for Creative Business and I’d like to acknowledge the work of all staff in achieving our goals and look forward to continuing our growth in 2012.

Sue Warner
Director
In 2011 the Organisation Development team focussed on ensuring our agreed trademark values and behaviours underpinned everything we did throughout the year. This resulted in an extremely successful, positive and productive year.

In the early part of the year the 2011-2013 Human Resources Strategic Plan was released which identified eight priority areas; Service, People, Workplace, Careers, Leaders, Achievements, Health and Wellbeing and Community. A number of new initiatives were introduced including the Aspiring Managers Program, and The Gordon - The Benefits publication.

An increase in the number of students with disabilities supported the need for the development and implementation of a Disability Resource Kit, which was distributed to assist teachers and support workers.

Facilities and Campus Operations worked through recommendations of the 2010 review and implemented a number of new initiatives including assessing and developing strategies to identify backlog maintenance liabilities for all built assets. This cumulated in a costed plant asset management register and a costed condition assessment of all owned buildings, providing a clear picture of the Gordon’s total maintenance liabilities.

The Way Finding Signage Project progressed in 2011 with the aim to ensure all signage across City and East campuses is clear, accurate and in line with The Gordon brand. The review of all maps and signage locations has been completed, stakeholders have been consulted and all new signage will be rolled out in 2012.

A new budgeting system Enterprise Budgeting was implemented in October. 70 staff from across the institute attended training in preparation for the 2012 Budget development process. The new application provides a more robust budgeting tool and will greatly improve the speed and accuracy of the budget development process.

The focus on compliance also continued with 24 internal audits being conducted across the organisation in 2011. Also, changes in regulations relevant to the delivery of VCE and VCAL and the Skills Victoria Service Agreement required detailed reviews of Gordon processes to ensure compliance.

Organisation Development continued to play a key role in the Student Management Replacement System project by providing subject matter experts who attended numerous workshops with TAFE ICT and Technology One. Support was also provided to all teaching areas as the Gordon progressed through a number of stages of the project, including the documentation of transition plans for each area. The Student Management Replacement System project will continue to be a major focus in 2012.

Stella Garcia
Director
2011 saw the first year of the 2011-2013 Strategic Plan implemented with four priority areas which have provided a simple but succinct staff focus for The Gordon.

Detailed Annual Operational Plans (AOP) for executing the four priorities were developed by each centre and measuring progress throughout the year was carried out through a business intelligence software package.

The Gordon’s ability to build business is challenged by the availability of our physical resources. In 2011, the timetabling software CELCAT was introduced on the East Campus, thus completing the role out across The Gordon. The daily management and coordination of the process was handed over to the Facilities area.

During 2011 The Gordon moved from a planning stage to a fully operational team preparing for the new Student Management System (SMS), a state-wide Skills Victoria initiative. A governance process through a Project Control Group and Project Management Team has been put in place and staff members have contributed to the sector-wide Project Advisory Group and Specialists Teams input in Melbourne. The business process opportunities for streamlining how business is done at The Gordon will reach far wider than just the SMS.

Rob McAllister
Executive Projects
In 2012 The Gordon celebrates 125 years as an icon in Geelong. The 2011-2013 Strategic Plan sets out the strategies, priorities and directions The Gordon will take to continue its proud tradition and history of great success.

Pivotal to the plan are four strategic priorities, developed through a robust and detailed planning process including input from industry and community representatives, staff and The Gordon Board:

- Future delivery Methodology
- Youth
- Advanced Qualifications
- Business Building

These future directions of The Gordon have been aligned to key drivers such as Government policy, student needs, industry needs, regional developments, and competitor analysis recognising that education and training is a very competitive sector.

Underpinning the entire strategic plan is the ongoing focus on continuous improvement to the student experience at The Gordon, recognition that staff are our most important asset, and that we will always work to embrace partnerships with other education institutions, industry, Government and the community.

There have been many achievements and progress made in year one of the strategic plan ‘in action’ with some key outcomes detailed in the following pages.

**Future Delivery Methodology**

- An analysis of the current status of The Gordon’s future delivery methodologies was commissioned in 2011. The report was based on a series of focus group meetings within the institute to build a picture of where we are now, and provided twelve recommendations which will be considered and implemented in 2012.

- A broad range of programs were reviewed and improved including a number of new online training modes, as well as new programs developed based on industry and student needs including:
  - A new Diploma of Visual Merchandising program commenced in semester two. A significant component of the program is student placement with retailers and The Gordon has been successful in obtaining placements with David Jones and Myer.
  - A dual Certificate IV qualification in Youth Work and Outdoor Recreation; developed with industry in response to the growing number of outdoor recreation students obtaining employment in a youth setting.
  - A dual qualification developed in Certificate III in Business Administration and Certificate III in Business Administration (Medical) including specialist skills in the popular Mediflex program.
  - Integration of virtual technologies into the automotive and engineering departments’ first year curriculum as a way of developing technical skills more rapidly.

- Implementation of a new learning management system (Moodle) to replace the Blackboard system, and delivery of professional development days for teachers showcasing future technology and its application to a progressive learning, education and development environment.

- Development and roll-out of a ‘Teachers Essential Toolkit’ containing refined delivery and assessment templates to meet the needs of today’s VET teacher.

- Imbedding the use of One Note and portable devices into the management of students learning, and incorporating the use of smart phones into the classroom, particularly as a ‘tool of trade’. Teachers and students have identified large numbers of phone applications that assist with the performance of many trades.
Youth

• Increase in student engagement in Years 9-12 across the Greater Geelong region and beyond. This was achieved through a multi-faceted approach between marketing, the School Liaison and program areas increasing youth interaction points including career expos, campus tours and presentations, expansion of career teacher relationships, ‘taster’ programs and events, and the youth-focused marketing campaign.

• Introduction of a new online orientation program designed for young people that provides a clear and consistent message to new students, outlining behavioural expectations and the support services available to them.

• Further development of employment services including workshops covering resume writing, online interviews and strategies for interviews, and professional development and support for teachers covering strategies for youth delivery.

• The Living Well Enterprise made commenced a pilot project to address the language, literacy and numeracy (LL&N) needs of its students; particularly important for young people, and especially those at risk in making the transition from education to employment. Appropriate screening tests were developed matching Certificate of General Education levels and piloted with students across a range of program areas within the Institute. Based on the outcomes of the assessments, approaches will be developed to suit both individuals and program areas. These approaches will include study support, concurrent delivery, embedded LL&N staff and review of materials and delivery strategies. In 2012 the program will expand to assess more than 800 students.

Advanced Qualifications

• In September a new concurrent degree in Sustainable Tourism Management was launched with Deakin University which incorporates three qualifications over three years; a Diploma of Sustainability, Advanced Diploma of Tourism Management and a Bachelor of Management. This is one of a number of similar programs The Gordon is working on with Deakin, reinforcing how we can best transition students to higher education. The first concurrent program will commence in 2012.

• As one of Deakin University’s key TAFE alliance partners, The Gordon also currently articulates more than 40 advanced qualifications into more than 60 degree programs. In 2011 significant pathways development continued with a focus on articulating or embedding Gordon programs with Deakin University degrees including:
  - Credit for prior learning and pathways under development for Diploma of Salon Management, Diploma of Specialist Make-up, Diploma of Sport Development, Diploma of Laboratory Technology, Diploma of Conservation and Land Management, Diploma of Retail and Advanced Diploma of Building Design (Architectural)
  - A federal submission was finalised for funding for a joint project between the Gordon and Deakin to create a pathway program in engineering.
  - Commencement of a joint project to develop a concurrent/pathway program from the Diploma of Community Services/Welfare into the Bachelor of Social Work. The project will also be looking at the support and induction needs of TAFE students transiting into university. This is a Deakin University Participation & Partnerships Program initiative and funding will continue into 2012.

• The Gordon Building Design and Deakin Architectural areas commenced working on a Degree in Architectural Technology. This project is still in the pipeline with development work continuing in 2012. The course has not yet been accredited and will go to the faculty board for endorsement before proceeding to the Academic board for approval.
Business Building

In 2011 The Gordon commenced work with the City of Wyndham and other key stakeholders to determine the education and training needs of the region now and into the future, with the view to establishing a long term presence in the region. The Gordon has delivered a number of programs in the area for some years and expanded its activity during 2011 including:

- A new off-campus delivery of the Diploma of Children’s Services. In partnership with the City of Wyndham, The Gordon started flexi-mode delivery with 15 kindergarten assistants. It is anticipated that this delivery will eventually extend to account for several classes for childcare workers seeking to upgrade their qualifications.

- Extension of Certificate II construction pre-apprenticeship and VET in Schools programs into the Wyndham area, and the ausping of future trade training in the surrounding region.

- Further relationship development with secondary schools and career teacher networks.

In 2011 The Gordon continued the development of its Skills Partnerships program to help meet workforce training needs, recognise the existing skills of those working in the agriculture industry, and provide pathways for farmers looking for alternatives to their current situation. These Skills Partnerships enable local delivery of nationally accredited qualifications, with training partners who are part of the community and are experts in their field. In 2011 the business model delivered exceptional outcomes for The Gordon and the farming communities that participated in the program with over 2,500 certificates being awarded in the areas of Agriculture, Horticulture, Rural Business and Transport & Logistics.

The standard of records management at The Gordon was enhanced in 2011 with the development and implementation of a new Business Classification Scheme for documents. The benefits of the structure review and ensuing appointments were evidenced by The Gordon achieving the overall highest performance rating in the 2011 Insync Victorian TAFE library benchmarking survey. In addition, the Library’s results also outperformed the benchmark dataset compiled over the past ten years, which includes universities as well as TAFE institutes.

- Implementation of a more sophisticated and responsive information services help desk; using an incident management system where positive feedback from customers within the institute has increased from 75% in 2010 to 95% in 2011.

- Full implementation of the CRM was undertaken in Student Administration and Learner Support. This enables the teams to capture all enquiries at the front end, ensuring appropriate follow up and better support and service for our customers.

The Gordon 2011-2013 Strategic Plan can be viewed at thegordon.edu.au.
Awards

American Beauty Show – Chicago
Joanne Hogg (hairdressing teacher)
Winner - Red Carpet Glamour; Stars Photo Competition

Australian Accommodation Association
Daniel Oswin
Runner up - Best Apprentice of 2011

Australian Golf Course Superintendents Association
Daniel Oswin
Apprentice of the Year

Australasian Young Designers Wool Awards
Street wear
Kayla Bamford 1st place
Hannah Pearson 2nd place

Evening wear
Lauren Penn 1st place
Thomas Bluett 3rd place

Menswear
Grace Mackey 2nd place
Louiza Prazak - Special Mention in Theatrical
Tara Thomas - Highly Commended
Stephanie Gray - Highly Commended

Cabinet Makers Association (Vic)
Andrew Tozer
Best Apprentice in Kitchen and Bathroom Manufacturing

Catwalk for Cancer ‘Young Designers’ Competition
Nikea Short
First Place – Contemporary Section
Tara Lalic
First Place – Classic Section
Cassandra Hutchinson
Second Place – Classic Section

Corangamite Landcare Awards
The Gordon Aboriginal Education Unit
Landcare Indigenous Award
Goopmala Ngardang-dja balert Project

Endeavour Award
Bob Connor (ICT teacher)
RPL project with KISMEC - Malaysia

Geelong Regional Training Awards
Daniel Oswin
Apprentice of the Year
Brianna Threlfall
Trainee of the Year
Bradley Young
School-based Apprentice of the Year
Michael Hiorth
Best 1st Year Apprentice
Daniel Baker
Best 2nd Year Apprentice
Murray Pigdon
Best 3rd Year Apprentice
Dylan Baker
Rotary Club of Highton Pride of Workmanship Award
Hannah Petri-Allbutt
Smart Geelong LLEN Award for Outstanding Contribution to Children and the Arts

At 26 years of age, Daniel (Dan) Oswin has great aspirations to become one of the world’s preeminent golf course designers and in 2011 set a firm foundation for that ambition; as The Gordon’s most awarded student of the year.

Truly passionate about his industry, Dan completed his apprenticeship at The Gordon in Turf Management whilst working at Forest Resort Golf Course in Creswick. Amongst his swag of awards in 2011 was the ‘Presidents Medal’ awarded to The Gordon’s most outstanding certificate student each year.

In January 2012 Dan headed to the United States as part of the Australian Golf Course Superintendents Association’s scholarship to further study turf management at the University of Massachusetts. He will also complete an internship in Florida at ‘The Breakers’, one of America’s top courses as part of an Australian Overseas Foundation Scholarship sponsored by The Gordon.

One day I look forward to ‘shaping a landscape’, to lay out a golf course and mould it into something naturally amazing that all can enjoy and appreciate.

Photo courtesy of Brett Robinson - AGCSA
Green Gown Awards Australasia
The Gordon Culinary School
Finalist - TAFE & Smaller Institutions

Hair and Beauty Industry
Association Awards
Caroline Stephens
Best Diploma of Makeup Student
Emma Rissman
Highly Commended Apprentice of the Year Stage 1
Shelley Platt
Highly Commended Apprentice of the Year Stage 2
Chelsea Crabbe
Highly Commended Certificate III in Beauty Services

Lorne Easter Art Show
Denise Haldane
First place - Best Other Medium

Master Builders Association of Victoria – Geelong Section
Robert Wood
Apprentice of the Year
Certificate of Merit: 3rd year Apprentice Carpentry
Daniel Oosterland
Chairman’s Award
Certificate of Merit: 3rd year Apprentice Carpentry
Dylan Baker
Certificate of Merit: 2nd year Apprentice Carpentry
William Sloan
Certificate of Merit: Certificate II (pre-apprenticeship) in Carpentry

SpArt Awards for Arts, Culture, Sport and Recreation
The Gordon – Sport and Recreation Program Area
Skills Victoria Industry Training Initiative Creative and Leisure:
The Gordon Recognises Geelong - RPL in the Fitness Industry
Sophie Taylor
AFL SportsReady Trainee of the Year (Leisure)
Most Outstanding Student of the Year

Textile Institute Student Awards
Cassandra Hutchinson
Ragtrader and Industry Placement Award

Toowoomba Carnival of Flowers
Elisa Caughey (floristry teacher)
Third place – Fluidity / Designers Choice Award

Victorian Furnishing Industry Training Awards
Andrew Tozer
Apprentice Cabinet Maker of the Year

Victorian Golf Course Superintendents Association
Daniel Oswin
Apprentice Cabinet Maker of the Year

Victorian Training Awards
Sophie Taylor
Finalist – Trainee of the Year

The Gordon Skills Recognition Centre Winner – VET Client Services/Support Excellence Award

WorldSkills Regional Competition
Automotive – Daniel Catic
Beauty Care – Brooke Millard
Cabinet Making – Anica Costa
Cookery – Anthony Wilksch
Hairdressing – Emma Rissmann
Turning – Brent Reynolds
Welding – Traphim Tukavkin

The Gordon Recognises Geelong was a major project and subsequent three-day event from 18 - 20 January 2011, which saw The Gordon open its doors as a huge skills recognition centre, inviting the Geelong community to have their skills assessed and recognised towards a qualification through the Recognition of Prior Learning (RPL) process.

The campaign aimed to attain status as a unique Geelong event, encouraging local workers to participate in order to achieve the goal of a ‘qualified city’.

Internally, the project and associated tools allowed The Gordon to build teacher capability in the RPL process, the flow-on effect of which ultimately benefits our students now and into the future. The campaign also provided an opportunity for the community and industry to provide valuable information on trends in the workforce, and allowed businesses to focus on gap training rather than spending time and money on training existing skills.
Training Partnerships

The Gordon strives to keep abreast of industry trends across its diverse client base and is constantly working to identify new and changing needs. The organisation endeavours to mirror the region’s industry profile, growing its capability to support new and emerging industries, occupations and skills, while supporting existing workers.

The Gordon’s continued commitment to its business customer has led to solid and on-going partnerships with companies and organisations in sectors ranging from local government and health to manufacturing and engineering. In 2011 some of The Gordon’s key training partners included:

- Air Radiators
- Alcoa
- Barwon Health
- Barwon Water
- Blue Cross Community Care Services
- BP and APCO Service Stations
- Bulla
- Caterpillar Logistics
- City of Greater Geelong
- Civil Contractors Federation
- Colac Cement
- Cotton On
- Deakin University
- Event Management Company
- Express Promotions
- Ford Motor Company
- Geelong Aged Care
- Geelong Kindergarten Association
- G-Force
- GMHBA
- Jiangsu Institute of Commerce (formerly JIETT) China
- Matchworks
- Medibank Private
- Rip Curl
- Ryans Transport Services - Warrnambool
- Shell
- Shower Line
- Spec Savers
- St John of God
- St Laurence
- Sykes Racing
- Systec
- Transfield Services
- Vincentcare
- Wyndham City Council

Established in 1987, the TAC is a Victorian Government organisation set up to manage Victoria’s transport accident personal injury scheme. As a demonstration of the TAC’s commitment to the Geelong community, each year the TAC engages 12 youths from disadvantaged and diverse backgrounds to undertake traineeships in Certificate III Business Administration at The Gordon.

In 2011 The Gordon also worked with TAC on a mapping project which looked at the roles of the Customer Representative staff, the skills and knowledge gained whilst on the job as well as the comprehensive in-house training that the TAC conduct from the point of induction and beyond. These skills and knowledge were mapped against the Certificate III in Customer Contact qualification and in June 2011, The Gordon also presented this qualification to 30 existing staff members at the TAC.

“I’ve been very impressed with the way they (The Gordon) have brought out the best in each of these young people. I consider them to be vital partners with us in our trainee program.”

Lyn Morgan, Team Leader.
John McCoy, General Manager.

The training we did with The Gordon supports the business in terms of developing practical skills, but there were also additional benefits including improved communication and teamwork. The training also provided the chance to deliver innovation within the business, and in fact helped us identify efficiency gains within our business.

In April 2011, The Gordon commenced the Diploma of Nursing traineeship program to assist regional health care providers with workforce development and to address the regional skill shortages in the nursing profession. This three-year traineeship came to fruition as a consequence of the support of local employers such as St John of God Hospital who are committed to training new staff and up-skilling existing staff.

Providing trainees with underpinning skills and knowledge was a prerequisite of the program, so all trainees undertook four weeks full time study in the classroom after which time they commenced on the job training with their respective employers. On successful completion of the traineeship, trainees will be qualified Enrolled/Division 2 nurses.

Sean Cahoon, General Manager

Sean Cahoon, General Manager

Top End Training is a leading provider of industry-based training services specialising in areas of plant and equipment, farming, OH&S, and risk assessment and management. In 2011 The Gordon worked extensively with Top End Training, developing a Skills Partnership business model to meet the demand for skills recognition and formalised training in farming communities predominantly in the North West region of Victoria.

The best-practise model, built around structured internal and external processes, quality service delivery methods and complimented by a stringent quality auditing regime, received an overwhelming response from the community.

It really is a great way for students to learn. The good thing about the traineeships is that students are able to recognise things in the workplace that they have learned in class and therefore have the opportunity to apply theory to practice. Trainees also become familiar with the hospital and patients and become valuable members of the care giving team. Hopefully when they graduate, they’ll continue to work here.

Libby Van Leeuwen, Manager of Learning and Development
Serving our Community

The Gordon values its profile within the local and broader community and endeavours to engage that community, in all its diversity, in programs and partnerships that deliver real benefits.

Partnerships

Some of the key community partnerships and their outcomes in 2011 included:

**Barwon Health**

The Gordon supported many initiatives with Barwon Health and the Barwon Health Foundation throughout the year:

- Staff and students from the arts program area created the 2011 A5 Exhibition which consisted entirely of A5-sized canvasses. The exhibition was a fundraising initiative held in the hospital foyer.
- In a nine-year partnership, The Gordon Graphic Design students designed marketing collateral for the Medimime annual event held at GPAC raising funds for equipment for The Geelong Hospital.
- Certificate II and Certificate IV Hospitality students and cookery students participated in catering for the annual longest lunch event, as part of the Melbourne Food and Wine Festival.

**Breamlea Caravan Park**

In partnership with the City of Greater Geelong students from the Geelong Technical Education Centre (GTEC) completed a unique project at the Breamlea Caravan Park in November 2011 which saw them combine project-based VCAL studies and pre-apprenticeship training in a real-life situation.

Over 18 months, 150 individual students worked on the project spending 167 days and over 9,000 hours on site at the Breamlea Caravan Park constructing a six-star energy rated holiday villa from the ground up. This is one of a number of community projects GTEC students work on each year as an integral part of the program.

**Give Where You Live (formerly United Way Geelong)**

The Gordon continued its strong association with Give Where You Live in the delivery of the Loaned Executive Program. 2011 marked the 11th year of our partnership and during that time we have trained over 400 Loaned Executives in the areas of public speaking, sales and marketing, time management and team building.

**Newcomb Secondary College Year 9 Program**

The Gordon has worked with Newcomb Secondary College since 2007; delivering a unique program which provides more than 120 Year 9 students each year with a taste for a range of vocational pathways in an effort to widen their experiences, raise their aspirations, and build their desire to continue studies into VCE and post-secondary school. In 2011, the college was granted $50,000 in Impact Award funding through the national awards program NAB Schools First.

**Northern Futures**

The Gordon is supporting a generation of change for the Northern Suburbs of Geelong. As part of the Northern Futures Project, The Gordon has been working to improve education and job skills, help engage young people and break cycles of unemployment.

A number of initiatives were implemented in 2011 to increase access for Northern suburbs residents, with selected courses delivered locally and in-class mentors provided at The Gordon’s City Campus. The positive outcomes of the project have clearly been rewarding but teachers at The Gordon say the best part of the project has been the transformation of the students from start to finish.

**Streets Are Alive**

Following the success of the 2010 inaugural Streets Are Alive event in conjunction with the UCI World Cycling Championships, The Gordon’s PR students worked with the City of Greater Geelong again in 2011 to plan and manage the annual weekend-long event. The project is a prime example of project-based learning at its best, with the students planning and managing all aspects of the event which promotes the Central Geelong precinct, attracting visitors from around the region to enjoy a plethora of entertainment and activities.

**Student and Community Support**

More than $40,000 in scholarships and bursaries were awarded to 28 students in 2011, thanks to the generosity of 12 benefactors. Geelong businesses and the community have supported The Gordon’s scholarship program since the early 1970s.

In 2011 Gordon staff participated in numerous fundraising and community events raising a total of $26,473. Staff also supported our local community through events such as Run Geelong, Relay for Life, Movember, Jeans 4 Genes, Blood Challenge, Biggest Morning Tea, and Give Where you Live.

The Gordon also injected $78,600 into the Geelong community via sponsorship of 19 local organisations; sporting clubs, community projects and charity initiatives.
External Committees

A key focus of The Gordon is to be a leader in the community as an active contributor to the various representative groups in the region and state. As an example, The Gordon is represented on the following:

- Australian Library and Information Association (ALIA) Careers Advisory Committee
- Australian Training Marketing Association
- Barwon Health Foundation
- Barwon South Western Region (DOH) Workforce Steering Group
- Barwon Youth Partnerships Senior Advisory Committee
- BioGeelong
- BSW Tertiary Education Attainment Strategy
- Business Professional Women Geelong
- City of Greater Geelong Public Art Advisory Group (PAAG)
- City of Greater Geelong Skilled Migration Project
- Committee for Geelong
- Corio/Norlane Regeneration Project
- Deakin University Engineering Advisory Board
- Deakin University School of Education - Masters of Education Advisory Board
- Deakin University School of Engineering Industry Advisory Group (electronics/mechatronics & robotics)
- Deakin/DH/DHS Strategic Alliance - Health Research sub-committee
- Disengaged Learners Project Provider Reference Group
- Engineering Industries Curriculum Reference Group
- Engineering Network Group
- Future Proofing Geelong SME Reference Group
- G21 Arts and Culture and Environmental Pillars
- G21 Economic Development Strategy
- Geelong Chamber of Commerce
- Geelong Manufacturing Council
- Geelong Regional Training Initiative
- Give Where You Live - Capital Works

and Special Projects Funding
- GRVEC (Geelong Regional Vocational Education Council)
- ICT Geelong
- ITSSA – Victorian TAFE IT Managers network
- LLEN Management Committee
- Media Arts and Design Network (MAD)
- New Norlane - Building for the future advisory committee
- Northern Futures
- Post-Primary Principals Network, Geelong
- Senior Council of Vocational Education and Training Providers (Community Services and Health)
- Service Skills Australia Advisory Committee (Wholesale, Retail and Personal Services)
- Services Industries Curriculum Maintenance Committee Advisory Group – Hospitality and Tourism
- Smart Geelong Network
- Supply Chain Learning Network – State Wide TAFE and Industry body
- TAFE ICT Student Management System Board
- Victorian AQTF Network
- Victorian Association of TAFE Libraries (VATL) Management Group
- Victorian BioScience Education Centre
- Victorian Employers Chamber of Commerce and Industry
- Victorian Horticulture Teachers Network
- VTA CEO Council
- VTi International Managers Network

“Student attendance and retention data shows that the Gordon program is certainly contributing to improved outcomes for the College, and the funding from NAB Schools First will certainly help us to continue this program into the future.”

Phil Honeywell, Principal
Newcomb Secondary College
Embracing the challenge of a contestable market, 2011 saw The Gordon fully utilise its fresh new look to create a recruitment campaign that was highly appealing to the youth market.

After much research and consultation with students, colourful new creative and a new tagline were born, ‘Dream it. Live it. Do it.’ This gave direction to all key messages used in print, broadcast, digital and outdoor media channels throughout the year. The theme was continued in our collateral suite with new publications introduced and a cohesive branded event kit created.

The Dream it. Live it. Do it. campaign has allowed marketing to inject emotion and fun into our messages, has been a great vehicle to promote our points of difference and has positioned us as a leader in education industry marketing.

The campaign culminated in the release of our new website thegordon.edu.au which in August 2011 was ranked as the number one education website built on SharePoint on Ray Fleming’s The Education Blog.

A comprehensive market research project was undertaken in the second half of the year that provided insight into our current, past and possible future students; as well as documenting brand perceptions of The Gordon. This data has provided the facts needed to make informed marketing decisions and also confirmed the work done so far is very much on track.

Further Marketing initiatives completed during 2011 included:

- Complete adoption of the new brand profile across a comprehensive range of both internal and external applications
- The ongoing development and application of digital platforms such as Twitter, Facebook and Flickr that help drive traffic to our website and strengthen the depth and reach of our offline brand promotion initiatives
- The introduction of The Gordon News our e-newsletter. A lack of engagement with past students (and possible future students) was identified in the Customer Retention Strategy. Sent to approximately 24,000 past and present students as well as online subscribers, The Gordon News keeps readers up to date with all things happening at The Gordon.
- Broader use of varied marketing mediums including: cinema advertising, radio, online advertising, branded scooters and Westfield banners.
- Commitment to use 100% recycled paper stock for all major publications as well as within The Gordon’s internal printery. Major publications produced in 2011 included the Annual Report, Course Handbook, Course Guide, Short Courses Guide, VET in Schools guide, GTEC program guide and the Gordon Magazine published three times in 2011. Stakeholder and user feedback in 2011 guides the continuous improvement of these major publications into 2012. Copies of all publications are available by phoning 03 5225 0631 or emailing marketing@gordontafe.edu.au.
International Operations

The Gordon continued to focus on forging strong international strategic partnerships in 2011, particularly in China and Indonesia.

More than 160 international students from 46 countries undertook study at The Gordon in a range of programs during 2011, including English Language Intensive Courses for Overseas Students (ELICOS) and mainstream courses.

The Gordon offers an array of services to international students studying in Australia to ensure they achieve their academic potential, while experiencing an enjoyable and rewarding stay. The welfare of international students studying at The Gordon continues to be a high priority and an after-hours student assistance line was implemented in 2011 to ensure the safety of all our students.

The Gordon also hosted 14 delegations throughout the year. Outcomes included the possibility of proving Recognition of Prior Learning for KISMEC Institute in Malaysia, a study tour confirmed from Kyoto Consortium, and development of further relationships with future potential partners.

In 2012, Gordon International will continue to identify and proactively pursue opportunities in commercial funding and develop products and strategies in the following areas:

- Inbound student recruitment, with a particular focus on the Chinese market
- Partnerships to identify transnational projects and promote university pathways
- Develop study tours including vocational, cultural and corporate training
- Identify and proactively pursue opportunities through legislation government policy, government programs and funding models.

International Risk Management

Nature of strategic and operational risk

1. Reliance on one market - China
2. Market Migration driven recruitment, and changing legislation requirements for Student visas
3. Competitors promoting university pathways partnerships for inbound students
4. Competitiveness for overseas partnership offshore delivery

Strategies established to manage operational risk

1. Continue to service and expand both inbound and offshore activities in China through relationships with key agents. Increase our on-line capability to promote The Gordon as a study destination to prospective students from around the world.
2. Continue to explore a range of active options for course scope and not rely too heavily on course offerings for migration driven recruitment.
3. Develop attractive pathways for inbound recruitment in conjunction with beneficial university partnerships, in particular Deakin University. Undertake cooperative marketing activities with Deakin for student recruitment with onshore and offshore agents, with a focus on China and Indonesia.
4. Develop sound overseas partnerships for offshore delivery. Assess overseas partnership options carefully and align with organisations of similar status goals and reputations. Develop offshore programs across various program areas at The Gordon; minimum two new offshore twinning programs in different program areas per year.

Performance Measures and targets formulated for offshore operations

Develop offshore programs across various program areas at The Gordon - a minimum two new offshore twinning programs in different program areas per year.
Access government funded outbound mobility opportunities for local students

Extent to which expected outcomes have been achieved

Three offshore programs in Engineering, Hospitality and Events were investigated in 2011 but did not proceed.

Two new Outbound Mobility submissions were achieved in 2011 with the following tours taking place:

- Advanced Design and Building – Study Tour and Work Placement (Singapore)
- Diploma of Events (Macau, Hong Kong and China)
## Overseas Travel Summary 2011

<table>
<thead>
<tr>
<th>Date</th>
<th>Location “Venue and Activity”</th>
<th>Purpose</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-15 Jan</td>
<td>Macau, Hong Kong, Indonesia</td>
<td>Attend AAS education expo, agent visits, conduct audits, recruit new agents, visit AEI offices to maintain Gordon's profile</td>
<td>✓</td>
</tr>
<tr>
<td>14-23 Feb</td>
<td>Taiwan</td>
<td>Agent visit, school visit and student seminar</td>
<td>✓</td>
</tr>
<tr>
<td>27 Feb - 6 March</td>
<td>China</td>
<td>School visit for project discussion, agent visit</td>
<td>✓</td>
</tr>
<tr>
<td>28 Feb - 19 March</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>2-10 March</td>
<td>Shandong, China</td>
<td>School visit for offshore projects in Engineering and Hospitality area, Agent visit</td>
<td>✓</td>
</tr>
<tr>
<td>4-17 March</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>11-24 March</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>21-26 March</td>
<td>Nanjing, China</td>
<td>Attend CIETEET Education expo, visit Ford Company for project discussion and visit agents</td>
<td>✓</td>
</tr>
<tr>
<td>25 March – 10 April</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>26-30 March</td>
<td>Hong Kong</td>
<td>Attend conference</td>
<td>✓</td>
</tr>
<tr>
<td>6-9 April</td>
<td>Hangzhou, China</td>
<td>Finalise contract with Hangzhou Era institute, visit Austrade Hangzhou, recruit new agents</td>
<td>✓</td>
</tr>
<tr>
<td>21-34 April</td>
<td>Taiwan</td>
<td>Discuss study tour opportunity with Ausasia, visit agents, Austrade Taipei.</td>
<td>✓</td>
</tr>
<tr>
<td>26 April – 11 May</td>
<td>United Kingdom</td>
<td>Training/thatcham research automotive</td>
<td>✓</td>
</tr>
<tr>
<td>17 May – 8 Jun</td>
<td>Germany and Austria</td>
<td>Kitchen and bathroom sustainability research</td>
<td>✓</td>
</tr>
<tr>
<td>26 May – 2 Jun</td>
<td>Indonesia</td>
<td>Attend IKPPI and Progress Education expo, visit Deakin Indonesia office, agent visit and school visit.</td>
<td>✓</td>
</tr>
<tr>
<td>7 – 22 June</td>
<td>United Kingdom</td>
<td>Sustainable Innovation Study Tour</td>
<td>✓</td>
</tr>
<tr>
<td>22 June – 25 July</td>
<td>Malaysia</td>
<td>Executive Endeavour Award</td>
<td>✓</td>
</tr>
<tr>
<td>July</td>
<td>Sri Lanka</td>
<td>Agent visit and Client visit for project collaboration</td>
<td>C</td>
</tr>
<tr>
<td>11-16 July</td>
<td>Beijing, China</td>
<td>Visit Deakin Beijing Office, Austrade Beijing and agent visits</td>
<td>✓</td>
</tr>
<tr>
<td>4-7 Aug</td>
<td>Yangzhou, China</td>
<td>Attend student seminar organised by Aoling Education.</td>
<td>✓</td>
</tr>
<tr>
<td>6-21 Aug</td>
<td>Indonesia</td>
<td>Attend Deakin Jakarta Agent Training workshop, meet with West Java Government for project discussion and school visit.</td>
<td>✓</td>
</tr>
<tr>
<td>16-19 Aug</td>
<td>Nantong, China</td>
<td>Visit Nantong Vocational University for project discussion</td>
<td>✓</td>
</tr>
<tr>
<td>23-31 Aug</td>
<td>Korea</td>
<td>Agent visit to promote working holiday visa program, visit Austrade Seoul</td>
<td>✓</td>
</tr>
<tr>
<td>6-23 Sept</td>
<td>Hong Kong</td>
<td>Outbound Mobility Study Tour</td>
<td>✓</td>
</tr>
<tr>
<td>11-18 Sept</td>
<td>China</td>
<td>Geelong Technical Education Centre</td>
<td>✓</td>
</tr>
<tr>
<td>13 - 23 Sept</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>25 Sept – 9 Oct</td>
<td>Singapore</td>
<td>Outbound Mobility Study Tour</td>
<td>✓</td>
</tr>
<tr>
<td>28 Sept – 6 Oct</td>
<td>Taiwan</td>
<td>Attend Austrade Education Fair</td>
<td>✓</td>
</tr>
<tr>
<td>16-21 Oct</td>
<td>Shanghai, China</td>
<td>Official handover with China in-country representative, agent visits, visit Victoria Business Office</td>
<td>✓</td>
</tr>
<tr>
<td>22 Oct-4 Nov</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>22 Oct – 12 Nov</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
<tr>
<td>Nov</td>
<td>Vietnam</td>
<td>Attend Education expo and agent visit</td>
<td>C</td>
</tr>
<tr>
<td>29 Oct-17 Nov</td>
<td>Nanjing, China</td>
<td>Program delivery at Jiangsu Institute of Economic, Trade and Technology</td>
<td>✓</td>
</tr>
</tbody>
</table>

✓ = Completed  C = Cancelled
Major Capital projects undertaken in 2011 included construction commencing on new facilities for the Geelong Technical Education Centre (GTEC) and the continued planning of the Centre for Biotech, Sustainability and Living Well.

Construction of the new GTEC facility commenced in May 2011 and is scheduled for completion in mid-2012. The new $6 million development will include 1,830sqm of floor space and will provide new workshop space, classrooms, computer rooms, an exercise facility and staff offices. The GTEC program provides a unique and dynamic pathway for young people wanting to progress from school to the world of work. A wide range of programs are offered to assist students to become apprentices in a wide spectrum of trades, from building and construction to diesel mechanics or landscape design.

The Gordon also received $2 million in the 2011 State Budget for the planning and design documentation for the Centre for Biotech, Sustainability and Living Well. The new development will provide high quality space that will accommodate several teaching departments at the East Geelong campus. The new building will include:

- Facilities for the Biotech, Animal Studies, Hairdressing & Beauty Therapy, Retail & Personal Services, Floristry and Cookery/Specialist Patisserie
- Offices & Foyer/Display areas
- General Purpose Classrooms, Laboratories, Meeting Rooms, Pre-function area and amenities
- Improvements to roads, footpaths, paved areas and landscaping.

Currently, Building J occupies the north eastern side of the campus, with a primary address to Boundary Road. The current buildings will be demolished to accommodate the construction of a new building on the existing corner site. The new development will consist of a new three level building with its primary focus to Boundary Road and a new main pedestrian entrance. The building will create a dramatic entrance feature and signify a major redevelopment of the East Geelong site.

The Gordon’s Facilities and Campus Operations department undertook primary responsibility for all building, maintenance and capital projects at The Gordon in 2011 ensuring compliance with the Building Act 1993 and Building Regulations 2006. In 2011 The Gordon was deemed compliant by Australian Essential Services Compliance Pty Ltd and was issued with an Annual Essential Safety Measures Report for all occupied buildings.
Green Initiatives

As a leading provider of sustainability programs it is only natural that The Gordon has an advanced environmental sustainability policy; and in 2011 continued its commitment to continually improving environmental performance. The highlights included:

- Membership and participation in the ECO-Buy State Government program. ECO-Buy provides training, resources and support for organisations to purchase environmentally preferable products and services.

- Membership with Australasian Campuses Toward Sustainability (ACTS) and attendance at their annual conference. ACTS aims to inspire, promote and support change towards best practice sustainability within the operations, curriculum and research of the Australasian tertiary education sector.

- Finalist for the Australasian Green Gown Awards – TAFE and small institution category, for the Life Cycle Thinking project within the cookery and hospitality department.

- Conducted a complete waste audit of The Gordon’s City Campus to determine where reductions can be gained and improvements in recycling made.

- Addition of environmental and sustainability information within the corporate induction for new staff. The information covers the environmental policy, Resource Smart Strategy and the Environmental Management Committee.

- Continued membership with the Sustainable Campus Group which included public reporting of our environmental performance across key areas such as energy, waste, purchasing and education for sustainability.

- Reported environmental performance through the Tertiary Education Facilities Management Association (TEFMA).

- Implementation of the Life Cycle Thinking project in the cookery and hospitality department which included the release of a detailed case study. Full details are covered on the Research and Development page.

- Development of a two-year Resource Smart Strategy to be implemented over 2012-13. The strategy sets targets around key pillars such as energy, waste, water, purchasing, management and education for sustainability.

- Inclusion of sustainability objectives and initiatives within all centre and enterprise corporate plans to support the reduction of the Gordon’s environmental footprint.

- The Gordon’s long term Server Virtualisation strategy is to have 80% (currently 45%) of our servers hosted within our Virtual Server Farm. This strategy will control our datacentre requirements from both a space and energy consumption standpoint. Our Virtual Server capability will also remove the need to purchase any new hardware infrastructure while still meeting customer demands for extra system capability.

RETHINK
REDUCE
RECYCLE
A lifecycle approach to sustainable service – case study

In 2011 in an Australian-TAFE first, The Gordon published a case study designed to change the way the hospitality and education industries implement sustainable practices.

The 12 month project in partnership with Sustainability Victoria saw The Gordon Culinary School apply an innovative Life Cycle approach across their entire hospitality and cookery operations to form the basis of a best-practice sustainability model.

This approach required the department to assess the environmental impact of all activities related to the operation of The Gordon Culinary School, identifying behaviour change across external factors and tracing methods as far back as raw materials.

There have been very few examples of completely embedding the Life Cycle process within the hospitality industry, and whilst the department minimised environmental impacts across their training facilities, they also continue to educate students and industry on how to employ sustainability practices for both short and long term benefit.

The full case study can be accessed at thegordon.edu.au.

Marketing Research

A comprehensive market research project was undertaken in the second half of 2011 to provide insight into our current, past and possible future students; as well as documenting brand perceptions of The Gordon. After reviewing what we wanted to achieve, the research project was broken into three parts:

Who are our students?

Utilising both online and hard copy surveys, we went into Gordon classrooms and surveyed more than 250 current students to find out their motivations, how they heard about us, whether we were their first choice, what publications they are reading, radio they are listening to, and websites they visit.

Why do our students withdraw without completing their studies?

In July 2011 we emailed more than 4,000 students who had withdrawn from study and 400 students who had completed just one year of study, to discover the main reasons for non-completion. We achieved a participation rate of more than 10% and gathered a range of useful data. We now know the number one reason for students leaving is because they get the job they want.

What do non-engaged members of our target market think of us? How likely are they to complete future study? How do they make their study decisions?

In September 2011 market research consultancy GPS Research was engaged to gather data on our non-engaged target market. Research was conducted via 200 telephone surveys, 400 online surveys and three focus groups of 8-10 people. The data gathered provided great insight on how The Gordon brand and creative are perceived, as well as information on study motivations and decision making. We also now know that 55% of our target market is likely to undertake further studies over the next five years.

This research has not only provided the facts needed to make informed marketing decisions in the future, but also confirmed the work done so far is very much on track in addressing the market profile.
I, Brian Williamson certify that the Gordon Institute of TAFE has risk management processes in place consistent with Risk Management Standard AS/NZS ISO 31000:2009 and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Board verifies the assurance that the risk profile of the Gordon Institute of TAFE has been critically reviewed within the last 12 months.

Substantiation of the Attestation:

The following points in summary form represent a basis for the attestation:

- A risk management framework for the Institute is in place and is being implemented in practice through the activities of the Board’s Audit Committee and through the Risk Management Executive and general stakeholder’s teams.
- The Institute’s Risk Management Plan is subject to at least one annual review and the review in 2011 shows that the Institute’s risk profile and plan are being updated as required by Institute policies and procedures.
- Risk Management Plan items are strategically linked to the Institute’s Strategic Plan and to annual planning processes.

Overall, I am confident that the Institute has effective systems in place which I am assured are working well with respect to risk management and that these systems are under regular review to ensure that activities reflect current commercial and industry standards.

Brian Williamson
Board President
Workforce and Employment

In 2011 The Gordon’s Human Resources department reviewed and updated its Strategic Plan that aims to support the achievement of The Gordon’s goals and strategic business objectives through to 2013. The HR Strategic Plan has measures and outcomes to monitor progress but also support workforce development initiatives that will ensure The Gordon is well placed to meet the challenges and changes within our industry sector.

Our over-arching focus is on the recruitment, retention and development of a high calibre workforce equipped with skills that deliver the education and employment outcomes demanded by our students and their employers. Highlights in 2011 included:

- Continued funding of teacher education programs such as the Certificate IV in Training and Assessment and the Diploma of Vocational Education and Training. Over 50 staff members took advantage of this sponsored training that ensures we continue to have a highly qualified and experienced workforce. Currently 85% of our teaching staff hold teaching qualifications at AQTF level 5 or above and 12.5% hold a Certificate IV.

- Expanding our coaching and mentoring program for Gordon staff to ensure we are investing in our leaders of tomorrow and general workforce capabilities.

- Continued focus on the staff health and wellbeing program including e-newsletter, staff forums, free medical checkups and flu vaccinations, whooping cough vaccinations and the introduction of Mental Health training for the implementation of a new Mental Health Ambassador initiative.

- Work commenced to review and update our employee value proposition to ensure we continue to attract, retain and develop a dynamic and highly-skilled workforce capable of meeting the challenges of the future.

- The renegotiation of the PACCT Award commenced in 2011 with significant negotiations held in a positive and productive spirit. This has culminated with an ‘in principle’ agreement being reached at the end of the year.

Workforce Data

The Gordon aspires to be an employer of choice in the region and this is supported by the strategic aim ‘to be the first choice in our market and the leader in our field’. We recognise that to achieve such an aim one of the key indicators is to have a diverse and representative workforce.

<table>
<thead>
<tr>
<th></th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
<th>Aboriginal / Torres Strait Islander</th>
<th>People with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 2011</td>
<td>450</td>
<td>351</td>
<td>801</td>
<td>11</td>
<td>27</td>
</tr>
<tr>
<td>Total 2010</td>
<td>442</td>
<td>355</td>
<td>797</td>
<td>9</td>
<td>22</td>
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<tr>
<td>Average FTE 2011</td>
<td></td>
<td></td>
<td>609.84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average FTE 2010</td>
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<td>600.81</td>
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<tr>
<td>FT 2011</td>
<td>161</td>
<td>224</td>
<td>5</td>
<td>11</td>
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<tr>
<td>FT 2010</td>
<td>164</td>
<td>227</td>
<td>4</td>
<td>11</td>
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<tr>
<td>PT 2011</td>
<td>289</td>
<td>127</td>
<td>6</td>
<td>16</td>
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<tr>
<td>PT 2010</td>
<td>278</td>
<td>128</td>
<td>5</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>

Industrial Relations, Accidents and Disputes

There was one industrial relations issue raised during 2011 by the Australian Education Union (AEU) in relation to clause 9 of the Victorian TAFE Teaching Staff Multi Business Agreement 2009. This was satisfactorily resolved.

Whistleblowers Protection Act

The Whistleblower’s Protection Act 2001 continued to be promoted to new and existing staff both internally and via the Gordon website. There were no issues raised in 2011.

Declaration of Pecuniary Interests

Our Board and executive directors have completed the above declarations and are available upon request. Staff with external commitments are required to submit a ‘Declaration of Paid Outside Work’ as part of their ongoing conditions of employment.
Fees and Charges

In 2011 fees payable by students enrolling were made up of two components:

1. Tuition contribution as prescribed by the State Government

2. Student amenities fee set by The Gordon Board (these fees are in addition to Tuition Contribution and cannot be included as part of the VET FEE-HELP / FEE HELP liability).

- Students paying standard fees were charged amenities fees at $32.00 plus 21 cents (10 cents for concession card holders) per nominal hour per calendar year from the date of commencement.
- All Distant Education students pay a flat fee of $32.00
- Students, including trainees, who do not attend classes on campus can elect to pay flat fee of $32.00.
  - Minimum $32.00
  - Maximum $125.00

Student amenities fees contribute to the provision of the following student services: counselling, careers resources, library, student activities, student residence, and management of the Student Support Fund and a wide range of student facilities. In addition a student diary is provided to all students.

Tuition contribution: 1 January - 31 December 2011

All eligible students commencing a government subsidised course on or after 1 January 2011 paid tuition fees in line with the new Victorian Training Guarantee scheme. The fees were calculated based on the number of hours of enrolment, at a rate that varies depending on the category a course and capped at a maximum as directed by Skills Victoria. All courses have been classified into one of five categories for the purpose of calculating fees:

- Foundation Skills (basic general education, English language and preparatory courses, and foundation level VCAL)
- Skills Creation (most certificate I and II courses, the VCE and VCAL intermediate and senior)
- Apprenticeships and Traineeships (any course taken as part of a training contract, at any level)
- Skills Building (most non-apprenticeship certificate III and IV)
- Skills Deepening (all non-apprenticeship diplomas, advanced diplomas and vocational graduate qualifications).

<table>
<thead>
<tr>
<th>Course Category</th>
<th>Hourly Rate</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Skills</td>
<td>$1.08</td>
<td>$50</td>
<td>$500</td>
</tr>
<tr>
<td>Skills Creation</td>
<td>$1.51</td>
<td>$105</td>
<td>$875</td>
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<tr>
<td>Apprenticeships</td>
<td>$1.40</td>
<td>$58</td>
<td>$923</td>
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<tr>
<td>Traineeships</td>
<td>$1.84</td>
<td>$188</td>
<td>$1,250</td>
</tr>
<tr>
<td>Skills Building</td>
<td>$1.84</td>
<td>$188</td>
<td>$1,250</td>
</tr>
<tr>
<td>Skills Deepening</td>
<td>$3.79</td>
<td>$375</td>
<td>$2,000</td>
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</table>

In addition to the general fees and student services fees, The Gordon made the following charges to students for services provided at times other than the completion of the academic year or completion of a student’s course:

- Student ID card replacement ....................... $10.00
- Replacement student diary .......................... Free
- Statement of course completion ........................ Free
- Fee receipt replacement ............................. Free
- Formal academic statement ........................... $15.00
- Archive result search ............................... $25.00
- Replacement certificate ............................. $25.00
- Request for early certificate ........................ $25.00
- Archive result search and replacement certificate ... $50.00
- Official statement of results ........................ Free
Occupational Health and Safety

The Gordon is committed to providing a safe and healthy environment for staff, students, contractors and visitors.

Under State and Federal legislation, OH&S responsibility lies with The Gordon’s Board, CEO and executive management. In addition to this all employees, students, contractors and visitors have a responsibility, as far as reasonably practicable; to ensure that they do not put anyone at risk by act or omission.

Update of OH&S documentation to comply with the Model Workplace Health and Safety (WHS) Act

A review and update of OHS documentation in consultation with key stakeholders continued during 2011. Over 80% of The Gordon’s OHS procedures and associated documents now include the requirements of the WHS Act and associated regulations and guidance notes. Although the WHS Act is expected to be implemented in Victoria in January 2013, The Gordon recognises that other Australian States and Territories in which Gordon courses are delivered will be under the jurisdiction of the WHS Act from 1st January 2012.

OH&S committee

The Gordon’s Occupational Health and Safety Committee meet on a bi-monthly basis. The committee membership consists of the sixteen Health & Safety Representatives and four key management representatives. The committee reviews injury statistics and OHS documents plus provides guidance on safety issues.

H&S representatives

Prior to the scheduled election of Health and Safety Representatives in July 2011, the Occupational Health and Safety (H&S) Committee, in consultation with The Gordon’s Executive Management Team reviewed and increased the number of the designated work groups from 11 to 16. 13 new H&S Representatives were elected plus three existing H&S Representatives were re-elected. The H&S Representatives provide OHS guidance to the members of their designated work groups, address safety issues and assist with the investigation of reported workplace injuries and illnesses.

Reporting of injuries and near misses

Injury and near miss reporting is actively promoted using emails, posters and discussions between the OH&S Manager and staff members. Staff and students are strongly encouraged to report all near misses and injuries including minor injuries such as grazes and small cuts not requiring medical attention.

Key Safety Projects

In addition to the updating of OHS documents, the key safety projects carried out this year included the installation of chuck guards on metal turning lathes at the East Geelong Campus and completion of an asbestos audit including the updating of The Gordon’s asbestos register.
Further Compliance Information

Freedom of Information

National Competition Policy
The Gordon has implemented a strategy ensuring each appropriate segment of operations that is not recurrently funded is required to recover full overheads, including an allowance for net competitive advantages where they exist. Internal support services of a non-administrative nature, that could potentially be outsourced, are also subject to recouping overheads consistent with the competition guidelines. Competitive tendering policy forms part of the overall purchasing policy, following the Competitive Neutrality Pricing Principles.

Information Available on Request
Consistent with the requirements of the Financial Management Act 1994 and subject to provision of the Freedom of Information Act 1982, The Gordon has prepared material on the following items, further details of which are available on request:

- Shares held beneficially by senior officers as nominees of a statutory authority of subsidiary
- Major external reviews
- Major research and development activities
- Overseas visits undertaken including objectives and outcomes
- Industrial accidents and disputes

Mr Grant Sutherland
CEO
The Gordon
Private Bag 1, Geelong Mail Centre
Victoria, Australia 3220
P: (03) 5225 0780

External Reviews
Throughout the year the following external reviews/audits were completed by The Gordon:

- Copyright Agency Limited (CAL) (March 2011)
- ISO 9001 Surveillance Audit (March 2011)
- WorkSafe High Risk Audit (April 2011)
- National ELT Accreditation Scheme (NEAS) Annual Review (May 2011)
- Skills Victoria 2010 Invalid Enrolment Audit (May 2011)
- VMIA Site Risk Survey (SRS) Review (September 2011)
- Auditor General audit of financial statements (December 2011)
- Continuous audit program by Crowe Horwath (throughout 2011)
The Gordon’s Annual Report is prepared in accordance with the Financial Management Act 1994 and the Directions of the Minister for Finance. This index has been prepared to facilitate identification of compliance with statutory disclosure requirements.

**Disclosure Index**

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

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<td></td>
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<td>33. Consultancies less than $100,000</td>
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<td><em>FRD 22</em></td>
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<td>34. Total expenditure of consultancies</td>
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**Presentation of Reporting & Performance Information**

**Presentation of reporting and performance information**

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Eleven required KPIs:
- Participation of 15-24 year olds
- Participation of 25-64 year olds
- Module load completion rate
- Student satisfaction
- Total cost per student contact hour (SCH)
- Working capital ratio
- Net operating margin
- Fee for Service revenue
- Revenue per EFT staff
- Student contact hours
- Energy consumption

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Colac Campus
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