

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Outcome Number: Cross

Question No: 465

Topic: Education expenses

Hansard Page: Written

Senator McKenzie asked:

For this financial year to date, detail all education expenses (i.e. in house courses and tertiary studies) for each portfolio department and agency. Include what type of course, the total cost, cost per participant, the employment classification of each participant, how many participants and the amount of study leave granted to each participant (provide a breakdown for each employment classification). Also include the reason for the study and how it is beneficial for the department/agency.

Answer:

In order to respond to the level of detail requested in the Question on Notice, the Department would be required to allocate extensive resources to gather this information. The Department has, however, gathered centrally coordinated information relating to staff attendance for training provided, and the total cost incurred is detailed in the following table.

The total cost for participation in programs for this financial year, as reported, is \$4,948,102 (GST exclusive). Based on the information provided for this period, individuals spent an average of 5.8 hours in learning and development activities, and the average cost of training courses was \$475 per participant. Internal training is targeted across all classifications within the Department.

Costs provided cover internal and external learning and development activities, such as attendance at the Department's internal training and development programs, external conferences and seminars, and costs associated with staff undertaking tertiary studies through the study assistance program.

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Education Expenses (in house courses and tertiary studies)	No of participants	Total hours in training	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Information Technology & Records Management	2,008	10,069	\$4,673,183	4.5	\$456
Occupational Health & Safety	1,719	2,700			
Policy Development	645	2,787			
Contract Management	118	736			
Stakeholder Engagement	70	1,120			
Program Management	322	1,886			
Governance, Risk & Compliance	1,320	3,948			
Diversity	388	2,003			
Leadership & Management	214	1,481			
People Management	1,053	2,656			
Communication & Writing	613	3,876			
Financial Management & Budgeting	416	2,906			
Events Seminars & Conferences	686	2,795			
External Training	675	7,515			
Study Assistance	162	13,756	\$274,919	84.9	\$1,697
Totals	10,409	60,234	\$4,948,102	5.8	\$475

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Data on reasons for study are not captured by the Department. Nominations for study can be generated from self-development needs, supervisor recommendation or through employee performance discussions.

Training in the Department is provided to enable employees to develop the skills and knowledge they need to improve their work performance and career prospects, and to ensure employees have the capabilities to deliver on the business outcomes of the Department.

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

The responses provided from the Portfolio Bodies follows.

EQUAL OPPORTUNITY FOR WOMEN IN THE WORKPLACE AGENCY (EOWA)

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Communication & Writing	4	APS5 x 4	\$3,119.52	5.63	\$779.88
Diversity	1	EL1	\$635.00	7.50	\$635.00
Financial Management & Budgeting	6	EL2 x 2 ; EL1 x 1 ; APS5 x 3	\$3,100.02	7.50	\$516.67
IT Systems Training & Records Management	12	APS6 x 2 ; APS5 x 9 ; APS4 x 1	\$4,810.68	8.13	\$400.89
Specialist Professional Development	4	EL1 x 3 ; APS 5 x 1	\$399.00	7.50	\$99.75
Leadership	6	EL2 x 2 ; EL1 x 3 ; APS5 x 1	\$11,100.00	15.83	\$1,850.00
Governance, Risk & Compliance	1	APS4	\$0	2.00	\$0
Stakeholder Engagement	3	EL2 x 1 ; APS5 x 2	\$2,340.00	10.00	\$780.00
Total	37		\$25,504.22	8.01	\$689.30

Reason for the study and how it is beneficial for the agency.

Communication & Writing - Study completed to improve knowledge base associated with communicating effectively with external and internal stakeholders, with a particular focus on business writing skills and preparing content for the web (EOWA is currently updating and improving its website).

Diversity - Mandatory refresher training for EOWA's Harassment Contact Officer

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Financial Management & Budgeting - Specialist learning for employees within the Operations area to enable them to effectively administer EOWA's financial operations. Learning opportunity for newly engaged EL2 in order to assist employee to effectively manage section budget.

IT Systems Training & Records Management - Study was undertaken in order to update employee skills in specific IT functions in order to allow more effective utilisation of software available to the Agency.

Specialist Professional Development - Study was undertaken by staff within Operations section in order to assist with effective management of EOWA's financial systems and processes.,

Leadership - Learning undertaken to hone the leadership capabilities of management and executive employees, and to assist in developing strategies for improved staff management and supervision practices.

Governance, Risk & Compliance - Learning undertaken to assist in completion of APSC survey.

Stakeholder Engagement - Study undertaken to develop skills within a range of areas including vendor relationship, influencing, social media and employer branding, in order to provide EOWA employees with the knowledge base required to effectively engage with external stakeholders.

TIWI LAND COUNCIL

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Nil					
Total	0		0	0	0

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

SOCIAL SECURITY APPEALS TRIBUNAL

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Bachelor of Commerce	1	APS4	\$1,998.00	<i>(Tertiary study)</i>	\$1,998.00
Bachelor of Laws	1	APS4	\$4,943.00	<i>(Tertiary study)</i>	\$4,943.00
Masters of Development Studies *	1	APS4	\$4,200.00	<i>(Tertiary study)</i>	\$4,200.00
Bachelor of Laws	1	APS4	\$4,500.00	<i>(Tertiary study)</i>	\$4,500.00
Juris Doctor	1	EL1	\$5,000.00	<i>(Tertiary study)</i>	\$5,000.00
Masters of Laws	1	APS4	\$4,500.00	<i>(Tertiary study)</i>	\$4,500.00
Bachelor of Communication	1	APS4	\$3,825.00	<i>(Tertiary study)</i>	\$3,825.00
Postgraduate Research *	1	APS2	\$0	<i>(Tertiary study)</i>	\$0
Graduate Diploma in Legal Practice	1	EL1	\$0	<i>(Tertiary study)</i>	\$0
Bachelor of Laws	1	Full-time Member	\$3,070.00	<i>(Tertiary study)</i>	\$3,070.00
APS Job Applications and Interview Skills	24	Various up to APS6	\$8,400.00	7.42	\$350.00
IT technical training - vsphere	1	APS4	\$5,610.00	37	\$5,610.00
OH&S training	3	Various	\$1,712.00	15	\$571.00
First aid training	12	Various	\$1,246.00	7	\$104.00
Microsoft software training	15	Various APS	\$5,027.00	7	\$335.00
Personal development and job skills	17	Various APS	\$2,527.00	7.7	\$149.00
ComCare	2	APS5 and EL1	\$2,290.00	7.42	\$1,145.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Total	84		\$58,848.00	12.649	\$700.57
--------------	-----------	--	--------------------	---------------	-----------------

Reason for the study and how it is beneficial for the agency.

To meet compliance obligations and address personal development needs.

* These studies were considered to be beneficial to the APS rather than to the SSAT.

WRECK BAY ABORIGINAL COMMUNITY COUNCIL

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Comcare	3	staff	\$1,948.09	16	\$649.37
Total	3		\$1,948.09	16	\$649.37

AUSTRALIAN INSTITUTE OF FAMILY STUDIES

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Administration	1	staff	\$2,399.00	15	\$2,399.00
Communications	8		\$4,480.92	10.69	\$560.12
Finance	1		\$544.55	7.5	\$544.55
Information management	5		\$3,419.55	13.2	\$683.91

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

IT	4		\$3,235.36	11.25	\$808.84
Leadership	12		\$9,126.63	3.87	\$760.55
OH&S	7		\$1,918.19	4.82	\$274.03
People management	21		\$6,510.46	7.86	\$310.02
Research - technical	31		\$23,984.47	19.45	\$773.69
Tertiary studies	3		\$1,335.00	40.50	\$445.00
Total	93		\$56,954.13	13.414	\$612.41

Reason for the study and how it is beneficial for the agency.

Education and study activities are considered in light of strategic and operational requirements, staff skills and expertise and individual performance development plans.

OUTBACK STORES

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Defensive Driving	2	staff	\$440.00	8	\$220.00
Forklift Training	16		\$6,770.00	8	\$423.13
4WD Training	14		\$2,124.00	8	\$151.71
CPA	1		\$714.00	120	\$714.00
Cost Accounting	1		\$1,054.00	120	\$1,054.00
Directors Course	2		11,250.00	40	\$5,625.00
Excel	10		1,000.00	4	\$100.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Safe & Healthier Food	1		\$536.00	8	\$536.00
Stress Management Course	1		\$116.00	4	\$116.00
Payroll Tax Training	1		\$450.00	8	\$450.00
FBT Workshop	1		\$373.00	8	\$373.00
HR Practises	1		\$189.00	8	\$189.00
First Aid	16		\$1,982.00	12.00	\$123.88
Responsible Serving of Alcohol	4		\$280.00	4.00	\$70.00
Total	71		\$27,278.00	25.714	\$384.20

Reason for the study and how it is beneficial for the agency.

Education and study activities are considered in light of strategic and operational requirements, staff skills and expertise and individual performance development plans.

ABORIGINAL HOSTELS LIMITED

Period covered: 1 July 2011 to 30 April 2012.

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Conferences	16	APS1-EL1	\$14,825.00	3	\$926.56
Personal/Career Development	15	APS1-EL1	\$10,843.00	7.5	\$722.87
Cultural Awareness	8	APS1-EL1	\$1,422.24	5	\$177.78
Information Technology	81	APS1-EL1	\$4,017.44	7.5	\$49.60
Work Health and Safety	160	APS1-EL1	\$48,772.00	7.5	\$304.83
APS - Code of Conduct/other APS training	85	APS1-EL1	\$3,495.00	2.5	\$41.12

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Leadership/People Management	7	APS1-EL1	\$11,750.00	7.5	\$1,678.57
Communication	8	APS1-EL1	\$2,170.00	4	\$271.25
Records Management	3	APS1-EL1	\$900.00	4	\$300.00
Project Management	3	APS1-EL1	\$0	2.5	\$0
Business/Finance	28	APS1-EL2	\$2,750.00	4.5	\$98.21
Total	414		\$100,944.68	5.045	\$243.83

Reason for the study and how it is beneficial for the agency.

Much of the study undertaken benefits the agency by improving the capability of staff to deliver the best service to the agency's vulnerable client base. It meets the strategic objective of the agency in assisting Aboriginal and Torres Strait Islander Australians to gain access to much needed to education and health services.

INDIGENOUS LAND CORPORATION

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Communication and Writing	31	ILC3 Upper x 6 ILC2 Upper x 7 EL1 x 5 EL2 x 1 ILC2 Lower x 6 ILC1 Upper x 2 SES x 1 ILC1 Lower x 3	\$12,500.00	7.00	\$403.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Diversity	2	ILC3 Upper x 2	\$1,305.00	3.50	\$652.00
Events, Seminars & conferences	11	EL1 x 4 ILC2 Lower x 1 ILC3 Upper x 1 SES x 4 ILC Lower x 1	\$3,716.00	7.00	\$338.00
Financial Management & Budgeting	12	EL1 x 1 ILC1 Upper x 2 ILC 2 Lower x 3 ICL 2 Upper x 3 ILC3 Upper x 3	\$11,079.00	14.00	\$923.00
Governance, Risk & Compliance	15	ILC2 Lower x 1 ILC 3 Lower x 1 Legal2 x 5 Legal1 x 5 SES x 3	\$3,450.00	3.50	\$230.00
IT Systems Training & Records Management	15	EL2 X 2 ILC2 Upper x 1 ILC1 Upper x 2 ILC3 Upper x 3 ILC2 Lower x 7	\$6,982.00	7.00	\$465.00
Leadership	2	EL2 x 1 ILC3 Upper x 1	\$2,310.00	14.00	\$1,155.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

OH&S	43	SES x 2 EL1 x 7 EL2 x 2 ILC1 Lower x 1 ILC 2 Lower x 8 ILC 2 Upper x 4 ILC 3 Upper x 19	\$16,416.00	5.00	\$382.00
Program Management	19	ILC1 Lower x 1 ILC 2 Lower x 1 ILC 3 Lower x 2 ILC3 Upper x 13 EL1 x 2	\$23,179.00	7.00	\$1,220.00
Total	150		\$80,937.00	8	\$540.00

Reason for the study and how it is beneficial for the agency.	
Communication and Writing	Improve writing, reporting and communication skills
Diversity	Providing employees with additional information
Events, Seminars & conferences	To ensure knowledge is maintained and enhanced
Financial Management & Budgeting	To ensure knowledge is maintained and enhanced
Governance, Risk & Compliance	To ensure knowledge is maintained and enhanced
IT Systems Training & Records Management	To ensure knowledge is maintained and enhanced
Leadership	Developing as part of succession plans for future leaders
OH&S	To ensure up to date knowledge is maintained in line with legislation
Program Management	To ensure knowledge is maintained and enhanced

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Central Land Council

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
COMMUNICATION & WRITING	36	staff	\$16,320.00	29.58	\$453.00
EVENTS, SEMINARS & CONFERENCES	20		\$13,288.00	24.00	\$664.00
IT SYSTEMS TRAINING & RECORDS MGNT	13		\$6,680.00	12.12	\$514.00
LEADERSHIP	3		\$6,438.00	50.00	\$2,146.00
NEW STARTERS	79		\$19,745.00	13.77	\$250.00
OH&S	73		\$10,507.00	8.32	\$144.00
PEOPLE MANAGEMENT	6		\$5,370.00	20.00	\$895.00
POLICY DEVELOPMENT	3		\$4,150.00	27.50	\$1,383.00
PROJECT MANAGEMENT	44		\$18,440.00	18.41	\$419.00
DIVERSITY	1		\$0	7.50	\$0
FINANCIAL MANAGEMENT AND BUDGETING	3		\$3,985.00	47.50	\$1,328.00
GOVERNANCE, RISK AND COMPLIANCE	15		\$450.00	7.50	\$30.00
CONTRACT MANAGEMENT	2		\$0	22.50	\$0
Total	298		\$105,373.00	22	\$354.00

Reason for the study and how it is beneficial for the agency

Training is provided to build skills and knowledge and develop the overall capability of staff in the agency to meet strategic objectives.

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

TORRES STRAIT REGIONAL AUTHORITY

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
Certificate IV in Business Administration - 1st block, Cairns	1	APS4	\$0	37.5	\$0
Probity in Procurement	21	APS4	\$0	7.5	\$0
Certificate IV in Business Administration - 2nd block, Cairns	1	APS4	\$0	37.5	\$0
Certificate IV in Business Administration - 3rd block, Cairns	1	APS4	\$0	37.5	\$0
Certificate IV in Business Administration - 4th Block	1	APS4	\$0	37.5	\$0
Community Engagement in Rural and Regional Service Delivery	1	APS5	\$2,399.00	Information not provided	\$2,399.00
Project & Program Management Workshop 3 & 4	17	APS5-EL2	\$3,315.00	7.5	\$195.00
Project & Program Management Workshop 5 & 6	10	APS5-EL2	\$3,315.00	7.5	\$332.00
Aurora Legal Master Class Training, Sydney	4	APS6- EL2	\$5,567.00	Information not provided	\$1,392.00
HR eRecruitment training	9	APS1-EL2	\$3,871.00	4	\$430.00
Executive Leadership Course Residential	1	EL2	\$4,690.00	Information	\$4,690.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

				not provided	
Master of Fisheries	1	APS6	\$2,500.00	Information not provided	\$2,500.00
GMS & CDEP Manager training, Canberra	1	EL1	\$1,843.00	15	\$1,843.00
Contract Law Fundamental, Brisbane	1	APS6	\$10,690.00	Information not provided	\$10,690.00
Comsuper Training, Brisbane	1	APS5	\$938.00	Information not provided	\$938.00
Indigenous Career Trek – Career Management Workshop	8	APS2-6	\$0	15	\$0
APSC Leading Across Bundries SES Band 2 Residential	1	SES Equivalent	\$7,591.00	Information not provided	\$7,591.00
Frontier Software Conference	2	APS5	\$5,559.00	Information not provided	\$2,780.00
Frontier Training, Thursday Island	4	APS4-5	\$3,096.00	7.5	\$774.00
Leadership	1	APS1-EL2	\$1,886.00	Information not provided	\$1,886.00
Coxswain	4	APS1-EL2	\$10,036.00	Information not provided	\$2,509.00
GPS I – Tracker	10	APS1-EL2	\$11,591.00	Information not provided	\$1,159.00
Fire Training	14	APS1-EL2	\$23,889.00	Information not provided	\$1,706.00
Trailer Towing & Quad Bike Operations	12	APS1-EL2	\$18,187.00	Information not provided	\$1,516.00
Vessel Induction	24	APS1-EL2	\$114,993.00	Information	\$4,791.00

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

				not provided	
First Aid Training	2	APS1-EL2	\$2,063.00	Information not provided	\$1,032.00
Complete GMS Training	14	APS1-EL2	\$0	15	\$0
Advance GMS refresher	8	APS1-EL2	\$0	7.5	\$0
eRecruitment Training	17	APS1-EL2	\$3,248.00	3	\$191.00
Essential Writing	1	APS4	\$635.00	7.5	\$635.00
Strategic Thinking	1	APS4	\$635.00	7.5	\$635.00
CDEP Manager Training	1	APS6	\$1,370.00	22.5	\$1,370.00
Masters in Business Administration	1	EL1	\$1,860.00	Information not provided	\$1,860.00
Graduate Certificate in Indigenous Arts Mgt –	1	APS5	\$3,848.00	Information not provided	\$3,848.00
Total	197		\$249,615.00	16	\$1,267.00

NORTHERN LAND COUNCIL

For the FYTD (1 July 2011 to 20 June 2012), the Northern Land Council has incurred expenditure totalling **\$85,246** on learning and development Activities. No other information was provided.

ANINDILYAKWA LAND COUNCIL

--	--	--	--	--	--

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

Training Category/Course <i>(includes in-house and external courses and tertiary studies)</i>	No of participants	Classifications of participants	Total cost of training (GST excl)	Average hours per participant spent at training	Average cost per participant (GST excl)
NIL	0		0	0	0
Total	0				

Senate Community Affairs Committee
ANSWERS TO ESTIMATES QUESTIONS ON NOTICE
FAMILIES, HOUSING, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS PORTFOLIO
2012-13 Budget Estimates Hearings

INDIGENOUS BUSINESS AUSTRALIA

For the FYTD (1 July 2011 to 20 June 2012) IBA's aggregated study assistance and learning and development (training courses) expenditure has been **\$273,590**. This figure does not include on the job development opportunities which generally constitutes a significant majority of employees' learning (estimated to be in the order of 70 per cent).

Learning and development activities conducted by IBA focus on improving the key business, management and leadership skills of staff. These activities included:

- Induction training
- OH&S training
- Cultural awareness training
- Manager and supervisory training
- Program delivery skilling and training
- IT training, and
- Coaching.

IBA also supported staff in their studies ranging from certificate level through to tertiary and post graduate studies.

IBA's data sets are not directly aligned to the requested data and to provide the additional level of detail requested will divert limited resources from the service delivery of client outcomes.