



# ANNUAL REPORT 2022-2023

DESTINATION AUSTRALIA RECIPIENT  
NAMANPREET KAUR (DIPLOMA OF NURSING)



## ACKNOWLEDGEMENT OF COUNTRY

Aboriginal community representative,  
and former TasTAFE Guiding student,  
Djuker Willis-Hart

In recognition of the deep history and culture of this island, Lutruwita, Tasmania, we acknowledge and recognise Aboriginal peoples continuing connection to Land, Sea, Waterways, Sky and Culture and we pay respect to Elders past and present. TasTAFE has a long history of working with Tasmanian Aboriginal people and communities to provide accessible and quality education and training that empowers individuals to upskill, reskill, and pursue their life and work goals. We are extremely proud of this commitment.

# CONTENTS

04	MESSAGE FROM THE BOARD CHAIR AND CEO
05	WELCOME
06	<b>SECTION 1: ABOUT TASTAFE</b>
07	OUR VISION
07	OUR MISSION
09	TRANSITION TO A NOT-FOR-PROFIT GOVERNMENT BUSINESS
10	REIMAGINING TASTAFE – A 10-YEAR STRATEGIC PLAN
11	AT A GLANCE
12	<b>SECTION 2: 2022-2023 PREPARING FOR INNOVATION AND GROWTH</b>
14	HOW WE LEARN AT TASTAFE
16	LEARNER EXPERIENCE
24	ACTIVE ENGAGEMENT
28	VALUING OUR PEOPLE
33	RETHINKING INFRASTRUCTURE
36	<b>SECTION 3: GOVERNANCE AND MANAGEMENT</b>
37	TASTAFE BOARD
41	COMMITTEES
42	EXECUTIVE TEAM
47	CORPORATE PLAN
48	MINISTERIAL DIRECTIONS
48	MINISTERIAL EXPECTATIONS
50	<b>SECTION 4: DISCLOSURES AND COMPLIANCE</b>
51	RIGHT TO INFORMATION
51	PUBLIC INTEREST DISCLOSURES
52	COMPLIANCE
53	CONSULTANTS AND CONTRACTORS
56	<b>SECTION 5: FINANCIAL REPORT</b>
57	FINANCIAL POSITION OVERVIEW
58	STATEMENT OF COMPREHENSIVE INCOME
59	STATEMENT OF FINANCIAL POSITION
60	STATEMENT OF CASH FLOWS
61	STATEMENT OF CHANGES IN EQUITY
62	NOTES TO FINANCIAL STATEMENTS
90	DIRECTORS' STATEMENT OF CERTIFICATION
91	INDEPENDENT AUDITOR'S REPORT



# MESSAGE FROM THE BOARD CHAIR & CEO



**TIM GARDNER**  
BOARD CHAIR



**GRANT DREHER**  
CEO

## It is with pleasure we present the TasTAFE 2022-23 Annual Report.

This report highlights and celebrates the achievements of TasTAFE in delivering on the first year of the Reimagining TasTAFE 10-year Strategic Plan and reflects on our journey as we transitioned to a not-for-profit government business under the *TasTAFE (Skills and Training Business) Act 2021*.

The transition out of the Tasmanian State Service as of July 1, 2022, has been positive and productive, strengthening our ability to meet the needs of our learners, industry and community.

The transition required us to re-think and re-develop many of our internal structures and policies, while continuing our day-to-day work delivering meaningful and high-quality training for our learners. We acknowledge the efforts of all TasTAFE staff for their continued commitment during this time.

The Reimagining TasTAFE 10-year Strategic Plan was finalised and launched to the organisation in September and the broader community in November 2022.

Developed with a focus on global, national and local trends in industry and training, Reimagining TasTAFE details our role in responding to change

within vocational education and training, and how we can lead the way with innovative state-of-the-art solutions and using more accessible training models. The plan's clear purpose is to create greater access to TasTAFE training, increasing participation and improving outcomes for learners across Tasmania. It provides clear guidance for TasTAFE as we align ourselves more closely with industry, support our communities and develop our staff, while keeping the learner at the centre of our decision making and our actions.

The focus for the first year, and for 2024, has been preparing the organisation for innovation and growth by implementing foundational elements of the Strategic Plan.

This includes making significant progress against each of the five pillars that form Reimagining TasTAFE:

- Active Engagement,
- Learner Experience,
- How We Learn at TasTAFE,
- Rethinking Infrastructure and
- Valuing Our People.

We hope you enjoy reading and discovering what has been achieved over the past financial year.

TasTAFE is proud to be Tasmania's publicly owned training provider and a vital contributor to the prosperity of the state's economy, supporting jobs and employment and the economic resilience of our businesses and industry.

We look forward to further progressing the implementation of our strategic plan as we strive to develop Tasmania's workforce through learner success and being a leading education and training provider that is contemporary in our delivery, closely connected to industry and reflective of our community's diversity.



**Tim Gardner**  
Chair, TasTAFE Board



**Grant Dreher**  
CEO, TasTAFE

## Welcome to the TasTAFE Annual Report 2022–23.

TasTAFE is required to provide an Annual Report to the Minister for Skills, Training and Workforce Growth, under Sections 30 and 31, of the *TasTAFE (Skills and Training Business) Act 2021*.

This is a report on the operations of TasTAFE during the period 1 July 2022 to 30 June 2023, and includes the audited financial statements and other information required under Sections 27 and 28 of the *TasTAFE (Skills and Training Business) Act 2021*.

The Annual Report is also an opportunity to acknowledge key organisational outcomes and achievements and note challenges that have marked the year.

All financial information presented in this report is consistent with the audited financial report for TasTAFE.

Queries in relation to this report should be addressed to:

**The Chief Executive Officer**

**TasTAFE**

GPO Box 2015

Hobart TAS 7001

or

**[ceo@tastafe.tas.edu.au](mailto:ceo@tastafe.tas.edu.au)**

Further information about TasTAFE can be obtained from our public website: **[www.tastafe.tas.edu.au](http://www.tastafe.tas.edu.au)**

We hope you enjoy reading about the 2022–23 year and we thank the Tasmanian Government, our learners, staff, industry, business and community for their continued support and direction.



# ABOUT TASTAFE





## OUR VISION

We strive for learner success by being a leading education and training provider. One that is contemporary in its delivery, closely connected to industry and reflective of our community's diversity.

## OUR MISSION

TasTAFE provides vocational education and training that builds success for learners and strengthens industries and communities by:

- Providing an enriching learning experience that promotes pathways to employment and further study through accessible and innovative learning.
- Delivering a modern and fresh approach to how, when and where learning can occur.
- Building workforce and community capability through collaboration and engagement.
- Creating fit for purpose, inclusive and technology rich training facilities.



TasTAFE makes a vital contribution to the prosperity of Tasmania's economy through supporting jobs and employment and the economic resilience of businesses and industries.

TasTAFE was re-established as a not-for-profit government business on 1 July, 2022 under the *TasTAFE (Skills and Training Business) Act 2021* to enable the organisation to be more like the industries it serves.

The TasTAFE Act established a bespoke not-for-profit business model, tailored to the role and function of TasTAFE as a modern vocational educational and training provider. As a not-for-profit government business, TasTAFE continues to be funded via the Deed of Purchasing Agreement with Skills Tasmania.

TasTAFE is the largest registered training organisation in Tasmania and receives approximately 80% of the Tasmanian Government's skills training budget.

It conducts its training state-wide at facilities in Burnie, Clarence, Devonport, Hobart and Launceston. Training is also delivered at trade training centres, regional locations and workplaces across Tasmania.

TasTAFE currently delivers 217 nationally accredited qualifications, including 149 full qualifications, 52 skill sets and 16 accredited short courses ranging in length from a few days to six months. They cover 30 different industry areas.

On average, TasTAFE trains more than 18,800 learners annually including more than 8,600 apprentices, equating to approximately 60% of Tasmania's apprenticeship market.

TasTAFE's learner-centred approach ensures it is attentive and responsive to current and future learner needs, while taking into consideration the influences of the external environment.

With a focus on practical, real-life learning, TasTAFE works closely with industry to produce job-ready and highly valued graduates. It stays connected with business to ensure learners receive industry-relevant skills highly valued by employers.

TasTAFE has strong working relationships with a number of community and service organisations. This engagement helps inform the organisation to support all Tasmanians to access and engage with training.

As a publicly owned training provider, TasTAFE is responsible for providing a range of services that fall outside the direct provision of vocational education. These services are not commercially viable to be provided by other vocational education and training providers and are referred to as community service obligations.

TasTAFE provides foundation skills and preparatory courses designed to deliver the foundation skills of language, literacy, numeracy and employment skills to support learners to participate in the workforce or into further education and training.

Other direct community service obligations provided by TasTAFE in addition to training include:

- Full-service library facilities at each of TasTAFE's major campuses.
- Student support services including counselling and financial hardship support.
- Provision of training to prisoners within the Tasmanian Prison Service.

TasTAFE also provides training in courses and at locations that would not be economically viable without additional Tasmanian Government support (often referred to as thin markets). TasTAFE further provides courses with small class sizes impacting commercial margins. The majority of courses to Tasmanians are provided at subsidised rates, including additional subsidies for concession card holders.

TasTAFE acknowledges the importance of vocational education and training to disadvantaged learner cohorts and is proud to have a suite of support services to help learners who may have various barriers to accessing and participating in education.



# TRANSITION TO A NOT-FOR-PROFIT GOVERNMENT BUSINESS

In March 2021, the Premier's Economic and Social Recovery Advisory Council (PESRAC) released its final report which included recommendations for TasTAFE to be established as a not-for-profit government business with the power to employ its workforce under the *Fair Work Act 2009*. This recommendation supported the need for TasTAFE to be more like the businesses it serves.

The Tasmanian Government committed to implementing this recommendation and in November 2021, the Tasmanian Parliament passed new legislation, *TasTAFE (Skills and Training Business) Act 2021*, to enable the organisation to transition to a not-for-profit government business.

On 1 July 2022 the *TasTAFE (Skills and Training Business) Act 2021* became effective with TasTAFE becoming a not-for-profit government business.

TasTAFE employees were covered by separate industrial agreements, copied state instruments for existing employees; and modern awards for new employees. A recent ruling by the Fair Work Commission has resulted in staff employed since 1 July 2022 on modern awards being moved to the copied state instrument.

In March 2023, TasTAFE began enterprise bargaining with employee representatives and remains committed to achieving conditions in its enterprise agreements that reflect the market and that sees TasTAFE's people valued for their efforts, contribution and commitment.



# REIMAGINING TASTAFE

## A 10-YEAR STRATEGIC PLAN

With the transition out of the Tasmanian State Service a 10-year Strategic Plan, Reimagining TasTAFE, was developed to set a new direction for the organisation. The plan, publicly released in October 2022, outlines how TasTAFE will become a future-focused and market-aligned leader in vocational education and training (VET) and provides a roadmap for how it will get there. It recognises that TasTAFE can be a place of innovation, delivering new ways of training, finding solutions and increasing access for all.

In developing the plan, TasTAFE consulted with staff, industry and the community. External disruptive forces were considered including technological change, easily accessible learning content, the future world of work and how it will impact VET. It examined a range of global, national local and internal conditions and used this to inform TasTAFE's strategic priorities.

A learner-centred approach with a focus on greater access to training is at the heart of Reimagining TasTAFE. This approach ensures TasTAFE is attentive and responsive to current and future learner needs, while taking into consideration the influences of the external environment. Learners develop work-ready skills to secure a meaningful job, industry gets a skilled workforce, and the community receives active and productive citizens.

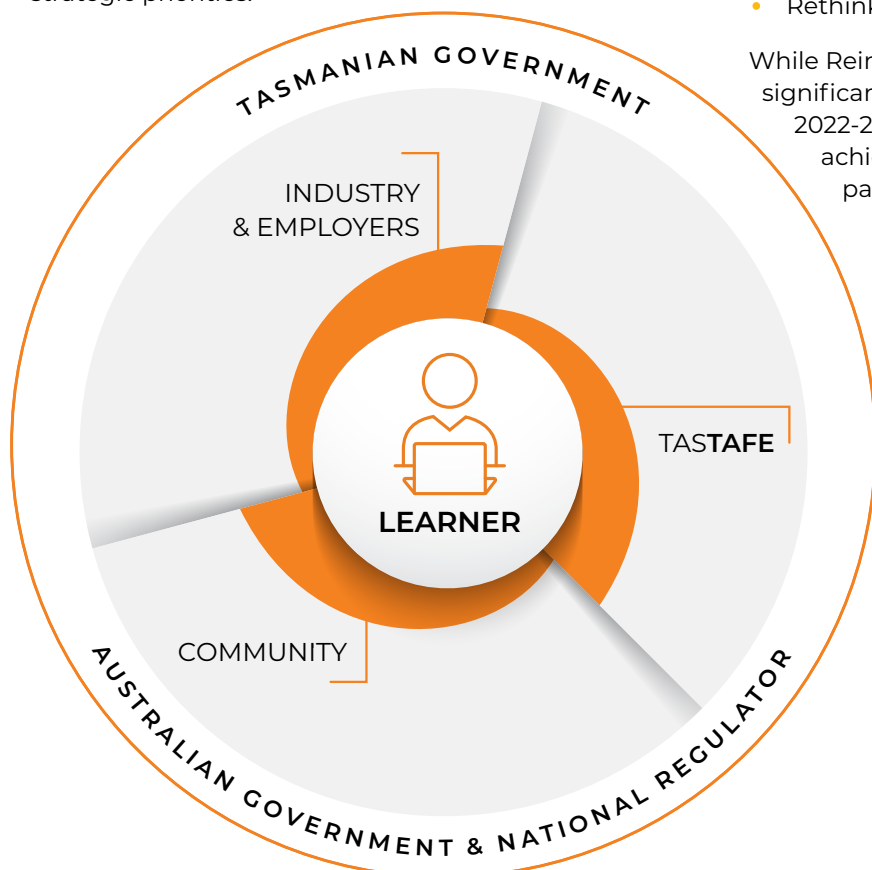
The plan includes five Strategic Pillars detailing how TasTAFE will work towards its vision, what is going to be achieved and when.

### THE STRATEGIC PILLARS ARE:

- How We Learn at TasTAFE
- Learner Experience
- Active Engagement
- Valuing Our People
- Rethinking Infrastructure

While Reimagining TasTAFE is long-term plan, significant progress has already been made. The 2022-23 Annual Report details what has been achieved against the Strategic Plan over the past financial year.

Reimagining TasTAFE: A 10-Year Strategic Plan can be viewed on TasTAFE's website: [www.tastafe.tas.edu.au/strategic-plan](http://www.tastafe.tas.edu.au/strategic-plan)



## AT A GLANCE



**VET** IN 30 INDUSTRY SECTORS

**2,853**  
*Fee Free*  
TAFE  
ENROLMENTS

**24,752**  
ENROLMENTS

**8,693**  
APPRENTICES



**18,857** LEARNERS

**91% OF LEARNERS**  
WOULD RECOMMEND TASTAFE



**\$20.5 MILLION**  
IN CAPITAL PROJECT  
WORKS COMPLETED



**820 FTE STAFF**

**217 NATIONALLY ACCREDITED  
QUALIFICATIONS** INCLUDING  
**149** FULL QUALIFICATIONS,  
**52** SKILL SETS AND **16** ACCREDITED  
SHORT COURSES.



**85% OF EMPLOYERS**  
SAY TRAINING FOCUSES ON  
RELEVANT SKILLS



# 2022-2023

## PREPARING FOR INNOVATION AND GROWTH



Reimagining TasTAFE's 2022-23 focus has been on preparing for innovation and growth by laying the foundations to become more responsive, future-focused and market-aligned.

This has included a focus on:

- Learner-centred planning, decision-making and delivery supported by accurate data.
- Increasing access to TasTAFE's training and services.
- Building technology-based learning via a Virtual Campus.
- Building staff capability, with a strong focus on technology.
- Creating a can-do culture.

In what has been a very busy and productive 12 months, the focus for TasTAFE has been on building the foundations to ensure the organisation has the capability and capacity to be increasingly more responsive, evolve its thinking and do things differently. TasTAFE is confident that following the past 12 months, it is in a better position to be not only open to new ways of working, but eventually leading innovation in the VET sector.

While Reimagining TasTAFE is ambitious, TasTAFE is proud to report the strong progress that has been made against the plan in the first year of it being in operation. This progress is now reported and celebrated against each of the Strategic Pillars that form the plan.



# HOW WE LEARN AT TASTAFE

Providing contemporary and relevant learning experiences that prepare learners for the future world of work.

## THE LEARNING BALANCE

The key focus of the Strategic Plan in 2022 - 23 is formalising TasTAFE's learner-centric model of learning, referred to as the TasTAFE Learning Balance. It aims to increase access to training through the rollout of a new flexible learning model. The model provides a learning design framework of how education and training is to be delivered flexibly including virtually, on-campus and in-industry. The aim of the Learning Balance is for training to be more efficient, engaging, consistent and accessible for students, and more aligned with how they want to learn. It places the learner at the centre and meets the needs of TasTAFE's industry and community stakeholders.

The Learning Balance is being applied through a sprint approach with selected courses. In 2022, five courses were piloted using this approach, and a further 30 products are embedding the approach in 2023.

A test and learn approach was taken during the pilot, providing a range of outcome learnings including the importance of user testing and re-framing the definitions of who TasTAFE's learners really are. This information was used to co-design programs to support their learner journey.

With teachers being the cornerstone of learning, they are being supported in adopting the new Learning Balance approach via a dedicated team responsible for leading the Learning Balance work. A roadmap, training resources and toolkit have been developed to support teachers in their Learning Balance journey.

## LEARNING BALANCE

Co-designing TasTAFE products with the learner at the centre





## **TASTAFE DIGITAL STRATEGY**

To support the implementation of the Learning Balance and the digital-first focus of Reimagining TasTAFE, in March 2022, the first ever TasTAFE Digital Strategy (2023–2036) was endorsed.

The strategy creates the foundations to ensure that TasTAFE's digital footprint meets the needs of its learners now and into the future. The aim is to ensure learners receive a contemporary learning experience online, on-campus and in the workplace.

Already in the first year of the strategy being in place the following outcomes have been achieved:

- A laptop locker model has commenced roll out to ensure all learners will have access to a computer which can also be taken off campus. Clarence will be the first campus to provide this service.
- Increased funding and resources have been allocated to create 'Smart Classrooms'.
- Creating the technological foundations to support the Virtual Campus.
- Network Infrastructure has been upgraded to contemporary standards and wireless access coverage on campuses has been improved and extended.
- A business case and funding proposal have been completed supporting the need for a new Student Management System.

A key focus of the digital strategy is articulating the need for a new Student Management System (SMS). A SMS is the core platform that enables Vocational Education and Training (VET) providers such as TasTAFE, to securely and efficiently manage student information from enquiry, enrolment, and learning to completion. It should also support the organisation's ability to meet Australian Skills Quality Authority (ASQA) regulatory guidelines and compliance standards, reporting requirements of funding bodies and generally manage the complexities of the business.

The ongoing use of the current EBS system used for these functions is not sustainable and poses significant and multiple risks to TasTAFE, including not being able to successfully manage the TasTAFE learner journey.

During the past financial year, a business case and funding proposal have been completed by TasTAFE to progress a new SMS as a matter of urgency.

## **VIRTUAL CAMPUS**

Work is underway on a Virtual Campus to integrate existing TasTAFE systems and services to be a single connection point for learners. The aim is to enhance their vocational journey through digital solutions with industry experts and practical experiences. Being able to fully integrate and roll out a Virtual Campus is hindered by the current ebs SMS system lacking the functionality to support the full integration of the Virtual Campus.

While waiting to fully progress the Virtual Campus, a pilot was undertaken to assist in informing the structure of the systems. The pilot has enabled the development of a learner-centred evidence base for guiding and driving 'How we Learn at TasTAFE' into 2023 and beyond. This included developing a prototype of new processes and tools that will support learning via the Virtual Campus.

# LEARNER EXPERIENCE

**Creating dynamic, engaging and meaningful experiences that add value to learners and competitively positions them for employment.**

2022-23 has seen TasTAFE implement a range of learner-centric initiatives to improve access and support their specific learning and health and wellbeing needs during their time at TasTAFE.

## FOUNDATIONS PLAN

In having a learner-centric focus and a commitment to providing a skilled workforce for business and industry, TasTAFE is implementing a range of activities to address issues affecting second chance learning, and assist in reducing barriers to employment caused by low language, literacy, numeracy and digital (LLND) levels. This approach is being formalised within a Foundations Plan.

Resources have now been allocated to commence work on the plan that will see a targeted and consistent organisational approach to addressing current and future LLND needs for learners. The resourcing includes an Educational Project Leader, a Foundations Plan Steering Committee and a supporting Working Group.

The development of the plan will see extensive engagement with stakeholders both internal and external, user/learner experience data gathering and clear learner profiling to ensure that the principles highlighted will critically inform the plan and its implementation. It is anticipated that a key component of the plan will be the workforce-wide development of TasTAFE's staff capability to support learners, setting up all TasTAFE learners in terms of study, training, pathways and employment.

## STUDENT SUCCESS MODEL

With the introduction of Fee Free TAFE (FFT), a Student Success Model was developed to provide wrap around services to ensure learners successfully completed their studies and had a positive experience studying at TasTAFE. The model is multifaceted to provide holistic support from a health and wellbeing and study perspective.

A range of new initiatives were introduced including a new four-day study skills program, Study Start, for students enrolled in a course due to commence. The program supports people who may be returning to study or are nervous about what studying entails. The program replicates a study environment, with a mixture of on-campus classes, virtual classes and online independent study.

Up until the end of June 2023, 103 learners have participated in the program, and based on demand and the success of the initiative, the program will be offered again in 2024.

## REGIONAL ENGAGEMENT OFFICER

Also as part of the Student Success Model, TasTAFE is piloting a Regional Outreach Program to provide greater access to TasTAFE information and services. The initial Regional Engagement Officer, to be based at Sorell, will be further responsible for undertaking stakeholder engagement to build awareness and promote vocational education and training opportunities for job seekers through the four regional Jobs Hubs' in southern Tasmania.

The outcomes of the pilot will be used to inform next steps, including a possible extension of the program.

## **FEE-FREE TAFE**

In October, 2022, the Australian Government confirmed its intention to deliver 480,000 Fee Free TAFE (FFT) and vocational education places. This commenced with 180,000 training places in 2023 to support industries experiencing skills shortages to be delivered in partnership with states and territories.

As part of the initiative, TasTAFE was allocated 2638 places to help get Tasmanians into training in response to tackling labour and skills shortages.

TasTAFE's Fee-Free TAFE courses include Agriculture, Automotive, Building and Construction, Information Technology, Health and Community Services, Horticulture, Cybersecurity Awareness Skill Set and Hospitality.

With a tagline of 'Fee Free in 2023', TasTAFE embarked on a high impact, targeted and engaging state-wide marketing campaign that included billboards, Metro bus wraps, in stadium advertising at AFL Blundstone Arena games, radio and digital advertising as well as working with community-based organisations to promote FFT opportunities to their clients.

From Semester 1, 2023 to June 30 2023, 3150 learners were enrolled in a FFT offering indicating a strong uptake of the program. There was strong demand in programs such as Medical Terminology Skill Set, Certificate II in Automotive Vocational Preparation, Certificate II and IV in Community Services, Certificate II in Horticulture, Certificate II in Workplace Skills, Certificate III in Conservation and Ecosystems Management, Certificate III in Early Childhood Education and Care and Certificate III in Individual Support and Information Technology.

## **taypani LEARNER HUBS**

TasTAFE was excited to open the first taypani Learner Hub located at Clarence Campus in June 2023.

The new taypani Learner Hubs provide a much more engaging, supportive and immersive on-campus experience for learners as a one-stop shop where they can access services, online learning, resources and have their own space in a single location.

The Learner Hubs have been officially named 'taypani' from palawa kani (Tasmanian Aboriginal language) that means (to) come. The naming of the hubs was endorsed thanks to the Tasmanian Aboriginal Centre. Given the purpose of the Learner Hubs, they will have their own visual identity via a graphic device which will be applied to all taypani locations.

The next campus to introduce a taypani Learner Hub model is Alanvale, and the design phase is progressing with work to commence in 2024.



## CELEBRATING LEARNER SUCCESS

### 2022 Tasmanian Training Awards



#### **TEACHER/TRAINER OF THE YEAR**

MATTHEW FRASER  
TASTAFE COOKERY  
TEACHER



#### **TRAINEE OF THE YEAR**

NATASHA ROBINS  
CERTIFICATE III  
IN DENTAL ASSISTING



#### **APPRENTICE OF THE YEAR**

JACK WILSON  
CERTIFICATE III IN  
CARPENTRY AND JOINERY



#### **VOCATIONAL STUDENT OF THE YEAR**

FLEUR BROADHURST  
CERTIFICATE III  
IN EDUCATION SUPPORT

### National Culinary Federation National Apprentice Competition 2022



**SILVER MEDAL**  
LOVEPREET SINGH

**SILVER MEDAL FOR  
FIRST YEAR APPRENTICE**  
ERIC TRUNG



SEMRA PEACH  
COMPETED IN THE  
NESTLE GOLDEN  
CHEFS HAT AND WON  
THREE SILVER MEDALS  
(ENTRÉE, MAIN AND  
DESSERT) AS WELL  
AS BEING VOTED THE  
BEST AT USING NESTLE  
PRODUCTS



**SILVER MEDAL IN  
THE TABASCO TEAM  
CHALLENGE**  
STEPHEN LUNN  
TASTAFE COOKERY  
TEACHER

### La Judge Award



**FIRST PRIZE**  
BJARKE SVENDSGAARD

## Australian Glass and Window Association's State Awards



### **RESIDENTIAL APPRENTICE OF THE YEAR**

**ANGUS FISHER**

### **RISING STAR APPRENTICE RUNNER-UP**

**ELLENOR HALL**



### **TASMANIAN APPRENTICE OF THE YEAR**

**BAILEY JORDAN**

### **RISING STAR AWARD**

**COOPER WILSON**

## Worldskills Regional Competitions

In 2022, TasTAFE was instrumental in providing additional support for Regional WorldSkills Competitions for Tasmania. This included taking a key co-ordination role in using TasTAFE campuses and facilities to host the competitions.

A total of 12 WorldSkills Regional Competitions were held at TasTAFE campuses across the state for a broad range of industry sectors.

The WorldSkills Australia competitions are Australia's biggest vocational education and excellence competitions. They see vocationally trained participants challenge themselves to achieve excellence against their industry peers in practical skills challenges.

Regional competitions are the first step in a WorldSkills journey that can take participants to the national competitions to compete against Australia's best trades and skills talent. Regional competition gold medal winners had the opportunity to represent Tasmania at the WorldSkills Australia National Championships in Melbourne in August 2023.

The Tasmanian team was announced in early 2023 with members including:



**Patisserie** ZOE CAMPBELL (Zest Café and Bakehouse)

**Retail Baking-Bread** BJARKE SVENDSGAARD (Oliver's Café Bakery)

**Construction Steelwork** LIAM ECCLES (Crisp Brothers and Haywards)

**Beauty Therapy** CASSIE BURNETT (Inner Beauty)

**Welding** BEAU MALKIN (Crisp Brothers and Haywards)

**Carpentry** LUCAS HLIS (Langford Projects)

**Hairdressing** EMILY GEARD (Caj Hair and Beauty Studio)

**Retail Butchery** JESSICA BARTLES (Vermey Quality Meats)

**Cookery** ELLESHA MEURANT (New Sydney Hotel)

**Plastering** JAKE BROWNE (Tasmanian Professional Plaster)

**Cabinetmaking** WILL LAWRIE (Custom Cabinets)

## Destination Australia Scholarships



TasTAFE was successful in its application to offer Destination Australia Scholarships to those studying at TasTAFE. The scholarships are funded by the Commonwealth as part of the competitive Destination Australia Funding Program aimed to attract more International and high performing domestic learners looking to undertake education and training opportunities in regional areas such as Tasmania.

As a result of its bid, TasTAFE secured \$512,000 which enabled 19 scholarships to be awarded to 13 international and six domestic learners.

### FIRST-ROUND SCHOLARSHIP RECIPIENTS

**Diploma of Nursing** - Nikolai Beloguzov

**Diploma of Engineering – Technical** - Diego Carlos Balbin

**Diploma of Nursing** - Annette Edwards

**Diploma of Laboratory Technology** - Denise Raquel Da Silva

**Diploma of Community Services** - Bing Pan

**Diploma of Nursing** - Namanpreet Kaur

**Diploma of Information Technology** - Minh Hoang Truong

**Diploma of Laboratory Technology** - Nanda Yusentri Mrabawani

**Diploma of Nursing** - Elizabeth Sproule

**Diploma of Community Services** - Tracy Voss

**Certificate IV Laboratory Techniques** - Van Tran Hoang Nguyen

## Master Builders Tasmania Awards for Excellence



**STATE APPRENTICE OF THE YEAR**  
ZAC SMITH



**HANDS ON APPRENTICE OF THE YEAR**  
MITCHELL SULEAU



## TasTAFE Apprentices Helping Tasmanians in Need



In March 2023, six TasTAFE plastering apprentices helped build Madison House in Kingston, a house built by Lyden Builders that is expected to raise over \$400,000 for Variety's School Breakfast Club. The house itself will be a home to meet the needs of a Tasmanian family living with a disability. This is part of the Tasmanian Government's commitment to providing homes for Tasmanians in need.

## 2022 Learner Activity Levels

	2022	2021	2020
<b>Students</b>	18,857	20,346	18,059
<b>Activity Hours</b>	4,146,986	4,278,445	3,726,702
<b>Enrolments</b>	24,752	24,552	21,192

Source: AVETMISS data

## 2022 Learner Numbers

Vocational Education and Training	Jan-Jun 2023	Jan-Jun 2022
<b>Students</b>	13,240	12,300
<b>Total Enrolments</b>	15,301	13,828
<b>Apprentices and Trainees</b>	5,851	5,272
<b>Activity Hours (Deed Funding)</b>	1,016,839	919,949
<b>Activity Hours (Non-Deed Funding)</b>	452,734	284,072
<b>Unit Completion Rate</b>	85.7%	83.9%
<b>Qualifications Completed (i.e. Certificate issued)</b>	746	777
<b>Other Accredited Outcomes (i.e. Statements of Attainment where students have not completed a qualification)</b>	1,904	1,490

Source: AVETMISS data collection



**TASTAFE IS THE LARGEST  
PROVIDER OF APPRENTICESHIP  
TRAINING IN TASMANIA WITH  
8,693 APPRENTICES AND  
TRAINEES IN TRAINING.**



## **APPRENTICES & TRAINEES**

TasTAFE is the largest provider of training for apprentices and trainees in Tasmania and has experienced a significant increase in apprentice and trainee numbers from 6,523 in 2021 to 8,693 in 2022.

Growth has been particularly strong in construction and allied trades, electrotechnology, plumbing, automotive, and agriculture.

### **Community Service Obligations**

TasTAFE continues to provide programs and service delivery models to promote and support participation of disadvantaged groups in training.

During 2022, TasTAFE delivered training to the following disadvantaged learner cohorts:

**1,580**

**ABORIGINAL AND TORRES STRAIT  
ISLANDER ENROLMENTS**

**2,672**

**LEARNERS WITH A DISABILITY  
ENROLMENTS**

**10,831**

**LEARNERS FROM  
LOW SOCIO-ECONOMIC STATUS  
BACKGROUNDS ENROLMENTS**

**408**

**LEARNERS LIVING IN  
REMOTE AREAS ENROLMENTS**

**2,381**

**LEARNERS FROM A  
NON-ENGLISH SPEAKING  
BACKGROUND ENROLMENTS**

TasTAFE has support programs targeting specific disadvantaged student cohorts including:

**SUPPORT**

**FOR ABORIGINAL LEARNERS**

**DISABILITY SUPPORT  
OFFICERS**

**ENGLISH LANGUAGE  
SERVICES TEAMS**

**ADULT MIGRANT ENGLISH  
PROGRAM (AMEP)**

**YOUNG MIGRANT EDUCATION  
PROGRAM (YMEP)**

**ELICOS (ENGLISH LANGUAGE  
INTENSIVE COURSES FOR  
OVERSEAS LEARNERS)**

# ACTIVE ENGAGEMENT

**By connecting with industry, we will create connections for learners that will open doors, help businesses thrive and encourage a sense of belonging and pride for community.**

The Reimagining TasTAFE 10-year Strategic Plan has a key focus on working more closely with industry to tailor training and deliver solutions to meet workforce needs across the state. It provides the impetus and mechanisms for TasTAFE to be more responsive and agile to support working partnerships with businesses and industry bodies to co-design and co-deliver programs as part of the solution to meet skill needs and labour shortages in Tasmania.

## REIMAGINING TASTAFE 10-YEAR STRATEGIC PLAN LAUNCH



During October and November, TasTAFE representatives travelled across Tasmania to launch Reimagining TasTAFE. Launch events were held in Launceston, Burnie, Devonport and Hobart. In partnership with the Tasmanian Chamber of Commerce and Industry and Devonport Chamber of Commerce and Industry, business and industry representatives and community members were invited to attend the launch events to hear first-hand about the future direction and priorities for TasTAFE over the next 10 years.

The sessions included a Q&A session with TasTAFE CEO, Grant Dreher, with questions being taken from attendees. The sessions were well attended and provided participants with an opportunity to come together to network.

## INDUSTRY ADVISORY GROUPS

Industry Advisory Groups became a key mechanism for TasTAFE to directly engage with business and industry during 2022-23. While the Agricultural Training Centre of Excellence (Freer Farm) Advisory Committee was already in operation, groups were convened in 2022-23 for the Tourism and Hospitality Centre of Excellence (Drysdale), development of the Health Hub at TasTAFE's Alanvale Campus and the Cyber Innovation Training Hub.

Typically the advisory groups provide advice on curriculum, delivery, communication and work placement requirements.

Based on the success of this approach, it is anticipated that further advisory groups will be convened in the future.

## SEAT AT THE TABLE

During 2022-23, TasTAFE staff were proactively involved in a range of industry, community and regional groups that have a focus on training, skills and workforce development. Examples include:

- The Tasmanian Government's Tasmanian Energy and Infrastructure Workforce Advisory Committee;
- The Tasmanian Government's Tasmanian ICT Workforce Advisory Group;
- Circular Head Education and Training Consultative Committee;
- West Coast Education and Training Consultative Committee; and
- Tasmanian Minerals, Manufacturing and Energy Council (TMEC) Advanced Manufacturing Advisory Committee.

Being a member and participating in committees such as these enables TasTAFE to hear and respond directly to the workforce needs of key industry and businesses.

## MEMORANDUMS OF UNDERSTANDING



**Rufus Black, Vice Chancellor, University of Tasmania  
and Grant Dreher – CEO, TasTAFE**

TasTAFE seeks to firm-up its partnerships via a Memorandum of Understanding (MoUs) agreement to formalise how we and key stakeholders work together on key projects and initiatives. Over the past year, the following MoUs have been signed and activated:

- TasTAFE and Master Builders Tasmania to support growth and productivity in the building and construction sector.
- TasTAFE and Keystone Tasmania to continue to help support the building and construction sector with a skilled workforce now and in the future.
- TasTAFE and University of Tasmania's Tasmanian Institute of Agriculture to support a collaborative approach regarding agricultural education and training pathways, as well as sharing infrastructure, resources, knowledge and data.
- Tasmanian Council of Social Services.
- Civil Contractors Federation Tasmania.
- Tasmanian Minerals, Manufacturing and Energy Council.
- Foton Mobility.
- The Smith Family.

In addition, TasTAFE has and will continue to engage with Skills Tasmania as it develops the Tasmanian Government's Industry Compacts Framework. The premise of this commitment is to ensure that respective industry engagement processes are complementary and align to the needs of the Tasmanian economy.

## STATE-WIDE INDUSTRY CONSULTATION

During 2023, a series of TasTAFE-specific industry consultations were conducted to directly connect with industry and ensure training delivery aligns with employer and learner needs. Consultations in the first half of 2023 included metals and manufacturing, plumbing, electrotechnology, cyber, and glass and glazing.

These consultations have been invaluable to provide advice and inform such activities as delivery methods including work-based assessment, and curriculum updates and identify project opportunities in relation to creating industry pathways and upskilling the existing workforce.

## TASTAFE CONNECTED NATIONALLY

TasTAFE also increased its engagement in national working groups including the TAFE Cyber network and the TAFE Hydrogen collective during the last 12 months. TAFE Cyber is a consortium of TAFEs across Australia, providing learners with the essential knowledge and technical skills to gain a sustainable and thriving career in cyber security. The TAFE Hydrogen collective is a collection of TAFEs sharing best practice and intention to collaborate on delivering industry-aligned training outcomes in the hydrogen sector.

## BESPOKE TRAINING SOLUTIONS

In early 2023, TasTAFE partnered with the Multicultural Council of Tasmania (MCOT) to provide leadership and management skills to Tasmanians from culturally and linguistically diverse backgrounds. The Diverse Leadership Program aims to increase the diversity of the Tasmanian workforce



## ACTIVE ENGAGEMENT CONT'D

in management and decision-making positions. TasTAFE worked with MCOT to tailor training to specifically meet the needs of the cohort, adapting units from the Certificate IV and Diploma level business qualifications. Training was customised for the diverse range of 25 participants. The project will be completed in October 2023.

TasTAFE's increased and successful approach to working with business and industry is reflected in nominations for the 2023 Tasmanian Training Awards. TasTAFE was a vested lead or partner in four out of the six finalists for the Industry Collaboration Award. Each finalist reflects TasTAFE's commitment to working with industry in developing and delivering solutions that are market-aligned and fit-for-purpose.

They include:

- **New Bridgewater Bridge Pre-Employment Program** - A collaboration between TasTAFE and McConnell Dowell, Keystone Tasmania and Lifeline Tasmania. Its purpose was to create a tailored pre-employment program for the New Bridgewater Bridge Project. The project was designed to increase the skills and experience of the local workforce and provide local employment opportunities and career pathways.
- **Industry Training Hub Burnie (ITHB)** - This collaboration's goal was positioning VET as the preferred choice for young people in the region, aligning training programs with the current and emerging skills needs of local industries.
- **Agriculture Learning Resources Technology Project** - TasTAFE's Education Design team and Agriculture, Forestry and Land Management teachers partnered with 24 agriculture industry stakeholders to develop a flexible learning model, fostering the growth of emerging leaders and ensuring the Tasmanian agriculture industry's ongoing succession and innovation.

- **High Vis Army Project** - This has seen TasTAFE collaborating (individually and as a collective) with the High Vis Army proponents (Master Builders Tasmania, the Housing Industry Association, the Civil Contractors Federation and Keystone Tasmania) to develop the workforce to meet growing need in the broader Tasmanian building and construction sector.

## TRAIN THE TRAINER

With a workforce primarily comprised of teachers, TasTAFE recognises the challenges faced in attracting and recruiting trainers in light of current labour shortages. To assist with this, TasTAFE worked with industry to tailor several "train the trainer" programs during the last financial year. TasTAFE continues to work closely with industry to adapt the Certificate IV in Training and Assessment (TAE) for cohorts in high-demand areas. This includes partnering with TasCOSS to deliver a TAE program to candidates from the social services, disability, aged care and education and care sectors.

## TRAINING FOR NEW TECHNOLOGY AND SUSTAINABILITY



TasTAFE is providing training solutions to change brought about by disruption including developments in blue tech and new technologies. Recently, the organisation worked with the Tasmanian Automotive Chamber of Commerce (TACC) to deliver a nationally accredited course to ensure the safety of automotive industry personnel working on battery electric

vehicles. The course was designed by the TACC with TasTAFE hosting the training in Hobart and Launceston. While initially run by TACC trainers, TasTAFE teachers have now been trained to deliver the training.

Initiated in 2023, TasTAFE's partnership with Foton Mobility will focus on developing and delivering course content aligned with the skills needed for the provision of three hydrogen fuel cell electric buses to Metro Tasmania. With the project now underway, outcomes will be known in 2024.

Working with Australian Signals Directorate (ASD), and TAFEcyber, and following intensive training from ASD of our staff, TasTAFE has been approved to deliver the Essential Eight Assessor Course in the second half of 2023.

### TASTAFE - UNIVERSITY OF TASMANIA PARTNERSHIP

TasTAFE has continued to work closely with the University of Tasmania (UTAS) to align products and services for Tasmanian priority industries.

Examples include:

- Articulation of pathways relevant to agriculture education and training in North-West Tasmania.
- Articulation of pathways and exploration of blended products for the Tasmanian cyber security industry.
- Development of a blended and integrated industry training model for engineering paraprofessionals in the Tasmanian energy sector.

TasTAFE, UTAS and the Department for Education, Children and Young People (DECYP) continue to meet regularly to work towards providing one united education system for Tasmania.

### SPONSORSHIPS



**\*Winner: Cataract on Paterson, Rebecca McDonald (Group Manager), Karen Burbury (CEO and owner), Cate Jones (employee) and Grant Dreher, TasTAFE CEO.**

TasTAFE supports industry and business through a range of sponsorships to encourage achievement and excellence. Award sponsorships support industry partners across a range of areas including construction, civil construction, community services and hospitality. TasTAFE's sponsorship of individual awards supports its learners to strive for excellence and encourages them to take up careers in key Tasmanian industries.

Examples of TasTAFE sponsorships in 2022-23 includes TasTAFE sponsoring two categories at Tasmania's peak vocational education awards, the Tasmanian Training Awards, and initiating a new Excellence in Education and Training Award\* category for the Launceston Chamber of Commerce Spirit Super Business Awards.

# VALUING OUR PEOPLE



Jayne Williams, Nursing Teacher

## An Employer of Choice® where the best teachers, support staff and leaders thrive.

Providing a better experience for learners is at the heart of Reimagining TasTAFE, but this is only possible with the commitment of staff.

More than 900 TasTAFE staff play a key role in developing Tasmania's future workforce. Whether they are a teacher, client-facing or working behind the scenes, everyone is critical in supporting TasTAFE's learners.

## OUR WORKFORCE

As at 30 June 2023, TasTAFE's workforce consisted of:

TEACHING STAFF	FULL TIME EQUIVALENT	HEADCOUNT
Permanent - Full Time	291.82	293
Permanent - Part Time	92.96	139
Fixed Term	46.20	49
Sessional Employee	1.49	14
Teaching Totals	432.47	495
NON-TEACHING STAFF:	FULL TIME EQUIVALENT	HEADCOUNT
Permanent - Full Time	273.55	276
Permanent - Part Time	81.99	123
Fixed Term	31.09	35
Casual Employee	0.87	7
Non-Teaching Totals	387.50	441
Grand Totals	819.97	936

Central to TasTAFE's future success is the value placed on staff. The capacity of TasTAFE's staff to work constructively, courageously, and collaboratively to positively impact culture is critical to the pursuit of improved business performance.

Now that TasTAFE has transitioned out of the Tasmanian State Service, effort is focused on executing the changes required to lay a new foundation under the Fair Work framework through bargaining new Enterprise Agreements.

The transition also requires a focus on ensuring TasTAFE's workforce is aligned to the organisation's purpose, taking a learner centric approach to build a can-do values-based culture. Embedding TasTAFE values is a key component in this work.

In 2022-23 a review of TasTAFE's human resources framework and team structure was undertaken to support relationships within the business that are outcome focused. A partnering approach to support staff empowerment, growth and development will be embedded to build a competitive employment advantage. TasTAFE's goal is to be an Employer of Choice® where the best teachers, support staff and leaders thrive and become champions at TasTAFE.

## OUR NEW VALUES AND ACTIONS

Reimagining TasTAFE includes new values and actions developed in consultation with staff. These values act as guiding principles that provide TasTAFE with purpose and direction and set the tone for interactions with learners, colleagues and other stakeholders.

Fundamental to achieving success is the ability of TasTAFE's leaders and people to work constructively, courageously and collaboratively to create a positive organisational culture and organisation where people want to work, feel that they are contributing and reach their potential.

	VALUES	ACTIONS
 <b>CONNECTED</b>	We work collaboratively to create outcomes that are meaningful and responsive.	We actively develop relationships and partnerships with our stakeholders to co-develop and deliver quality education and training outcomes.
 <b>RESPONSIBLE</b>	We take pride in honouring our promises and exceeding expectations by being transparent in our decision-making and stand by our actions.	We are objective and transparent in our decision making which is guided by principles of financial responsibility, equity and environmental sustainability.
 <b>ASPIRATIONAL</b>	We are open to new ideas and creatively seek solutions that encourage us to do our best for our learners, industry and community.	We consistently explore innovative approaches and fresh thinking to improve the experiences we offer to staff, learners and our partners.
 <b>RESPECTFUL</b>	We are attentive, listen to others and consider all points of view in our planning and decision-making and our actions.	We create opportunities to have conversations with our learners, industry and community partners. We value their opinions and follow up actions as per our commitment.
 <b>INCLUSIVE</b>	We embrace diversity and equity and understand how inclusivity enriches all that we do.	We work proactively to remove barriers and provide equal access and opportunities for our staff, learners and community.
 <b>SUSTAINABLE</b>	We are committed to reducing our impact on the environment and developing the skills needed for a sustainable future.	We integrate sustainability into TasTAFE through our business model, our built infrastructure, our processes, our delivery of training and our learning content.



## VALUING OUR PEOPLE CONT'D

### CULTURAL TRANSFORMATION

In June 2022, TasTAFE ran cultural transformation workshops for more than 60 of its leaders. The workshops explored building trust, identifying how to live the values, any barriers and how these can be addressed, and determined a series of behaviours that staff need to commit to personally, as a team, and as an organisation.

Following the workshop, the leadership group took the same exercises back to their teams, providing all staff with the opportunity to contribute to cultural change and think about practical ways of living the values in their day-to-day work. The outcomes of the workshops and feedback collated are being used to inform an organisational cultural change plan.

### JUMPING ON THE BLUE BUS REVOLUTION

In early 2023, a transformational cultural program, the Blue Bus Revolution, was tested with senior leaders and was rolled out, beginning with an initial pilot of around 80 staff. The Blue Bus is the universal vehicle that creates a unique pathway for how people, teams and organisations can rapidly transform and make a difference in their world. It further facilitates organisational learning and provides a shared prism through which to explore and reshape culture.

### PEOPLE, PERFORMANCE AND CULTURE DIRECTORATE

A new People, Performance and Culture (PPC) directorate was created including the creation of a dedicated Director position.

The directorate is being reconfigured and refocussed to enable more proactive recruitment, increased focus on organisational development and workplace health and safety and supporting a business partnership approach for staff to access PPC services.

### 100 NEW TEACHERS

Like many other businesses and industries, TasTAFE has felt the impacts of a national labour shortage and recruiting staff, especially teaching staff, from buoyant industries was a challenge.

External recruitment agency, Harrison McMillan, was appointed to assist with the attraction and recruitment process. TasTAFE's 'Be a life changer, be a TasTAFE Teacher,' recruitment campaign is ongoing.

TasTAFE sought applications across a range of trades and professions with a particular focus on the following industry areas:

- Construction and allied trades, electrotechnology and plumbing
- Nursing, aged care, disability, alcohol and other drugs
- Engineering and metals trades
- Cyber security and blue tech

Monthly fluctuations in teacher numbers occur in line with course demand, industry need and natural attrition.

A comparison of teacher numbers, excluding sessional and casual teachers, from June 2021 to June 2023 shows an increase in full time equivalent teachers from 408.29 to 430.37. In the same period headcount increased from 470 to 495.

TasTAFE is continuing to monitor and plan to identify areas of need in the future.

### HEALTH, SAFETY AND WELLBEING

TasTAFE is committed to providing and maintaining a low-risk workplace and learning environment in terms of the health, safety, and wellbeing (HSW) of all employees, learners, contractors, visitors, members of the public and others attending a TasTAFE campus or training facility.

TasTAFE addresses this commitment by developing and implementing a HSW management system. It leads industry standards; embedding a workplace culture, programs and work practices that promote a healthy and safe workplace and learning environment. It also supports the physical and mental health, safety, and wellbeing of employees; and focuses on eliminating as far as reasonably practicable, work-related injury, illness, and disease.

The TasTAFE Board and Executive regularly monitor and review HSW performance with a holistic focus on effective safety management including:

- Personally meeting with employees and conducting workplace inspections
- Review of incident and hazard reporting
- Hazard management
- Implementation of corrective actions
- Monitoring progress on injury management
- Return to work, and
- Analysis of safety performance trends.

TasTAFE provides a range of wellbeing information, training and services including: an Employee Assistance Program service and Mental Health First Aid Officers to support employees with work and non-work-related injuries, illnesses, or other medical conditions.

## **TASTAFESAFE: WORK, HEALTH AND SAFETY MANAGEMENT SYSTEM**

TasTAFE's Work Health and Safety Management System (WHSMS), TasTAFESAFE, provides the Executive, management, employees, students, contractors and visitors with tools and processes that support a safe and healthy work environment. TasTAFE stays abreast of industry standards and best practice strategies applicable across all operational and study areas through teacher competency training, return-to-industry, and involvement in

regular industry forums. TasTAFESAFE is proactively managed through continuous improvement to ensure it meets TasTAFE's evolving needs.

TasTAFE works to ensure compliance is maintained with all relevant legislation including the *Work Health and Safety Act 2012*, the *Worker's Rehabilitation and Compensation Act 1988*, and applicable Codes of Practice, Guides and Australian Standards.

## **NOTIFIABLE INCIDENTS**

TasTAFE had one notifiable incident for the period 1 July 2022 to 30 June 2023.

October 2022 – Dangerous Incident: Education Facility Attendant, Devonport Campus

WorkSafe was notified of a suspected electric shock from a wall-mounted workshop clock. The staff member was transported for a medical check-up and the site preserved. Electrical inspection and testing of the clock and wiring was conducted. The electrical inspection was inconclusive and did not reveal a root cause for the incident. There was no apparent or obvious fault that would have contributed to a shock. All 240v hard wired clocks have now been removed state-wide and replaced with battery operated clocks at a height not above 2 metres.

## **WORKERS COMPENSATION CLAIMS**

TasTAFE is transforming into a contemporary workplace where productivity and employee needs are met. Work is performed on-site, remotely and hybrid.

Analysis of claims shows injuries are predominantly related to slips, trips and falls, musculoskeletal/overuse, and psychological injuries. The effective management of all existing claims remains a priority.

## VALUING OUR PEOPLE CONT'D

The following table provides a summary of workers compensation information for the last four financial years.

### Summary of workers compensation data

	2022-23	2021-22	2020-21	2019-20
<b>New Claims</b>	23	13	28	25
<b>Open Claims (at 30 June)</b>	27	21	27	10
<b>Lost Time Injury Frequency Rate</b>	9.89	6.4	15.36	9.58
<b>Lost Time Injury Severity Rate<sup>3</sup></b>	14.26	13.97	11.65	5.96
<b>Workers Compensation Total Lost Work Hours<sup>1</sup></b>	11,852	11,735	10,186	5,317
<b>Average Cost Per Claim<sup>2</sup></b>	\$30,612	\$10,363	\$8,046	\$9,059

Notes:

1. Total costs paid on all open/closed claims ÷ number of new claims received by 30 June of the relevant year.
2. Average Cost per Claim increase due to settlements, wage increases, and long-term claims.  
Source, Jardine Lloyd Thompson, Tasmanian Risk Management Fund, fund administration agents.
3. Lost time Injury Severity Rate - a rolling rate calculated per claim for the relevant year.

## HEALTH AND WELLBEING INITIATIVES

During 2022-23, TasTAFE provided a range of health and wellbeing initiatives including:

- Conducting a range of health monitoring processes, including personal noise monitoring, silica dust assessment and wood dust assessments with noise maps for some areas developed.
- Promotion of the TasTAFE Employee Assistance Program.
- Change management support and mental health resources for managers.
- Emergency Control Organisation information sessions for updated fire plans and refresher training.
- Managers WHSMS information sessions for new and existing managers.
- The uptake of seasonal influenza vaccinations off-site was promoted to all employees through GPs and local pharmacies and reimbursement of costs provided.
- Friendly Phishing scam awareness training.
- Promotion of training services available - Mental Health Awareness Training, Diversity and Inclusion; Aboriginal Cultural Respect; LGBTI Inclusion Training; Managing stress for positive change; Mental Health tools to support students; and an eLearning course developed by the Australian Network on Disability (AND) to support disability-confident workforces and NAIDOC Week promotion.
- TasTAFE actively supports participation in WorkSafe Tasmania Month, SafeWork Australia Month, events by staff each October.
- The TasTAFE Board, Executive and regional HSW Committees receive and consider monthly reports on health, safety, and wellbeing, including the latest HSW performance statistics, injury/hazard trends, emerging issues, areas of concern and actions being taken to address these.

# RETHINKING INFRASTRUCTURE

**Redesigning our built and digital infrastructure to be automated, efficient, secure and sustainable.**

Significant work was undertaken in 2022-23 to modernise and transform TasTAFE's physical and digital infrastructure. A review of facilities state-wide was completed and a 10-year Capital and Investment Plan is being developed to provide clear direction on where investment in TasTAFE facilities needs to occur in order to meet the future learning and workforce needs of the state.

A number of new, significant, large-scale infrastructure redevelopments were successfully completed in 2022-23.

## **WATER AND ENERGY TRADES CENTRE OF EXCELLENCE**



In May 2023, TasTAFE completed its \$27 million Water and Energy Trades Centre of Excellence (CoE) at Clarence Campus in Hobart. The building, funded by the Tasmanian and Australian Governments with support from industry, is part of TasTAFE's commitment to rethinking its physical and digital infrastructure.

The state-of-the-art facility will train more than 1250 learners and apprentices annually across plumbing, electrotechnology, air conditioning and refrigeration, with numbers set to increase in the future. Training in the renewable energy sector will be a future focus, along with Certificate II qualifications and short courses to enable those working in the water and energy sectors to upskill.

The 5,000 square metre centre features workshops and classrooms spread across two levels, with the centrepiece a sandpit and three-storey high stack designed to replicate the pipes and inner workings of a multi-storey building. The facility features the latest technology and equipment and has a structural design and learning spaces that are flexible and able to be reconfigured as needs change.

The Centre has been developed in partnership with key industry partners including Master Plumbers Association Tasmania, NECA Education and Careers and AMCA. A number of industry bodies and businesses provided sponsorship and in-kind support to the value of over \$550,000 for the Centre, ensuring that equipment is to the very latest standard.

## **AGRICULTURAL TRAINING CENTRE OF EXCELLENCE**



TasTAFE's \$6.5 million Agricultural Training Centre of Excellence (CoE) at Freer Farm, Burnie, was completed in June 2023.

The centre has been developed in consultation with an Industry Steering Committee and funding from the Tasmanian Government. It includes a contemporary farm-based learning centre, coupled with technology-rich farming equipment and an education plan to build industry-relevant skills for now and into the future.

On-site training will cover Certificate II, III and IV in Agriculture, dairy production, conservation



## RETHINKING INFRASTRUCTURE CONT'D

and ecosystem management and horticulture qualifications. A range of short courses including, quadbike, chainsaw, tractor and chem-cert training will also be delivered at the site.

### DRYSDALE HOBART UPGRADES

In 2023, TasTAFE's apprentice butchers began training in refurbished facilities following a \$500,000 Tasmanian Government funded upgrade at Drysdale Hobart. The redevelopment includes new, more modern equipment including a new smoker and cri-vac machine. This allows apprentices to learn the latest techniques.

Formerly based at the Hobart Showgrounds, having the Butchery team based at Drysdale will help further consolidate food-based industries into Drysdale Hobart to create a one-stop shop for training in southern Tasmania.

### BRICKLAYING AND PLASTERING REFURBISHMENT – CLARENCE

A refurbishment to the plastering and bricklaying training area at Clarence Campus has provided an improved training space and capacity to train more plasterers and bricklayers. Outcomes include additional space to deliver a Certificate IV course not previously offered; an installation of extraction for the plastering space, and an increase in space for both teams to cater for increased student numbers and courses run.

### HEALTH HUB

TasTAFE is in the planning stages to establish a Health Hub at Alanvale Campus thanks to a \$5 million investment from the Tasmanian Government. Its core focus will be on Community Services training in the areas of mental health, alcohol and other drugs, and youth work.

The co-designed programs will embrace the TasTAFE Learning Balance which will incorporate virtual classrooms, on-line, campus based, and workplace delivery modes, and highlight the importance of applied skills training through the training Hub.

The Hub has been designed to consider spaces that are reflective of a trauma informed approach to ensure the spaces promote safety, build trustworthiness, provide choice, build collaboration, and empower learners and staff.

The Hub will support a variety of learners including new, current and work-based learners wanting to upskill.

TasTAFE has been working in collaboration with key stakeholders in the Community Services Sector including Primary Health Tasmania; the Mental Health Council of Tasmania; Alcohol, Tobacco and Other Drugs Council; Drug Education Network; and the Tasmanian Council of Social Service (TASCOSS) to identify current and future workforce needs and training requirements.

### CYBER INNOVATION TRAINING HUB



In 2023, TasTAFE completed its \$3 million Cyber Security Operations Centre. The Centre is an Australian-Government funded initiative, with a co-contribution from TasTAFE. The state-of-the-art cyber security training facility is based at TasTAFE's Campbell Street Campus, Hobart, with virtual access provided across the state. The centre will provide training in preventing, detecting, analysing and responding to cyber security incidents.

## **DIGITAL STRATEGY**

With Reimagining TasTAFE driving a digital first approach to education and training and business operations, the 2023 – 2036 TasTAFE Digital Strategy was endorsed in March 2022. Progress on the strategy during 2022-23 includes:

- Progression of a new Student Management System (SMS).
- A draft Information Governance Framework has been completed and ready for endorsement and rollout.
- A Telephony Request for Tender (RFT) has been issued to allow TasTAFE to procure its own telephony devices.
- Streamlining a range of internal processes.

## **CYBER SECURITY**

A key focus for TasTAFE over the past financial year has been increased investment in cyber security strategies to mitigate the risk of any potential threats. This has included investigating leading protections to provide 24/7 threat detection and mitigation for key systems and pc fleet.

Initiatives have included deployment of a cloud-hosted platform to provide next generation anti-virus capabilities and comprehensive monitoring.





# GOVERNANCE & MANAGEMENT



# TASTAFE BOARD

During 2022-23, TasTAFE operated under the *TasTAFE (Skills and Business Training) Act 2021*. Under the Act TasTAFE can have a board consisting of 5-7 members appointed by the Minister for Skills, Training and Workforce Growth.

Under section 7 of the Act the Board is responsible for:

- ensuring the functions and powers of TasTAFE are performed and exercised in an appropriate manner.
- ensuring the business and affairs of TasTAFE are managed and conducted:
  - in accordance with sound business practice
  - in accordance with the statement of expectations
  - in a manner that achieves the objectives specified in TasTAFE's Corporate Plan
  - in a manner that is consistent with each applicable Ministerial direction;
- establishing the annual performance objectives for the TasTAFE CEO.

The Board is responsible to the Minister for meeting the expectations of the Tasmanian Government and performs this role by:

- clearly identifying and articulating TasTAFE's strategic direction through its Corporate Plan;
- identifying and addressing TasTAFE's principal risks;
- monitoring TasTAFE's conduct and performance through an integrated framework of controls;
- ensuring all of TasTAFE's business is conducted in an honest, open and ethical manner;
- recommending the appointment of, and monitoring the performance of, the Chief Executive Officer; and
- ensuring adequate succession planning is undertaken.

## Board Membership Changes

- On 8 December 2022, Kym Goodes resigned from the Board.
- On 31 March 2023, Lee Astheimer's term on the Board expired.

## BOARD MEMBERS



**TIM GARDNER**

### Chair

(Appointed to Board  
1 July 2021 – Present)

Tim has more than 30 years' experience in business leadership, management and strategic development with a focus on public infrastructure.

After undertaking various government roles early in his career, Tim joined his family's business, Stornoway, in 1998. Tim led the business as CEO and then Managing Director for 12 years before stepping into the role of Chair. Stornoway provides civil asset services nationally to all levels of government, as well as to a wide range of private sector clients.

Tim currently chairs the Board of Metro Tasmania.



## TASTAFE BOARD, CONT'D



**YVONNE RUNDLE**

**Chair, Audit and Risk Management Committee**

(Appointed to Board 12 November 2018 – Present)

Yvonne is passionate about the positive impact education has on the student, the

community and the state. Her passion for education was triggered with her appointment to the University of Tasmania Council in 2005 and her subsequent appointment as Deputy Chancellor in 2008 through to 2011.

Yvonne is a Fellow of Chartered Accountants Australia and New Zealand, the Australian Institute of Company Directors and the University of Tasmania. Yvonne is a former owner and director of a state-wide chartered accounting practice and has over 30 years of experience in public practice, consulting in areas such as succession planning, strategic planning, corporate governance, risk management, business and taxation advice.

Yvonne has experience in a range of board roles with her current roles including Non-Executive Director for Aurora Energy Pty Ltd, TT-Line Company Pty Ltd, Metro Tasmania Pty Ltd, Metro Coaches (Tas) Pty Ltd, and a number of private companies. Yvonne also chairs the Audit and Risk Committees for Aurora Energy Pty Ltd, TT-Line Company Pty Ltd, Metro Tasmania Pty Ltd and Department of Health.



**LEE ASTHEIMER**

**Chair, People Safety and Culture Committee**

(Appointed to Board 8 April 2020 – 31 March 2022)

Lee has a strong interest in the role vocational education plays in the spectrum of tertiary training and industry

capability in Australia. Lee has previously been a member of the Board of Melbourne Polytechnic TAFE (2016-2020), with a focus on education quality and academic governance.

Previously she was Deputy Vice-Chancellor Research at Deakin University (2009-16) where she managed the growth and development of Deakin's research portfolio, including research training, infrastructure, engagement with business and industry, and international research partnerships.

Lee has a BSc (Biology, Hons) from Lakehead University, Canada and a PhD in Ecology from the University of California, USA and has held research and academic positions at University of Washington in Seattle, USA, Rutgers University USA, the University of Tasmania and the University of Wollongong.



**NAOMI WALSH**

(Appointed to Board  
1 January 2021 – Present)

Naomi has a strong interest in workforce development, industry engagement and skills for the future with experience in industry sectors employing trainees and

apprentices. She believes that industry-relevant skills are critical for students to succeed in their careers.

Naomi has 30 years' experience in finance and commercial management roles including 13 years with a private company with operations in construction, manufacturing, tourism and hospitality sectors. In 2014, she was awarded the Telstra Business Women's Award, Tasmania Corporate sector, recognising her leadership in the Tasmanian construction industry.

Naomi's qualifications include Master of Business, Fellow Chartered Accountant, Graduate Australian Institute of Company Directors and alumni of the Tasmania Leaders program. She is deputy chair of the Chartered Accountants (CAANZ) Tasmanian regional council and Tasmanian representative on the CAANZ National Council.

Naomi is a non-executive director of Motor Accidents Insurance Board (Tas), Commissioner for Tasmanian Legal Aid, Tasmanian Development and Resources Board, Mental Health Council of Tasmania and Launceston Chamber of Commerce. She is Academic Lead Employability in the College of Business and Economics at the University of Tasmania.



**ANNA REID**

(Appointed to Board  
8 December 2021 – Present)

Anna joined the Board in January 2022 and is passionate about equity in education and the role education plays in providing the future leaders, creators and workforce of Tasmania.

Anna has over 20 years of marketing experience across a diverse set of industries and geographies. As an award-winning and experienced CMO, Anna specialises in brand and digital transformation that is customer led and commercially oriented.

Anna is a Director in EY's Consulting practice specialising in customer-led transformation and is focussed on the education sector. Prior to joining EY, Anna led the brand and digital transformation of the Sydney Opera House, winning awards globally and locally.

## TASTAFE BOARD, CONT'D



**KYM GOODES**

(Appointed to Board  
8 December 2021 –  
12 December 2022)

Kym, the principal of 3P, is a recognised leader and change maker. She has two decades of experience working in government and the not-for-profit sector in

social and economic public policy fields as diverse as education, employment, transport, energy, digital inclusion, health, housing, and human services.

She has worked across both the public and private sectors as an adviser specialising in public engagement and evidence-informed policy and program responses. As the previous CEO of TasCOSS, Kym was recognised for her work to challenge and change the systems, behaviours and attitudes that lead to inequality and disadvantage.

Kym is committed to ensuring all Tasmanians have access to the education and training they need to take up employment options. This is critical to ensuring the opportunity for Tasmanians to participate in the economic and social elements of life on our beautiful island.



**JOHN MADDOCK, AM**

(Appointed to Board  
8 December 2021 –  
Present)

John has extensive governance and senior executive leadership experience in the tertiary and adult education sectors, including serving in Chief

Executive Officer positions at Box Hill Institute Group, the Gordon Institute of TAFE and the CAE.

John currently serves as a non-executive director with Adult, Community and Further Education (ACFE) and is Chair Finance and member of its Audit and Risk Committee. He is also Chair of the Melbourne Central Basketball Association Board.

John's previous governance experience as a non-executive director within the education sector includes Victorian Curriculum & Assessment Authority (VCAA) and its Audit and Risk Committee, VTAC Board of Trustees, Deakin University Council and its Audit Risk Committee. John has also served on the Monash University Faculty of Education Board, Innovation and Business Skills Australia (IBSA), Australian Training Products and eCoach Boards and as a member of the Victoria Polytechnic Vice Chancellor's Advisory Committee at Victoria University. John is a Fellow of the Australian Institute of Company Directors.

John was awarded the Australia Sports Medal for volunteer services with the Sydney 2000 Olympics. In 2013, John was made a Member in the General Division of the Order of Australia for significant service to vocational education and training, and to the sport of basketball.

# COMMITTEES

The Board meets regularly and is supported by its Audit and Risk Management Committee and its People, Safety and Culture Committee.

## Audit and Risk Management Committee

The Audit and Risk Management Committee is appointed as part of the governance structure of TasTAFE and pursuant to the requirements of the TasTAFE (Skills and Training Business) Act 2021. The Auditor-General of Tasmania is the external auditor of TasTAFE. The committee is chaired by Yvonne Rundle with other members being Anna Reid and John Maddock.

The Audit and Risk Management Committee provides advice to the Board on the following:

1. Recommend to the Board for approval, the appointment of internal auditors and associated matters.
2. Oversee management's approach to risk identification and management including implementing risk-based internal and external audit programs.
3. Monitor auditors and management, and advise the Board of the results of that monitoring in relation to:
  - a) financial reporting processes
  - b) systems for internal control and management of risks
  - c) processes for monitoring of compliance with legislation and regulation, and internal controls
  - d) audit scopes, outcomes and actions
  - e) performance of auditors
4. Make recommendations to the Board as appropriate.

## Remuneration Committee

The Remuneration Committee provides the Board with an objective review and oversight of remuneration related policies, frameworks, and practices so that they:

- Align with TasTAFE's vision, culture and strategy.
- Comply with TasTAFE's performance and risk management framework.
- Comply with legal and regulatory requirements.
- Remain appropriate to changing market conditions.

The committee is chaired by Naomi Walsh with other members being Tim Gardner and Lee Astheimer.

The Committee oversees the implementation of the TasTAFE Remuneration Policy. The objectives of the policy include:

- Encouraging and maintaining behaviour that supports the performance of TasTAFE;
- Aligning remuneration with the vision, mission and values of TasTAFE;
- Developing the capability of leaders to manage performance to promote good outcomes for TasTAFE's learners and employees, and
- Being consistent with the strategic focus and Valuing Our People pillar of TasTAFE's Strategic Plan.

TasTAFE's policy adheres to the Department of State Growth's Guideline – TasTAFE Executive Remuneration Framework.

The TasTAFE Board will undertake a market scan of CEO and senior executive remuneration every 24 months to ensure that remuneration levels remain market and industry relevant.

Details of payments made to senior executives are contained in the 'remuneration of key management personnel' section of the Financial Statements.

	Board of Director Meetings	Audit and Risk Management Committee	Remuneration Committee
	13 Meetings Held	5 Meetings Held	3 Meetings Held
Tim Gardner	12	N/A	3
Yvonne Rundle*	10 (of 11)	5	N/A
Lee Astheimer	10 (of 11)	N/A	3
Naomi Walsh	12	N/A	3
Anna Reid	11	4	N/A
Kym Goodes	8 (of 8)	N/A	2 (of 2)
John Maddock AM	13	5	N/A

\* Yvonne Rundle was ineligible to attend two meetings due to a conflict of interest regarding an agenda item.



# EXECUTIVE TEAM



**GRANT DREHER**

**Chief Executive Officer**

Since joining TasTAFE in early 2021, Grant has overseen TasTAFE's transition out of Tasmania's state service to become a not-for-profit government business and led the development of a new

10 Year Strategic Plan which will provide a roadmap for the future of TasTAFE.

Prior to this, Grant spent more than 20 years in the Victorian TAFE sector, most recently, as Deputy Vice-Chancellor, Vocational Education and Pathways at Victoria University and Executive Director, Victoria Polytechnic.

He led the establishment of the renewed TAFE Division of VU, now known as VU Polytechnic, and the development of its multi-award winning blended and online learning model.

Grant is active in the national vocational education and training sector and is currently a board member of TAFE Directors Australia.

Grant is passionate about strategic planning and governance. His experience as a CEO, senior director, manager, coordinator, and teacher has shaped his commitment to developing the skills and knowledge for industry and enterprise, addressing the current and future skills needs to support a prosperous economy.



**SCOTT ADAMS**

**Chief Operating Officer**

Scott joined TasTAFE as Chief Financial Officer in March 2018 and became Chief Operating Officer on 1 July 2020. Scott is responsible for overseeing TasTAFE financial management, human resources,

facilities management, ICT, corporate governance, procurement, and Board secretariat. Prior to joining TasTAFE, Scott worked for the Tasmanian Health Service for four years as the Executive Director of Corporate Services covering facilities management, house services, ICT and procurement.

Prior to this, Scott was CEO of an IT consultancy company and was associated in various capacities with Aurora Energy. Scott held a number of Board positions for not for profit entities including the no interest loans scheme, Lady Gowrie Tasmania, and the Cancer Council of Tasmania. Scott is a Certified Practicing Accountant, holds a Bachelor of Commerce from UTAS, an MBA from Deakin University and is currently studying a Master in Public Administration with Flinders University.



**LYNDENE BOWEN**

**Director, Quality and Academic Services**

Lyndene is a champion of vocational education, having been involved in the sector for over 20 years. This long tenure has built Lyndene's extensive understanding of the

vocational education and training sector.

Throughout Lyndene's career she has been instrumental in the provision of quality learning and assessment to ensure students are skilled and job ready. Her dedication was evidenced with being awarded the Trevor Leo Medal. This medal is awarded to an individual or organisation who has made an outstanding contribution to vocational education and training in Tasmania over a sustained period. Lyndene currently leads TasTAFE's strategic approach to meeting the standards for registered training organisations and the provision of services to students both domestic and international.



**JIM BURDEN**

**Director, People Performance and Culture**

Jim has held key senior leadership positions in diverse community focussed service delivery organisations in Australia for over 20 years. Well

known and highly regarded for developing strong relationships, he leads with authenticity and a genuine commitment and passion for developing and mentoring others to create highly constructive, humanistic organisational cultures. Jim provides high level strategic leadership and direction for the design, development, and delivery of contemporary human resource functions and delivery practices for TasTAFE.

## EXECUTIVE TEAM, CONT'D



**BRENDAN HOLLAND**

**Director, Education  
Operations**

Brendan has extensive and diverse experience in vocational education and training having undertaken a range of roles with TasTAFE dating back to 2005, including teaching,

education management and other senior roles in human resources (HR), administration and campus development. He also has considerable leadership experience in senior roles in health and retail related to HR and operational management. Since 2015, Brendan's roles have had a strong operational focus within TasTAFE, working with delivery teams and administration functions, leaders and staff on matters such as recruitment, administrative support, productivity, business planning, product planning and HR related issues.

Brendan is passionate about growing the potential of those he works with and takes great enjoyment from watching them succeed and the contribution they make to TasTAFE.



**FIONA LE GASSICK**

**Director, Future  
Students and Industry**

Fiona has led a rich career across a number of organisations and sectors. Prior to joining TasTAFE she held director and management roles at Greater Shepparton

City Council, GOTAFE - one of the largest vocational education and training providers in regional Victoria, Berry Street Victoria and the Victorian Department of Human Services. Key areas of responsibility have included business and commercial development, stakeholder and community engagement, strategic marketing and communications, brand management, digital media and design, and customer service.



**HELEN LEESON**

**Director, Learning Design**

Helen joined TasTAFE in 2022, bringing her extensive experience in vocational education and training including teacher, director, and executive director positions with TAFE

Queensland. Her career has spanned strategic and operational leadership for a broad range of industry sectors, commercial projects, innovation design and development.

Helen has held positions as university lecturer, project leader and national president of AUSTAFE, steering leadership capability for TAFE managers across Australia. As Chief Academic Officer of the Australian Pacific Training Coalition, Helen led strategic academic direction and country-based education teams to design and implement quality delivery of programs across 9 Pacific Island countries. A highly experienced academic leader, Helen is focused on ensuring valuable education and training outcomes and viable innovative solutions now and for the future.



**COLLEEN GRASSO**

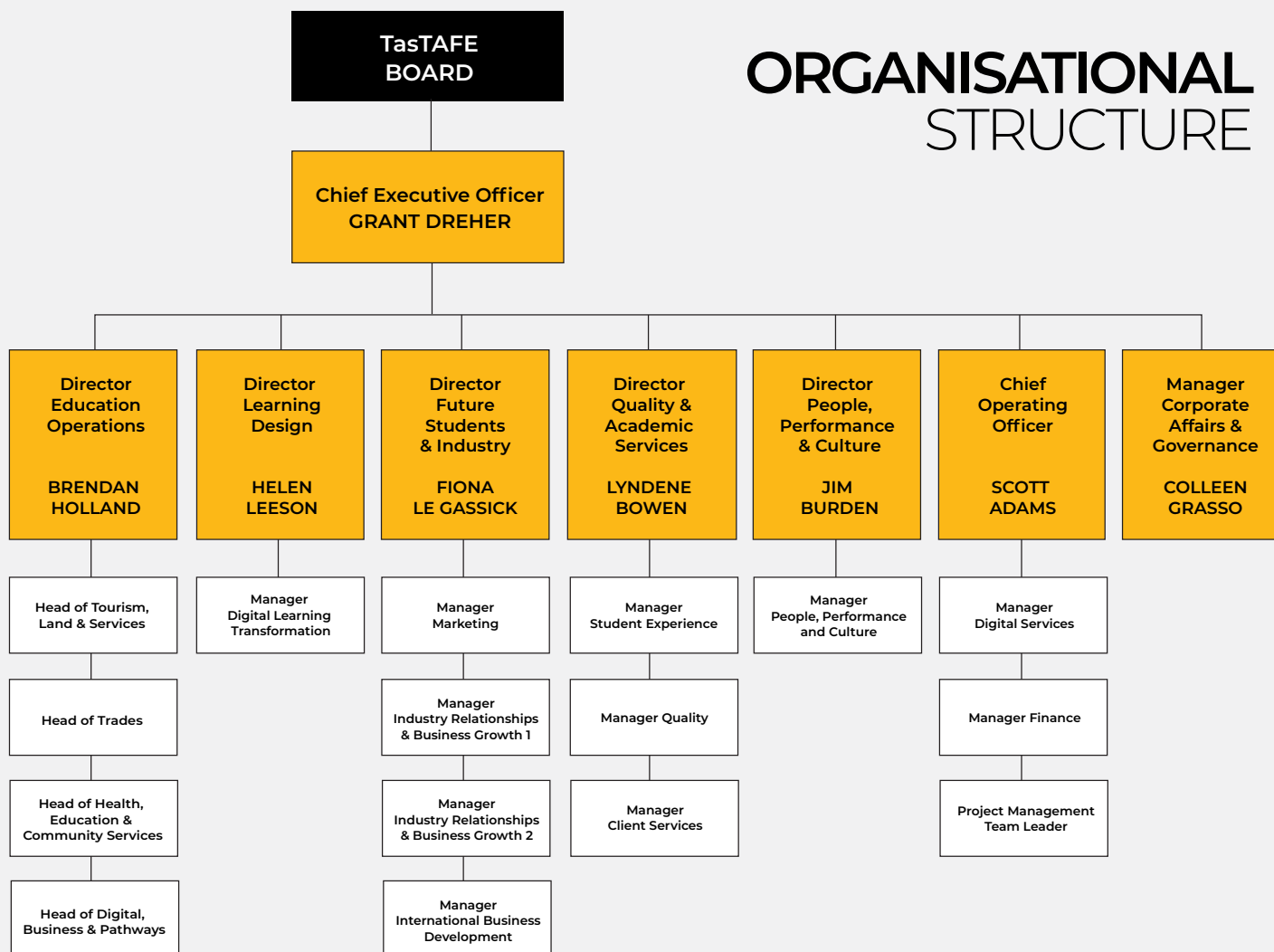
**Manager, Corporate Affairs and Governance**

Joining TasTAFE in late 2022, Colleen brings extensive experience in corporate governance across banking and public health sectors including leading teams and special projects.

Colleen has experience as an investigator into health complaints, with an emphasis on professional behaviour and ethics. Colleen is responsible for leading the team within the Office of the CEO, including risk functions and ministerial liaison and has reporting responsibilities to the Board of TasTAFE. Colleen has completed the Company Directors course and is a member of the Governance Institute of Australia.



# ORGANISATIONAL STRUCTURE



**LEGEND**  
Executive Committee Member

# CORPORATE PLAN

The *TasTAFE (Skills and Training Business) Act 2021* commenced on 1 July 2022. This legislation established TasTAFE as a not-for-profit government business. The Act enables a new business model to allow for the strategic and operational success of TasTAFE.

Under the Act, each year, the TasTAFE Board is to prepare a corporate plan in respect of a period of at least 3 years commencing on 1 July in that year. The draft corporate plan is to include an overview of:

- TasTAFE's objectives, policies and programs including strategies to achieve identified targets and measures of success,
- How TasTAFE will comply with the statement of expectations; and
- A summary of TasTAFE's financial plans for the period.

Further to this, TasTAFE needs to actively deliver on the Ministerial Priorities that provide strategic guidance for the Tasmanian training and workforce development system. Priorities are:

- Building stronger partnerships – participants in the VET system are committed to working together and co-investing to deliver outcomes for learners and employers.
- Modernising TasTAFE – TasTAFE is a future focussed and market aligned training provider that is responsive to the needs and expectations of Tasmanian learners, employers and industries.
- Invest in training for jobs – Workforce needs are identified and all partners, including industry, employers and learners are well positioned to adopt to future changes. Learners get the skills they need for jobs.

- Promoting opportunity and access – learners and employers can more easily navigate and benefit from the VET system. It is valued as a first-choice option for Tasmanian learners.

For 2022-23 TasTAFE did not have a Corporate Plan due to its transition to a not-for-profit Government business.

A Corporate Plan is currently being prepared for 2023-26. This will be the first Corporate Plan under TasTAFE's new governance arrangements. The TasTAFE Act guides matters to be considered in the Corporate Plan that includes a statement of TasTAFE's objectives, policies and programs and how they comply with the statement of expectations; a statement of TasTAFE's financial plans for the period; the major strategies to be used to achieve the objectives and give effect to the policies, programs and financial plans; and the targets to be met by TasTAFE in achieving its objectives, policies, programs and financial plan and the criteria for assessing the achievement of those targets.

# MINISTERIAL DIRECTIONS

No Ministerial directions have been issued to TasTAFE under Section 18 of the TasTAFE Act.

# MINISTERIAL EXPECTATIONS

This Statement of Expectations has been prepared by the Minister for Skills, Training and Workforce Growth (the Minister), following consultation with TasTAFE, in accordance with the TasTAFE (Skills and Training Business) Act 2021 (TasTAFE Act).

The Statement sets out the Minister's strategic objectives and policy expectations for the TasTAFE transition. It will be reviewed annually in consultation with the TasTAFE Board. The Tasmanian Government's objective is for TasTAFE to be a future-focused and market-aligned training provider that is responsive to the needs and expectations of Tasmanian learners, employers and industries. The Tasmanian Government has committed that TasTAFE will receive at least 80 per cent of the Tasmanian Government's recurrent skills funding. It is expected that TasTAFE will offer training that meets the skills needs of the Tasmanian economy, with a focus on high-quality training and completion in areas of industry and government priority.

In addition to the functions outlined in the TasTAFE Act, the Minister expects that, as Tasmania's only public provider of vocational education and training (VET), TasTAFE will:

MINISTERIAL EXPECTATIONS	
1. Deliver on the actions outlined in TasTAFE transition to a better training future.	
Vocational Education and Training Delivery	
Work with participants in Tasmania's workforce development system to identify changes to TasTAFE's scope of training to meet the skills needs of the Tasmanian economy and community, including for Tasmania's emerging industries.	Active Engagement – pg. 24-27
Double training capacity across trades such as plumbing, refrigeration and air conditioning and electrotechnology through the completed Water and Energy Trades Centre of Excellence.	At a glance – pg. 11 Apprenticeships and Traineeships – pg. 23
Finalise TasTAFE's 10-year Strategic Plan.	Reimagining TasTAFE - pg. 10
Continue work with the Department for Education, Children and Young People (DECYP) to increase the number of school students that pathway into TasTAFE.	MoUs – pg. 25 TasTAFE – UTAS Partnership - pg. 27
Expand training offering to the agricultural sector through the Agriculture Training Centre of Excellence.	Agriculture Training CoE – pg. 33
Increase access to TasTAFE for remote and regional Tasmanians through greater flexibility and alternative delivery models.	Learning Balance – pg. 14 TasTAFE Digital Strategy- pg. 15 Virtual Campus – pg. 15 Learner Experience – pg. 16-17
New and refurbished student accommodation.	Accommodation model currently being determined.
Work with industry and employers to identify preferred timetabling requirements for the delivery of training and develop a forward plan for progressively revising training delivery in accordance with identified requirements.	Industry Advisory Groups - pg. 24

<b>Workforce</b>	
Recruitment of 25 new teachers in areas of demand.	100 New Teachers – pg. 30
Develop a Workforce Strategy as an action under TasTAFE's 10-year Strategic Plan including a recruitment strategy for remaining 75 additional teachers.	Reimagining TasTAFE - pg. 10 100 New Teachers – pg. 30
<b>Infrastructure</b>	
Deliver TasTAFE's Strategic Asset Review.	Completed May 2022
Deliver TasTAFE's 10-year Digital Management Plan.	TasTAFE Digital Strategy- pg. 15 Rethinking Infrastructure – pg. 33
TasTAFE Virtual Campus rollout.	Virtual Campus – pg. 15
Pilot the Rural and Remote Partnership with Libraries Tasmania.	Project on hold
Agriculture Training Centre of Excellence open and training commences.	Agriculture Training CoE – pg. 33
Water and Energy Trades Centre of Excellence open and training commences.	WET CoE – pg. 33
Scope and plan for new Trade Training Simulation Centre - Burnie Campus.	To form part of 10-Year Capital & Investment Plan
Scope and plan for Trade Training Simulation Centre - Devonport Campus.	To form part of 10-Year Capital & Investment Plan
Expansion of Health Hub and training offerings at Alanvale.	Health Hub – pg. 34
<b>2. Realise the opportunity that the TasTAFE Act affords for greater autonomy over strategy, operations and workforce in line with government policy.</b>	
Finalise TasTAFE's 10-year Strategic Plan.	Reimagining TasTAFE - pg. 10
Develop a Workforce Strategy as an action under TasTAFE's 10-year Strategic Plan.	Reimagining TasTAFE - pg. 10
TasTAFE's Corporate Plan reflects its not-for-profit Government business model.	Corporate Plan – pg. 37
<b>3. Develop the capability to progressively enhance reporting and improve transparency and accountability for Government's investment in TasTAFE, including development of a robust reporting baseline.</b>	
Work with Skills Tasmania to identify performance measures to be progressively implemented.	Completed August 2023.
Develop a business case for systems upgrades to support reporting against identified new performance measures.	TasTAFE Digital Strategy - pg. 15



# DISCLOSURES & COMPLIANCE



## RIGHT TO INFORMATION

TasTAFE has implemented a policy, which subject to privacy and confidentiality provisions, facilitates all reasonable requests for information from students, staff and the general public without recourse to the *Right to Information Act 2009*.

TasTAFE may levy a charge for information provided that is subject to a Right to Information (RTI) request in accordance with the *Right to Information Act 2009*.

During the period 1 July, 2022 – 30 June, 2023, TasTAFE received two RTI requests with the information being requested released in full.

## PUBLIC INTEREST DISCLOSURES

TasTAFE has implemented a policy and procedural framework to encourage and facilitate the making of protected disclosures of improper conduct by TasTAFE's officers and employees.

TasTAFE's procedure provides protection and support for people who made a disclosure and establishes a system for matters to be investigated and, where necessary, corrective actions to be taken. A copy of TasTAFE's public interest disclosures procedures is available by phoning the Office of the CEO on 6232 7694 or emailing [rti.enquiries@tastafe.tas.edu.au](mailto:rti.enquiries@tastafe.tas.edu.au).

During the period 1 July, 2022 – 30 June, 2023:

1. There was one matter raised with TasTAFE under the *Public Interest Disclosures Act 2002* (the Act). This matter was investigated and assessed under the Act and found not to meet the definition and requirements of the Act to be deemed a public interest disclosure.
2. There were no matters referred to TasTAFE for investigation by the Ombudsman.
3. There were no matters referred to TasTAFE which the organisation declined to investigate.



# COMPLIANCE

The following table describes the information TasTAFE is required to include in its Annual Report, the legislation that requires this information be included, and the section of the Annual Report in which the information can be found:

What is required	To comply with	Where is this information in the annual report?
<b>Financial Statements</b>	Section 30 (a) of the <i>TasTAFE (Skills and Training Business) Act 2021</i> (STB Act)	Financial Report
<b>Auditor-general's report</b>	Section 30 (b) STB Act	Financial Report
<b>Directions from Minister</b>	Section 30 (c) STB Act	Ministerial Expectations
<b>Minister's policy expectations</b>	Section 30 (d) STB Act	Ministerial Expectations
<b>Summary of TasTAFE Corporate Plan</b>	Section 30 (e) STB Act	Corporate Plan
<b>Report on performance of TasTAFE</b>	Section 30 (f) STB Act	The Annual Report in its entirety
<b>Report on operation of TasTAFE</b>	Section 30 (g) STB Act	The Annual Report in its entirety
<b>Information relating to TasTAFE directors, TasTAFE CEO and TasTAFE staff</b>	Section 30 (h) STB Act	Governance and Management
<b>Any other information the Minister requires</b>	Section 30 (i) STB Act	The Annual Report in its entirety
<b>Any information the TasTAFE Board considers appropriate or necessary to properly inform the Minister and Parliament as to the performance and progress of TasTAFE</b>	Section 30 (j) STB Act	The Annual Report in its entirety
<b>Public Interest Disclosures Information</b>	Section 86 of the <i>Public Interest Disclosures Act 2002</i>	Disclosures and Compliance
<b>Right to Information Statistics</b>	Section 53 of the <i>Right to Information Act 2009</i>	Disclosures and Compliance
<b>Information on contracts awarded and procurement processes</b>	Purchasing and Property Treasurer's Instructions	Consultants and Contractors



# CONSULTANTS & CONTRACTORS

## SUPPORT FOR LOCAL BUSINESS

TasTAFE undertakes procurement in a manner that is consistent with the Government's Buy Local Policy, which provides Tasmanian businesses with opportunities to compete for business.

For the period 1 July 2022 to 30 June 2023:

**Summary of Participation by Local Businesses for contracts, tenders and/or quotation processes with a value of \$50,000 or over (ex GST)**

Total number of contracts awarded	22
Total number of contracts awarded to Tasmanian businesses <sup>1</sup>	13
Total Value of all contracts awarded <sup>2</sup>	\$13,369,886
Total Value of contracts awarded to Tasmanian businesses <sup>1</sup>	\$6,968,897
Total number of tenders called and/or quotation processes run	20
Number of bids and/or written quotations received	
• Total bids received	53
• Number from local Tasmanian businesses	31

1. A 'Tasmanian business' is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers.
2. Values do not include options to extend nor GST. Contract values may be estimates.





## CONSULTANTS & CONTRACTORS CONT'D

Contracts with a value of \$50,000 or over (ex GST) and excluding consultancy contracts.

Name of contractor	Location of contractor	Description of contract	Period of contract	Option to extend	Total value of contract <sup>2</sup>
Airmaster	Cambridge, Tasmania	Alanvale Campus - Residence 2 Mechanical	16/03/2023 to 31/12/2023	N/A	\$69,245
Ascot Commercial	Burnie, Tasmania	Supply of new furniture for the Learning Centre Building, Freer Farm, Burnie	14/12/2022 to 30/04/2023	N/A	\$74,784
Bestech	Dingley, Victoria	Electrotechnology training equipment – Testing Verification and Capstone	21/06/2023 to 31/07/2023	N/A	\$250,080
Bestech	Dingley, Victoria	Electrotechnology training equipment – Motor control	21/06/2023 to 31/07/2023	N/A	\$170,076
Harrison MacMillan Pty Ltd	Adelaide, South Australia	Teacher Recruitment Services	15/02/2023 to 31/12/2025	N/A	\$504,000
Hutchinson Builders	Hobart, Tasmania	Learning Hubs – Clarence Campus and A Block office accommodation refurbishment	20/02/2023 to 31/05/2023	N/A	\$2,189,416
Kaltura Europe Ltd*	London, UK	Media Hosting Software to host multimedia training delivery	10/08/2022 to 31/07/2025	N/A	\$0
Maricopa Council Community College District	Mesa, Arizona	Foundation Leadership Program	12/08/2022 to 30/10/2023	N/A	\$121,000
Nubco	Derwent Park, Tasmania	Supply of handheld and portable equipment and tools	21/03/2023 to 31/12/2025	N/A	\$350,000 Standing Offer Arrangement
Clennett's Mitre 10	Mornington, Tasmania				
Total Tools	Derwent Park, Tasmania				
Shell Energy Retail Pty Ltd	Brisbane, Queensland	Retail electricity supply services	1/01/2023 to 31/12/2026	N/A	\$5,043,379
Tascon Constructions Pty Ltd	Hobart, Tasmania	Drysdale Training Kitchen 3 Refurbishment - Butchery Relocation	10/10/2022 to 31/03/2023	N/A	\$418,288
Tascon Constructions Pty Ltd	Hobart, Tasmania	Cyber Security Operations Centre (SOC)	16/12/2022 to 30/04/2023	N/A	\$1,113,660
TCM	Moonah, Tasmania	Ventilation Upgrades – Clarence, Campbell St, Drysdale South	10/04/2023 to 30/12/2024	N/A	\$1,369,270
Te Pari Products	Epping, Victoria	Supply of One Cattle Crush (Automated) - Agriculture Training Centre of Excellence, Freer Farm	14/11/2022 to 31/12/2022	N/A	\$61,950

Name of contractor	Location of contractor	Description of contract	Period of contract	Option to extend	Total value of contract <sup>2</sup>
<b>Veolia Environmental Services (Australia) Pty Ltd</b>	Cambridge, Tasmania	Supply of Waste Removal and Disposal Services	1/10/2022 to 30/09/2025	1/10/2025 to 30/09/2027	\$772,510

\*Kaltura Europe Ltd - Pricing Confidentiality Clause Accepted and approved by the CEO (Accountable Authority) on 19/7/22 as per TI C1

#### Consultancy contracts with a value of \$50,000 or over (ex GST)

Name of contractor	Location of contractor	Description of contract	Period of contract	Option to extend	Total value of contract <sup>2</sup>
<b>DeltaPearl Partners</b>	Brisbane	North West Facilities Strategic Review	4/08/2022 to 16/09/2022	N/A	\$85,484
<b>Enterprise Marketing and Research Services Pty Ltd</b>	Hobart, Tasmania	SUPPLY OF Quality Indicator Data Collection and Report Services	24/02/2023 to 31/12/2025	1/01/2026 to 31/12/2026	\$335,684
<b>Ignite Project Services</b>	Hobart, Tasmania	Professional Services for the development of the Student Management System Business Case	15/08/2022 to 31/01/2023	N/A	\$198,540
<b>Nous Group</b>	Melbourne	Financial Modelling Services	16/12/2022 to 7/04/2023	N/A	\$165,000
<b>The 20</b>	Hobart, Tasmania	TasTAFE Brand Review	22/05/2023 to 15/08/2023	N/A	\$77,500

#### Contracts awarded as a result of a direct/limited submission sourcing process approved in accordance with Treasurer's Instruction PP-2

Name of contractor	Location of contractor	Description of contract	Period of contract	Option to extend	Total value of contract
<b>Ignite Project Services</b>	Hobart	Professional Services for the development of the Student Management System Business Case	15/08/2022 to 31/01/2023	N/A	\$198,540
<b>Maricopa Council Community College District</b>	Mesa, Arizona	Foundation Leadership Program	12/08/2022 to 30/10/2023	N/A	\$121,000
<b>Nous Group</b>	Melbourne	Financial Modelling Services	16/12/2022 to 7/04/2023	N/A	\$165,000
<b>Tascon Constructions Pty Ltd</b>	Hobart	Drysdale Training Kitchen 3 Refurbishment - Butchery Relocation	10/10/2022 to 31/03/2023	N/A	\$418,288

Contracts awarded as a result of a contract extension process approved in accordance with Treasurer's Instruction PP-6

Nil

Source: TasTAFE data

2. Values do not include options to extend nor GST. Contract values may be estimates.

# FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023



## FINANCIAL POSITION OVERVIEW

The financial performance of TasTAFE in the 2022-2023 financial year was again solid as the organisation completed its first year post the transition to a government owned not-for-profit business.

Revenue for the year was higher than budget and saw an increase from the prior year. This increase against budget was attributable to improved numbers from course revenues as well as higher funding catering for the higher costs in the current operating environment. The bulk of the higher revenues compared with the prior year relates to higher grant revenues, including funding attributable to future initiatives as well as transition costs as the organisation continues to change. While some of the costs have been utilised in the 2022-2023 financial year, the majority will likely be deployed in the latter years.

Expenditures were lower than budget overall (though higher than the prior financial year) which was largely attributable to staffing recruitment challenges in a difficult labour market as well as a delay in the development of project initiatives. The staffing budget included the continued funding from the Tasmanian Government's commitment of 100 additional teachers over the four-year period. Consistent with the prior year, recruitment of this commitment remained challenging in a tight labour market, though progress was made, it remains difficult to fully utilise the targeted funding. The higher expenditures (outside of staffing) compared with the prior year relate largely to costs on improving buildings and infrastructure.

The underlying net result (refer Note 2 in the Financial Statements), when excluding capital grants, is a gain of \$2.9 million, representing an improvement from the prior year (though noting this result included the staffing budget commitment not fully utilised as per above).

The financial position for TasTAFE improved over the previous financial year with net assets increasing by \$44 million (net asset sitting at \$314.1 million). The significant contributor to this increase relates to the revaluation of Land and Buildings which were adopted by TasTAFE and reflected by the corresponding increase in the Asset Revaluation Reserve. In consideration of the financial position compared with budget, the net assets were higher due to both the revaluation of assets as well as higher cash assets (reflecting the delay in deploying these grant commitments which were not expected in the preparation of the budget).

TasTAFE's cash balance as at 30 June 2023 was \$52.9 million, representing a \$7.3 million increase on the prior year. This cash balance is made up largely of capital grants for committed projects and transitional funding that will be expended over the coming years. The remaining funds held by TasTAFE provide capacity for the organisation to contribute funding towards key internal projects as well as a reasonable financial buffer for the future.

During the year, TasTAFE was able to continue the development of significant projects, including the Water and Energy Trades Centre of Excellence at Clarence and the Agricultural Training Centre of Excellence at Freer Farm, Burnie. Both these projects were finished in the first quarter of the 2023-2024 financial year and pleasingly, are operational for training. Overall, \$20.5 million was expended on capital projects in 2022-2023. Significant project commitments remaining include the redevelopment of taypani Learner Hubs, the expansion of the Alanvale Health Hub, and the progression of the Virtual Campus which are in various phases of progress.



FOR YEAR ENDED 30 JUNE 2023

### Statement of Comprehensive Income

	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
<b>Income from continuing operations</b>				
Grants/Deed of Purchasing Agreement	3.1	112,277	114,281	89,164
Capital grants	3.2	12,250	12,250	24,550
Sales of goods and services	3.3	25,151	27,000	24,302
Interest received	1.1	29	1,275	190
Other revenue	3.4	1,000	1,613	1,318
<b>Total revenue from continuing operations</b>		<b>150,707</b>	<b>156,419</b>	<b>139,524</b>
Net gain/(loss) on non-financial assets	4.1	-	(19)	2
Net gain/(loss) on financial instruments and statutory receivables/payables	4.2	-	(487)	105
<b>Total income from continuing operations</b>		<b>150,707</b>	<b>155,913</b>	<b>139,631</b>
<b>Expenses from continuing operations</b>				
Employee benefits	5.1	91,907	88,765	81,794
Depreciation and amortisation	5.2	11,415	10,780	9,774
Supplies and consumables	1.1, 5.3	43,482	37,173	28,800
Grants, concessions and subsidies	5.4	2,000	2,510	2,757
Finance costs	5.5	-	11	12
Other expenses	5.6	1,000	1,537	1,100
<b>Total expenses from continuing operations</b>		<b>149,804</b>	<b>140,776</b>	<b>124,237</b>
<b>Net result from continuing operations</b>		<b>903</b>	<b>15,137</b>	<b>15,394</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to net result in subsequent periods</b>				
Changes in asset revaluation reserve	1.1, 9	-	28,413	24,399
<b>Total other comprehensive income</b>		<b>-</b>	<b>28,413</b>	<b>24,399</b>
<b>Comprehensive result</b>		<b>903</b>	<b>43,550</b>	<b>39,793</b>

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.  
Budget information refers to the Tasmanian Government's original estimates and has not been subject to audit.  
Explanations of material variances between budget and actual outcomes are provided in note 1 of the accompanying notes.

AS AT 30 JUNE 2023

### Statement of Financial Position

	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
<b>Assets</b>				
Current assets				
Cash	1.2, 10.1	25,146	52,941	45,606
Receivables	1.2, 6.1	4,829	3,542	3,238
Contract assets	6.2	889	1,062	2,266
Other current assets	6.3	815	1,288	705
<b>Total current assets</b>		<b>31,679</b>	<b>58,833</b>	<b>51,815</b>
Non-current assets				
Property, plant and equipment	1.2, 6.4	232,887	281,446	243,481
Right-of-use assets	6.5	-	259	282
Intangible assets	6.6	-	931	2,184
<b>Total non-current assets</b>		<b>232,887</b>	<b>282,636</b>	<b>245,947</b>
<b>Total assets</b>		<b>264,566</b>	<b>341,469</b>	<b>297,762</b>
<b>Liabilities</b>				
Current liabilities				
Payables	1.2, 7.1	1,368	2,445	2,387
Contract liabilities	7.2	3,000	3,567	4,236
Employee benefits	7.3	8,653	9,088	7,917
Lease liabilities	7.5	-	45	46
Other current liabilities	7.6	-	70	63
<b>Total current liabilities</b>		<b>13,021</b>	<b>15,215</b>	<b>14,649</b>
Non-current liabilities				
Employee benefits	7.3	13,000	11,752	12,138
Lease liabilities	7.5	-	232	251
Other non-current liabilities	7.6	-	139	143
<b>Total non-current liabilities</b>		<b>13,000</b>	<b>12,123</b>	<b>12,532</b>
<b>Total Liabilities</b>		<b>26,021</b>	<b>27,338</b>	<b>27,181</b>
<b>Net assets</b>		<b>238,545</b>	<b>314,131</b>	<b>270,581</b>
<b>Equity</b>				
Contributed capital		224,589	224,589	224,589
Asset revaluation reserve	1.2, 9	91,763	144,575	116,162
Accumulated funds/(deficit)		(77,807)	(55,033)	(70,170)
<b>Total Equity</b>		<b>238,545</b>	<b>314,131</b>	<b>270,581</b>

This Statement of Financial Position should be read in conjunction with the accompanying notes.  
Budget information refers to the Tasmanian Government's original estimates and has not been subject to audit.  
Explanations of material variances between budget and actual outcomes are provided in note 1 of the accompanying notes.

FOR YEAR ENDED 30 JUNE 2023

### Statement of Cash Flows

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
<b>Cash flows from operating activities</b>				
<b>Cash inflows</b>				
Grants/Deed of Purchasing Agreement		112,277	113,759	89,334
Sales of goods and services		23,651	25,415	20,815
GST receipts		5,988	5,485	4,083
Other cash receipts		1,000	1,071	1,351
<b>Total cash inflows</b>		<b>142,916</b>	<b>145,730</b>	<b>115,583</b>
<b>Cash outflows</b>				
Employee benefits		(92,362)	(87,980)	(83,314)
GST payments		(5,870)	(5,669)	(4,295)
Supplies and consumables	1.3	(42,832)	(35,474)	(30,185)
Grants		-	(743)	(643)
Finance costs		-	(11)	(12)
Other cash payments		(1,000)	(1,534)	(1,121)
<b>Total cash outflows</b>		<b>(142,064)</b>	<b>(131,411)</b>	<b>(119,570)</b>
<b>Net cash from/ (used by) operating activities</b>	10.2	<b>852</b>	<b>14,319</b>	<b>(3,987)</b>
<b>Cash flows from investing activities</b>				
<b>Cash inflows</b>				
Proceeds from the sale of non-financial assets		-	24	6,387
Interest received	1.3	29	1,313	157
Receipts from non-operational capital funding		12,250	12,250	24,550
<b>Total cash inflows</b>		<b>12,279</b>	<b>13,587</b>	<b>31,094</b>
<b>Cash outflows</b>				
Payments for acquisition of non-financial assets	1.3	(24,550)	(20,520)	(7,489)
<b>Total cash outflows</b>		<b>(24,550)</b>	<b>(20,520)</b>	<b>(7,489)</b>
<b>Net cash from/ (used by) investing activities</b>		<b>(12,271)</b>	<b>(6,933)</b>	<b>23,605</b>
<b>Cash flows from financing activities</b>				
<b>Cash outflows</b>				
Repayment of borrowings		-	-	(5,000)
Repayment of lease liabilities (excluding interest)		-	(51)	(53)
<b>Total cash outflows</b>		<b>-</b>	<b>(51)</b>	<b>(5,053)</b>
<b>Net cash from/ (used by) financing activities</b>		<b>-</b>	<b>(51)</b>	<b>(5,053)</b>
<b>Net increase (decrease) in cash and cash equivalents held</b>		<b>(11,419)</b>	<b>7,335</b>	<b>14,565</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>36,565</b>	<b>45,606</b>	<b>31,041</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>25,146</b>	<b>52,941</b>	<b>45,606</b>

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to the Tasmanian Government's original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in note 1 of the accompanying notes.

FOR YEAR ENDED 30 JUNE 2023

**Statement of Changes in Equity**

	Notes	Contributed Capital \$'000	Reserves \$'000	Accumulated Funds/(Deficit) \$'000	Total Equity \$'000
<b>Balance as at 30 June 2022</b>		<b>224,589</b>	<b>116,162</b>	<b>(70,170)</b>	<b>270,581</b>
Net result from continuing operations		-	-	15,137	15,137
<b>Other comprehensive income</b>					
Changes in asset revaluation reserve	9	-	28,413	-	28,413
Total comprehensive result		-	28,413	15,137	43,550
<b>Balance as at 30 June 2023</b>		<b>224,589</b>	<b>144,575</b>	<b>(55,033)</b>	<b>314,131</b>

	Notes	Contributed Capital \$'000	Reserves \$'000	Accumulated Funds/(Deficit) \$'000	Total Equity \$'000
<b>Balance as at 30 June 2021</b>		<b>224,589</b>	<b>91,763</b>	<b>(85,564)</b>	<b>230,788</b>
Net result from continuing operations		-	-	15,394	15,394
<b>Other comprehensive income</b>					
Changes in asset revaluation reserve	9	-	24,399	-	24,399
Total comprehensive result		-	24,399	15,394	39,793
<b>Balance as at 30 June 2022</b>		<b>224,589</b>	<b>116,162</b>	<b>(70,170)</b>	<b>270,581</b>

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



FOR YEAR ENDED 30 JUNE 2023

## Note 1. Explanation of Material Variances between Budget and Actual Outcomes

### 1.1 Statement of Comprehensive Income

	Notes	Budget	2023 Actual \$'000	2022 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Interest Received	1	29	1,275	190	1,246	1,085
Supplies and consumables	2	43,482	37,173	28,800	6,309	(8,373)
Changes in asset revaluation reserve	3	-	28,413	24,399	28,413	4,014

The following are brief explanations of material variances between budget estimates and actual outcomes. Budget information refers to original estimates as disclosed in the 2022-23 Budget Papers and is not subject to audit. Variances are considered material where the variance exceeds 10 per cent of Budget estimate and \$1.000M.

#### Notes to Statement of Comprehensive Income variances:

1. The variance is due to delays in capital works and increase in interest rates over the financial year not expected at the time of preparing the budget.
2. The variance is due to delays in expenditure associated with the development of the virtual campus and implementation of the remote access project in partnership with Libraries Tasmania.
3. Changes in asset revaluation reserve associated with Consumer Price Index (CPI) increases on revalued TasTAFE land and buildings as provided by the Office of the Valuer-General and adopted by the Board.

### 1.2 Statement of Financial Position

	Notes	Budget	2023 Actual \$'000	2022 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Cash	1	25,146	52,941	45,606	27,795	7,335
Receivables	2	4,829	3,542	3,238	(1,287)	304
Property, plant and equipment	3	232,887	281,446	243,481	48,559	37,965
Payables	4	1,368	2,445	2,387	(1,077)	(58)
Asset revaluation reserve	5	91,763	144,575	116,162	52,812	28,413

Budget estimates for the 2022-23 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2021-22. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2022-23. The following variance analysis therefore includes major movements between the 30 June 2022 and 30 June 2023 actual balances. Variances are considered material where the variance exceeds 10 per cent of Budget estimate and \$1.000M.

#### Notes to the Statement of Financial Position Variances:

1. The increase in cash can be attributed to delays in major capital projects not expected at the time of preparing the budgets.
2. Receivables have decreased due to reduction in student numbers paying fees as a result of Fee Free TAFE.
3. The increase in property, plant and equipment is due to CPI increases associated with TasTAFE land and building assets provided by the Office of the Valuer-General and adopted by the Board.
4. Payables have increased for outstanding suppliers associated with capital works projects.
5. Changes in property revaluation reserve associated with CPI increases on revalued TasTAFE land and buildings as provided by the Office of the Valuer-General and adopted by the Board.

FOR YEAR ENDED 30 JUNE 2023

## 1.3 Statement of Cash Flows

	Notes	Budget	2023 Actual \$'000	2022 Actual \$'000	Budget Variance \$'000	Actual Variance \$'000
Supplies and consumables	1	(42,832)	(35,474)	(30,185)	7,358	(5,289)
Interest received	2	29	1,313	157	1,284	1,156
Payments for acquisition of non-financial assets	3	(24,550)	(20,520)	(7,489)	4,030	(13,031)

The following are brief explanations of material variances between budget estimates and actual outcomes. Budget information refers to original estimates as disclosed in the 2022-23 Budget Papers and is not subject to audit. Variances are considered material where the variance exceeds 10 per cent of Budget estimate and \$1.000M.

### Notes to the Statement of Cash Flows variances:

1. The variance is due to delays in expenditure associated with the development of the virtual campus and implementation of the remote access project in partnership with Libraries Tasmania.
2. The variance is due to delays in capital works expenditure resulting in larger cash balance held combined with an increase in interest rates over the financial year not expected at the time of preparing the budget.
3. The decrease in payments for acquisition of non-financial assets can be attributed to delays in the major capital projects.

## Note 2. Underlying Net Result from Continuing Operations

Non-operational capital funding is the income from continuing operations relating to funding for capital projects. This is classified as revenue from continuing operations and included in the net result from continuing operations. However, the corresponding capital expenditure is not included in the net result from continuing operations as this goes to the statement of financial position. Accordingly, the net result from continuing operations will portray a position that is better than the true underlying financial result.

For this reason, the net result from continuing operations is adjusted to remove the effects of funding for capital projects.

	2023 \$'000	2022 \$'000
<b>Net result from continuing operations</b>	<b>15,137</b>	<b>15,394</b>
<b>Less:</b>		
<b>Net impact of non-operational funding</b>		
Water and Energy Trades Centre of Excellence	(5,000)	(7,000)
TasTAFE Facility Upgrades Fund	(7,250)	(9,378)
Regional TAFE Virtual Campus *	-	(2,000)
TasTAFE and Libraries Tasmania Partnership *	-	(2,000)
Critical IT/Infrastructure Investment – Skills Tasmania	-	(1,549)
<b>Underlying net result from continuing operations</b>	<b>2,887</b>	<b>(6,533)</b>

\* For the year ended 30th June 2023, a review of these grants determined that the income received for that year was more likely to be used for operational activities than used to acquire/construct a recognisable non-financial asset.

FOR YEAR ENDED 30 JUNE 2023

### Note 3: Income

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer as defined by AASB 15.

#### 3.1 Grants/Deed of Purchasing Agreement

Grants revenue, where there is a sufficiently specific performance obligation attached, is recognised when TasTAFE satisfies the performance obligation and transfers the promised goods or services. Grants revenue without a sufficiently specific performance obligation are recognised when TasTAFE gains control of the asset (typically cash). The Deed of Purchasing Agreement with Skills Tasmania is the funding mechanism to support TasTAFE to achieve its functions under the *TasTAFE (Skills and Training Business) Act 2021*. Other grants received from Skills Tasmania are for fixed-term commitments administered through additional agreements under the direction of the Minister for Skills, Training and Workforce Growth.

	2023 \$'000	2022 \$'000
<b>Grants from Government</b>		
<b>Grants with sufficiently specific performance obligations</b>		
Destination Australia Scholarships	133	92
Renewable Energy Pathways - Department of State Growth (Skills Tasmania)	38	224
Tasmanian Infrastructure Sector Grant	43	63
Learning Technology Resource Development - Agriculture	145	68
26Ten Program	50	149
Service Level Agreement - Department of Justice	518	508
Energising Tasmania - TasTAFE Industry Trainers Project	146	2
Workplace Language, Literacy, Numeracy, and Digital (LLND) Skills Builder Project (Stage 1)	-	40
Cyber Security Skills Infrastructure	1,191	10
Horticulture Supervisor Skills Development	110	-
Energising Tasmania - Vocational Advanced Manufacturing Awareness Program (VAMAP)	57	-
<b>Total Grants with sufficiently specific performance obligations</b>	<b>2,431</b>	<b>1,156</b>
<b>Grants without sufficiently specific performance obligations</b>		
Deed of Purchasing Agreement – Skills Tasmania	84,321	82,507
Skilled Workforce to Meet Industry Demand – Skills Tasmania	-	1,000
TasTAFE Transition Fund	3,800	200
Regional TAFE Virtual Campus *	8,000	-
TasTAFE and Libraries Tasmania Partnership *	2,000	-
COVID-19 Infrastructure Improvements - Ventilation	3,000	-
100 Additional TasTAFE Teachers	7,500	3,800
Skill Up! - more options for IT and digital skills	500	500
Support to students for additional TasTAFE Teachers	2,043	-
Adult Learning Strategy - TasTAFE Initiatives	100	-
Fee Free TAFE Campaign	90	-
Student Management System Business Case	458	-
Other	38	1
<b>Total Grants without sufficiently specific performance obligations</b>	<b>111,850</b>	<b>88,008</b>
<b>Total</b>	<b>114,281</b>	<b>89,164</b>

\* For the year ended 30th June 2023, a review of these grants determined that the income received for that year was more likely to be used for operational activities than used to acquire/construct a recognisable non-financial asset.

FOR YEAR ENDED 30 JUNE 2023

### 3.2 Capital Grants

Grants to acquire/construct a recognisable non-financial asset to be controlled by TasTAFE with sufficiently specific performance obligations are recognised when TasTAFE satisfies its obligations under the transfer. Grants revenue without a sufficiently specific performance obligation are recognised when TasTAFE gains control of the asset (typically cash).

	2023 \$'000	2022 \$'000
<b>Capital Grants from the Tasmanian Government</b>		
<b>Capital grants without sufficiently specific performance obligations</b>		
Water and Energy Trades Centre of Excellence	5,000	7,000
TasTAFE Facility Upgrades Fund	7,250	10,250
Regional TAFE Virtual Campus *	-	2,000
TasTAFE and Libraries Tasmania Partnership *	-	2,000
Public building maintenance - Department of Treasury and Finance	-	300
Critical IT/Infrastructure Investment – Skills Tasmania	-	3,000
<b>Total</b>	<b>12,250</b>	<b>24,550</b>

\* For the year ended 30th June 2023, a review of these grants determined that the income received for that year was more likely to be used for operational activities than used to acquire/construct a recognisable non-financial asset.

### 3.3 Sales of goods and services

Revenue from Sales of goods are recognised when TasTAFE satisfies a performance obligation by transferring the goods to the customer. Revenue from the provision of services is recognised when TasTAFE satisfies its performance obligation by transferring the promised services. TasTAFE typically satisfies its performance obligations when it provides vocational education and training. TasTAFE recognises revenue associated with performance obligations using the output method.

	2023 \$'000	2022 \$'000
Training related sales	4,426	4,666
Australian Government Contracts	5,176	4,466
State Government Contracts	3,122	1,841
Overseas student fees	3,365	2,541
Student fees and charges	10,818	10,723
Other sales of goods and services	93	65
<b>Total</b>	<b>27,000</b>	<b>24,302</b>

### 3.4 Other revenue

Revenue from other sources, is recognised as revenue when TasTAFE obtains control over the assets.

	2023 \$'000	2022 \$'000
Workers' compensation and other salary reimbursements	627	809
Rent received	524	454
Assets received for no consideration	436	-
Miscellaneous recoveries	26	55
<b>Total</b>	<b>1,613</b>	<b>1,318</b>



FOR YEAR ENDED 30 JUNE 2023

## **Note 4: Net Gains/(Losses)**

### **4.1 Net gain/(loss) on non-financial assets**

Gains or losses from the sale of non-financial assets are recognised when control of the assets has passed to the buyer. A gain or loss on a non-financial asset can also arise when an asset has been reclassified as held for sale.

#### **Key Judgement**

All non-financial assets are assessed to determine whether any impairment exists, with impairment losses recognised in the Statement of Comprehensive Income. Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use. TasTAFE's assets are not used for the purpose of generating cash flows; therefore, their recoverable amount is expected to be materially the same as fair value, as determined under AASB 13 *Fair Value Measurement*.

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Net gain/(loss) on disposal of plant and equipment	(19)	2
<b>Total</b>	<b>(19)</b>	<b>2</b>

### **4.2 Net gain/(loss) on financial instruments and receivables/payables**

Financial assets are impaired under the expected credit loss approach required under AASB 9 *Financial Instruments*. The expected credit loss is recognised for all debt instruments not held at fair value through profit or loss.

#### **Key Judgement**

An impairment loss using the expected credit loss method for all trade debtors uses a lifetime expected loss allowance. The expected loss rates are based upon historical observed loss rates that are adjusted to reflect forward looking macroeconomic factors.

	<b>Notes</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Impairment of receivables	6.1	(487)	105
<b>Total net gain/(loss) on financial instruments</b>		<b>(487)</b>	<b>105</b>

For ageing analysis of the financial assets past due but not impaired, refer to note 11.1.

## **Note 5: Expenses**

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in a net asset or an increase of a liability has arisen that can be measured reliably.

### **5.1 Employee benefits**

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and other post-employment benefits.

<b>Employee Expenses</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Wages and salaries	64,862	59,755
Termination payments	408	207
Annual leave payments	8,131	7,501
Long service leave payments	2,344	2,213
Sick leave payments	2,603	2,490
Superannuation – defined benefit scheme	730	846
Superannuation – defined contribution scheme	9,687	8,782
<b>Total</b>	<b>88,765</b>	<b>81,794</b>

**FOR YEAR ENDED 30 JUNE 2023**

Superannuation expenses relating to defined benefits schemes are payments into the Consolidated Fund. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution is 12.95 per cent (2022: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 10.50 per cent (2022: 10.00 per cent) of salary. In addition, TasTAFE is also required to pay into the Consolidated Fund a “gap” payment equivalent to 3.45 per cent (2022: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

**Remuneration of key management personnel**

2023	Short-term benefits		Long-term benefits		Termination Benefits	Total
	Salary	Other Benefits	Superannuation	Other Benefits including Long Service and Recreation Leave		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Executives</b>						
Dreher, Grant, Chief Executive Officer	321	19	34	(10)	-	364
Adams, Scott, Chief Operating Officer	208	19	22	14	-	263
Meredith-Sotiris, Kerry, Executive Director, Students and Education, departure date 31 July 2022	23	2	2	(101)	295	221
Bowen, Lyndene, Executive Director, Quality and Academic Services	166	18	17	27	-	228
Burden, Jim, Executive Director, People Performance and Culture, appointment date 31 October 2022	116	12	12	6	-	146
Grasso, Colleen, Manager, Corporate Affairs and Governance, appointment date 1 September 2022	122	15	13	7	-	157
Holland, Brendan, Executive Director, Education Operations	175	18	18	16	-	227
Le Gassick, Fiona, Executive Director, Future Students and Industry; Acting Chief Operating Officer from 19 June 2023	167	18	18	5	-	208
Leeson, Helen, Executive Director, Learning Design	167	18	18	12	-	215
<b>Total Remuneration for Executives</b>	<b>1,465</b>	<b>139</b>	<b>154</b>	<b>(24)</b>	<b>295</b>	<b>2,029</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

	Short-term benefits		Long-term benefits			
2023	Salary	Other Benefits	Superannuation	Other Benefits including Long Service and Recreation Leave	Termination Benefits	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non-Executive Directors</b>						
Gardner, Timothy, Chair of TasTAFE Board	54	-	6	-	-	60
Astheimer, Lee, Board Director, departure date 31 March 2023	24	-	2	-	-	26
Goodes, Kym, Board Director, departure date 12 December 2022	15	-	2	-	-	17
Maddock, John, Board Director	30	-	3	-	-	33
Rundle, Yvonne, Board Director	30	-	3	-	-	33
Reid, Anna, Board Director	30	-	3	-	-	33
Walsh, Naomi, Board Director	30	-	3	-	-	33
<b>Total Remuneration for Non-Executive Directors</b>	<b>213</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>235</b>
<b>Total</b>	<b>1,678</b>	<b>139</b>	<b>176</b>	<b>(24)</b>	<b>295</b>	<b>2,264</b>

	Short-term benefits		Long-term benefits			
2022	Salary	Other Benefits	Superannuation	Other Benefits including Long Service and Recreation Leave	Termination Benefits	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Executives</b>						
Dreher, Grant, Chief Executive Officer	325	19	32	22	-	398
Adams, Scott, Chief Operating Officer	203	19	20	(3)	-	239
Meredith-Sotiris, Kerry, Executive Director Students and Education	200	19	20	22	-	261
<b>Total Remuneration for Executives</b>	<b>728</b>	<b>57</b>	<b>72</b>	<b>41</b>	<b>-</b>	<b>898</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

	Short-term benefits		Long-term benefits			
2022	Salary	Other Benefits	Superannuation	Other Benefits including Long Service and Recreation Leave	Termination Benefits	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non-Executive Directors</b>						
Blake, Mike, Chairperson TasTAFE Board, departure date 30 November 2021	21	-	2	-	-	23
Gardner, Timothy, Chairperson TasTAFE Board, appointment date to the board 1 July 2021 and became Chair of the Board on 1 December 2021	38	-	4	-	-	42
Astheimer, Lee, Board Director	27	-	3	-	-	30
Goodes, Kym, Board Director appointment date 8 December 2021	15	-	1	-	-	16
Mostogl, Ray, Board Director, departure date 31 December 2021	14	-	1	-	-	15
Maddock, John, Board Director, appointment date 8 December 2021	15	-	1	-	-	16
Rundle, Yvonne, Board Director	27	-	3	-	-	30
Reid, Anna, Board Director, appointment date 8 December 2021	15	-	1	-	-	16
Walsh, Naomi, Board Director	27	-	3	-	-	30
<b>Total Remuneration for Non-Executive Directors</b>	<b>199</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>218</b>
<b>Total</b>	<b>927</b>	<b>57</b>	<b>91</b>	<b>41</b>	<b>-</b>	<b>1,116</b>

Note: Other benefits includes motor vehicles and car parking

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Authority, directly or indirectly.

Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle, parking and other non-monetary benefits. Long-term employee expenses include long service leave, superannuation obligations and termination payments.

TasTAFE Directors are entitled to be paid such remuneration and allowances as the Minister for Skills Training and Workforce Growth determines. The Department of Premier and Cabinet advises TasTAFE of the Directors' entitlement.

### Related party transactions

There are no material related party transactions with Key Management Personnel (KMP) (including Directors, Executives and Cabinet Ministers) or their Close Family Members (CFM) or entities that are controlled or jointly controlled by KMP or their CFM, during either 2022-23 or 2021-22.

FOR YEAR ENDED 30 JUNE 2023

## 5.2 Depreciation and amortisation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential. Land, being an asset with an unlimited useful life, is not depreciated. Heritage assets are also not depreciated as it is considered that their value does not diminish.

The depreciable amount of improvements to or on leaseholds is allocated progressively over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is reasonably certain.

### Key estimate and judgement

Depreciation is provided for on a straight-line basis, using rates which are reviewed annually.

All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by TasTAFE.

Amortisation of Leasehold improvements is provided on a straight-line basis over the term of the lease.

#### a) Depreciation

	Major depreciation period	2023 \$'000	2022 \$'000
Buildings	50 years	9,743	8,768
Plant and equipment	3 - 20 years	533	498
Right-of-use assets	2 - 10 years	54	59
Leasehold improvements	10 years	188	187
<b>Total Depreciation</b>		<b>10,518</b>	<b>9,512</b>

#### b) Amortisation

	Major amortisation rate	2023 \$'000	2022 \$'000
Software - Student Information Management System	10.0 per cent	262	262
<b>Total Amortisation</b>		<b>262</b>	<b>262</b>
<b>Total Depreciation and Amortisation</b>		<b>10,780</b>	<b>9,774</b>



FOR YEAR ENDED 30 JUNE 2023

### 5.3 Supplies and consumables

	2023 \$'000	2022 \$'000
Advertising and promotion	877	675
Audit fees – external financial audit	63	61
Audit fees – internal and other	59	54
Communications	497	579
Consultants	1,105	662
Contractors - non-capitalised refurbishment	3,686	-
Contractors - other	1,370	1,050
Contractors – Government Education and Training International (GETI)	1,272	1,087
Shared Services contribution *	3,218	3,109
Information Technology ^	6,279	5,849
Maintenance	3,928	2,923
Materials and Supplies	4,895	4,622
Energy - Electrical Energy and Gas	2,735	2,016
Building Insurance	863	575
Property Services - Other	3,028	2,667
Travel and Transport	1,617	1,299
Other Supplies and Consumables	1,681	1,572
<b>Total</b>	<b>37,173</b>	<b>28,800</b>

\* These expenses represent the costs of the provision of financial, human resource, information communication technology and services by the Department for Education, Children and Young People (DECYP) to TasTAFE. Other reimbursements to DECYP of discrete costs incurred on behalf of TasTAFE have been allocated against the relevant category under Supplies and consumables. The costs are managed through a formal Business Partnership Agreement.

^ Included in the 2022-23 costs are:

- The timetabling project that was not completed and costs incurred were expensed.
- Development of the virtual campus was not completed and costs incurred were expensed. With this project currently incomplete, there is a high-level of uncertainty regarding the future economic value to be gained.

### 5.4 Grants, concessions and subsidies

Grants, concessions and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant/concessional eligibility criteria have been satisfied.

A liability is recorded when TasTAFE has a binding agreement to make the grants, but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2023 \$'000	2022 \$'000
Grants – Childcare subsidies	602	565
Grants – Destinations Australia Scholarships	128	71
Concessions – Student fees and charges	1,777	2,116
Subsidies	3	5
<b>Total</b>	<b>2,510</b>	<b>2,757</b>

FOR YEAR ENDED 30 JUNE 2023

## 5.5 Finance costs

All finance costs are expensed as incurred using the effective interest method.

	2023 \$'000	2022 \$'000
Interest on lease liabilities	11	12
<b>Total</b>	<b>11</b>	<b>12</b>

## 5.6 Other expenses

Other expenses are recognised when the associated service or supply has been provided.

	2023 \$'000	2022 \$'000
Salary on-costs – workers compensation premiums	1,537	1,100
<b>Total</b>	<b>1,537</b>	<b>1,100</b>

## Note 6: Assets

Assets are recognised in the Statement of Financial Position when it is probable that future economic benefits will flow to TasTAFE and the asset has a cost or a value that can be measured reliably.

### 6.1 Receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Receivables are held with the objective to collect the contractual cash flows and are subsequently measured at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. An allowance for expected credit losses is recognised for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that TasTAFE expects to receive, discounted at the original effective interest rate.

For trade receivables, a simplified approach in calculating expected credit losses is applied, with a loss allowance based on lifetime expected credit losses recognised at each reporting date. TasTAFE has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

	2023 \$'000	2022 \$'000
Receivables	3,870	3,355
Less: Expected credit loss	(943)	(580)
Diplomas, incorporating VET Fee-Help and VET Student Loans	104	112
Tax Assets – Net GST reimbursement	511	351
<b>Total</b>	<b>3,542</b>	<b>3,238</b>
Settled within 12 months	3,542	3,238

FOR YEAR ENDED 30 JUNE 2023

**Reconciliation of movement in expected credit loss for receivables**

	2023 \$'000	2022 \$'000
Carrying amount as at 1 July	580	714
Amounts written off during the year	(115)	(14)
Write-off reversal	-	15
Increase/(decrease) in provision for amounts recognised as revenue received in advance	(9)	(30)
Increase/(decrease) in provision recognised in profit or loss (note 4.2)	487	(105)
<b>Carrying amount as at 30 June</b>	<b>943</b>	<b>580</b>

For ageing analysis of the financial assets past due but not impaired, refer to note 11.1.

**6.2 Contract assets**

A Contract Asset is TasTAFE's right to consideration in exchange for goods or services that TasTAFE has transferred to the customer, but not billed at the reporting date as all conditions have not been fulfilled or confirmed at the end of the financial year. Contract assets become receivable when the rights to receive payment become unconditional on satisfactory completion of performance obligations.

	2023 \$'000	2022 \$'000
<b>Contract assets</b>		
Revenue earned but not billed - Job Trainer/Fee Free TAFE	380	1,490
Revenue earned but not billed - Australian Government Contracts	649	672
Revenue earned but not billed - other	33	104
<b>Total</b>	<b>1,062</b>	<b>2,266</b>
Settled within 12 months	1,062	2,266

2023	Australian Government Funding \$'000	Other \$'000	Total \$'000
<b>Contract assets</b>			
Opening balance as at 1 July 2022	2,162	104	2,266
Add: Additional costs incurred that are recoverable from customer	1,029	33	1,062
Less: Transfer to receivables	(2,162)	(104)	(2,266)
<b>Balance as at 30 June 2023</b>	<b>1,029</b>	<b>33</b>	<b>1,062</b>

2022	Australian Government Funding \$'000	Other \$'000	Total \$'000
<b>Contract assets</b>			
Opening balance as at 1 July 2021	665	79	744
Add: Additional costs incurred that are recoverable from customer	2,162	104	2,266
Less: Transfer to receivables	(665)	(79)	(744)
<b>Balance as at 30 June 2022</b>	<b>2,162</b>	<b>104</b>	<b>2,266</b>

FOR YEAR ENDED 30 JUNE 2023

### 6.3 Other current assets

#### Other current assets

Prepayments

#### Total

Settled within 12 months

2023 \$'000	2022 \$'000
1,288	705
<b>1,288</b>	<b>705</b>
1,288	705

### 6.4 Property, plant and equipment

#### Key estimate and judgement

##### Valuation basis

Land, which has an indefinite useful life, is recorded at fair value. Heritage assets are not depreciated and are recorded at fair value. Buildings are recorded at fair value less accumulated depreciation, whilst all other non-current physical assets are recorded at historic cost less accumulated depreciation and accumulated impairment losses. All assets within a class of assets are measured on the same basis.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self-constructed assets include the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Fair value is based on the highest and best use of the asset. Unless there is an explicit Government policy to the contrary, the highest and best use of an asset is the current purpose for which the asset is being used or building occupied.

The recognised fair value of non-financial assets is classified according to the fair value hierarchy that reflects the significance of the inputs used in making these measurements.

*Level 1* the fair value is calculated using quoted prices in active markets;

*Level 2* the fair value is estimated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); and

*Level 3* the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

#### Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that future economic benefits embodied within the part will flow to TasTAFE and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

#### Asset recognition threshold

The asset capitalisation thresholds adopted by TasTAFE are:

Buildings	\$150,000
Heritage	\$10,000
Plant and Equipment	\$10,000

Assets valued at less than the threshold amounts are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

#### Revaluations

Land and Buildings are revalued with sufficient regularity to ensure they reflect fair value at balance date. Historically, this has led to a revaluation occurring every five years. See note 6.4 (a) for further detail. Assets are grouped on the basis of having a similar nature or function in the operations of TasTAFE.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

a) Carrying amount

### Land

At fair value

**Total**

### Buildings

At fair value

Less: Accumulated depreciation

**Total**

**Work in progress (at cost) Buildings**

**Total land and buildings**

### Leasehold improvements

At cost

Less: Accumulated depreciation

**Total**

### Plant, equipment and vehicles

At cost

Less: Accumulated depreciation

**Total**

### Heritage

At fair value

**Total**

**Total property, plant and equipment**

2023 \$'000	2022 \$'000
40,458	31,876
<b>40,458</b>	<b>31,876</b>
538,045	487,182
(328,443)	(287,665)
<b>209,602</b>	<b>199,517</b>
<b>27,608</b>	<b>8,299</b>
<b>277,668</b>	<b>239,692</b>
2023 \$'000	2022 \$'000
1,870	1,871
(578)	(391)
<b>1,292</b>	<b>1,480</b>
10,816	10,141
(8,370)	(7,869)
<b>2,446</b>	<b>2,272</b>
40	37
<b>40</b>	<b>37</b>
<b>281,446</b>	<b>243,481</b>

An independent valuation of land and building were completed by the Office of the Valuer General as at 31 December 2019 and received by TasTAFE on 17 December 2020 and adopted by the Board.

The valuations were based on current replacement cost or market basis. The majority of TasTAFE building assets are valued using depreciated current replacement cost. Specialised building assets such as TasTAFE buildings are valued using a depreciated current replacement cost method because there are no comparable sale transactions.

On 9 May 2023, the Office of the Valuer-General provided asset valuation indices for land and buildings in relation to the TasTAFE land and building portfolio. Based on a review of construction costs with appropriate allowance for regional influences across Tasmania it was the

recommendation of the Office of the Valuer-General that application of the following indices would maintain currency in the fair value of land and building assets between 1 January 2020 and 30 June 2023: Buildings 27.00% and Land 65.00%. The recommendations have been adopted by TasTAFE.

Revaluations are shown on a gross basis where a current replacement cost basis of valuations has been used. Asset revaluations based on a market basis have been disclosed on a net basis.

TasTAFE undertook a valuation of Heritage assets as at 30 June 2022. The valuations were completed by Warwick Oakman Valuers. Heritage assets are indexed annually at Hobart CPI.



# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

b) Reconciliation of movements (including fair value levels)

2023	Land  Level 2 (vacant land in active markets  \$'000	Land  Level 3 (land with no active markets and/or significant restric- tions) \$'000	Buildings  Level 2 (general use/ residential buildings)  \$'000	Buildings  Level 3 (specific purpose/ use buildings)  \$'000	Work in progress (at cost)  \$'000	Leasehold Improve- ments  \$'000	Plant and equip- ment  \$'000	Heritage  Level 2 (items in an active market)  \$'000	Total  \$'000
Carrying value as at 1 July	4,997	26,879	3,950	195,567	8,299	1,480	2,272	37	243,481
Additions	-	-	-	-	19,309	-	750	-	20,059
Disposals	-	-	-	-	-	-	(43)	-	(43)
Gains/(losses) recognised in other comprehensive income									
Revaluation increments/ (decrements)	1,346	7,236	404	19,424	-	-	-	3	28,413
Depreciation/ amortisation expense	-	-	(81)	(9,662)	-	(188)	(533)	-	(10,464)
Carrying value as at 30 June	6,343	34,115	4,273	205,329	27,608	1,292	2,446	40	281,446

2022	Land  Level 2 (vacant land in active markets  \$'000	Land  Level 3 (land with no active markets and/or significant restric- tions) \$'000	Buildings  Level 2 (general use/ residential buildings)  \$'000	Buildings  Level 3 (specific purpose/ use buildings)  \$'000	Work in progress (at cost)  \$'000	Leasehold Improve- ments  \$'000	Plant and equip- ment  \$'000	Heritage  Level 2 (items in an active market)  \$'000	Total  \$'000
Carrying value as at 1 July	4,305	23,157	3,628	184,680	1,560	1,667	2,467	28	221,492
Additions	-	-	-	-	6,739	-	303	-	7,042
Disposals	-	-	-	-	-	-	-	-	-
Gains/(losses) recognised in other comprehensive income									
Revaluation increments/ (decrements)	692	3,722	395	19,582	-	-	-	9	24,400
Depreciation/ amortisation expense	-	-	(73)	(8,695)	-	(187)	(498)	-	(9,453)
Carrying value as at 30 June	4,997	26,879	3,950	195,567	8,299	1,480	2,272	37	243,481

TasTAFE land, buildings and structures are Vocational Educational and Training (VET) related and as such are mostly classified as specialist assets with no active markets against which to be valued. As a result, the majority of assets are valued as Level 3 inputs.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

c) Level 3 significant valuation inputs and relationship to fair value

Description	Fair value at 30 June 2023 \$'000	Significant unobservable inputs used in valuation	Possible alternative values for level 3 inputs	Sensitivity of fair value to changes in level 3 inputs
Land – with no active markets and/or significant restrictions	34,115	A – Economic conditions, B – Availability of and demand for similar assets for sale		Land values have increased over the last 12 months, as a result, land values have been indexed at 26.92% based on assessment by the Office of the Valuer General
Buildings – specific purpose/use buildings	205,329	A – Construction costs B – Design life C – Age and condition of asset D – Remaining useful life	Note 1	Tasmanian construction indexes have increased over the last 12 months, as a result, building values have been indexed at 10.43% based on assessment by the Office of the Valuer General

**Note 1:** When valuing these assets, their existing use, and unlikely alternative uses, are taken into account by valuers.

As a result, it is most unlikely that alternative values will arise unless there are more changes in known inputs.

### 6.5 Right-of-use assets

AASB 16 requires TasTAFE to recognise a right-of-use asset, where it has control of the underlying asset over the lease term. A right-of-use asset is measured at the present value of the initial lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

TasTAFE has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases for which the underlying asset is of low-value. An asset is considered low value when it is expected to cost less than \$10,000.

Right-of-use assets are depreciated over the shorter of the asset's useful life and the term of the lease.

2023	Note	Leasehold Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value as at 1 July		262	20	282
Adjustment		18	-	18
Additions		-	13	13
Depreciation		(39)	(15)	(54)
Carrying value as at 30 June		241	18	259
2022	Note	Leasehold Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value as at 1 July		299	42	341
Depreciation		(37)	(22)	(59)
Carrying value as at 30 June		262	20	282

FOR YEAR ENDED 30 JUNE 2023

## 6.6 Intangible assets

An intangible asset is recognised where it is probable that an expected future benefit attributable to the asset will flow to TasTAFE and the cost of the asset can be reliably measured.

Intangible assets held by TasTAFE are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses.

	2023 \$'000	2022 \$'000
<b>Intangibles with a finite useful life</b>		
At cost – Student Information Management System (SMS) #	5,539	5,539
At cost – Timetabling Project *	-	381
At cost – Virtual Campus Project (work in progress) ^	-	610
Less: Accumulated amortisation	(4,608)	(4,346)
<b>Total</b>	<b>931</b>	<b>2,184</b>

# The ongoing use of EBS as the SMS for TasTAFE is not sustainable and poses a significant risk to the business as the product in its current form is at end-of-life. As a critical business asset, the current SMS needs to be replaced as a high priority.

### Reconciliation of movements (no change in fair value levels)

	2023 Level 2 \$'000	2023 Total \$'000	2022 Level 2 \$'000	2022 Total \$'000
<b>Carrying value as at 1 July</b>	<b>2,184</b>	<b>2,184</b>	<b>1,600</b>	<b>1,600</b>
Expensed – Timetabling Project *	(381)	(381)	236	236
Expensed – Virtual Campus Project (work in progress) ^	(610)	(610)	610	610
Depreciation/amortisation expense	(262)	(262)	(262)	(262)
<b>Carrying value as at 30 June</b>	<b>931</b>	<b>931</b>	<b>2,184</b>	<b>2,184</b>

\* Timetabling project was not completed and costs incurred were expensed.

^ Following a review of the status of this project, preliminary costs associated with the development of the virtual campus were expensed as it was considered that there was a high degree of uncertainty around their future economic benefit.

## Note 7: Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

### 7.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost which due to the short settlement period, equates to face value, when TasTAFE becomes obliged to make future payments as a result of a purchase of assets or services.

	2023 \$'000	2022 \$'000
Creditors and accrued expenses	2,138	2,103
Business Partnership Agreement: Department for Education, Children and Young People (formerly the Department of Education)	307	284
<b>Total</b>	<b>2,445</b>	<b>2,387</b>
Settled within 12 months	2,445	2,387

Settlement is usually made within 30 days, or within the suppliers' terms of trade.

FOR YEAR ENDED 30 JUNE 2023

## 7.2 Contract liabilities

A contract liability relates to TasTAFE's obligation to transfer goods or services to a customer for which TasTAFE has received consideration in advance.

	2023 \$'000	2022 \$'000
<b>Revenue received in advance</b>		
Tasmanian Infrastructure Sector Grant	94	137
Destination Australia Scholarship Funding	231	51
Cyber Security Skills Infrastructure	-	522
Energising Tasmania- TasTAFE Industry Trainers Project	-	120
26Ten Program	50	50
Student Success Model - Fee Free TAFE	500	-
<b>Course fees and charges</b>		
Course fees and charges received in advance	3,022	3,865
Concessions on Course fees and charges received in advance	(493)	(702)
Other	163	193
<b>Total</b>	<b>3,567</b>	<b>4,236</b>

	2023 \$'000	2022 \$'000
Revenue from performance obligations met during the current period	4,142	4,169
Transaction price allocated to unsatisfied performance obligations	94	300
<b>Total</b>	<b>4,236</b>	<b>4,469</b>

## 7.3 Employee benefits

### Key estimates and judgements

Liabilities for wages and salaries and annual leave are recognised when the employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee benefits are measured at the present value of the benefit as at 30 June where the impact of discounting is material, and at the amount expected to be paid if discounting is not material. Employee benefits are discounted back to present value using appropriate Reserve Bank of Australia national securities rates (indicative mid rates of selected Australian Government securities).

A liability for long service leave is recognised and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. A liability for long service leave is classified as current when TasTAFE expects to settle the liability in its normal operating cycle.

	2023 \$'000	2022 \$'000
<b>Current employee benefits</b>		
Accrued salaries	2,488	2,047
Annual leave	4,411	4,014
Long service leave	2,060	1,784
Termination Payment Provision	90	30
State service accumulated leave scheme	39	42
<b>Total current employee benefits</b>	<b>9,088</b>	<b>7,917</b>
<b>Non-current employee benefits</b>		
Long service leave	11,752	12,138
<b>Total non-current employee benefits</b>	<b>11,752</b>	<b>12,138</b>

FOR YEAR ENDED 30 JUNE 2023

## 7.4 Superannuation

### a) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense when they fall due.

### b) Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan.

### Key estimate and judgement

TasTAFE does not recognise a liability for the accruing superannuation benefits of employees who are members of the defined benefits plan. This liability is held centrally and recognised within the Finance-General Division of the Department of Treasury and Finance.

## 7.5 Lease liabilities

Lease liabilities are measured at the present value of the lease payments that are not paid at that date. The discount rate used to calculate the present value of the lease liability is the rate implicit in the lease. Where the implicit rate is not known and cannot be determined the Tasmanian Public Finance Corporation (TASCORP) indicative lending rate including the relevant administration margin is used.

TasTAFE has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases for which the underlying assets is of low-value. An asset is considered low value when it is expected to cost less than \$10,000.

TasTAFE has entered the following leasing arrangements:

Class of right-of-use asset	Details of leasing arrangements
Plant and equipment	Regular quarterly fixed payments for a number of multifunctional devices and a multi card reader.
Leasehold buildings	A 10-year lease for Providore Place, Devonport. Rent is increased annually at the greater of the movement in the CPI or 2.0 per cent

	2023 \$'000	2022 \$'000
Current lease liabilities		
Plant and equipment	9	14
Leasehold buildings	36	32
<b>Total current lease liabilities</b>	<b>45</b>	<b>46</b>
Non-current lease liabilities		
Plant and equipment	9	7
Leasehold buildings	223	244
<b>Total non-current lease liabilities</b>	<b>232</b>	<b>251</b>
<b>Total lease liabilities</b>	<b>277</b>	<b>297</b>



FOR YEAR ENDED 30 JUNE 2023

Maturity analysis of lease liabilities

	2023 \$'000	2022 \$'000
One year or less	56	56
From two to three years	101	94
From four to five years	103	91
More than five years	63	106
<b>Total</b>	<b>323</b>	<b>347</b>

The lease liability in the maturity analysis is presented using undiscounted contractual amounts before deducting finance charges. The following amounts are recognised in the Statement of Comprehensive Income:

	2023 \$'000	2022 \$'000
Interest on lease liability included in note 5.5	11	12
Lease expenses included in the Other Supplies and Consumables of note 5.3:		
Lease of short-term and/or low-value assets	143	106
<b>Total expenses from leasing activities</b>	<b>154</b>	<b>118</b>

## 7.6 Other liabilities

	2023 \$'000	2022 \$'000
Current other liabilities		
Provision for workers compensation	66	59
Bequests	4	4
<b>Total current other liabilities</b>	<b>70</b>	<b>63</b>
Non-current other liabilities		
Provision for workers compensation	117	121
Bequests	22	22
<b>Total non-current other liabilities</b>	<b>139</b>	<b>143</b>

FOR YEAR ENDED 30 JUNE 2023

## Note 8: Commitments and Contingencies

### 8.1 Schedule of commitments

Commitments represent those contractual arrangements entered by TasTAFE that are not reflected in the Statement of Financial Position.

Leases are recognised as right-of-use assets and lease liabilities in the Statement of Financial Position, excluding short term leases and leases for which the underlying asset is of low value, which are recognised as an expense in the Statement of Comprehensive Income.

By type:

	2023 \$'000	2022 \$'000
<b>Capital commitments</b>		
Property, plant and equipment	5,094	23,246
<b>Total capital commitments</b>	<b>5,094</b>	<b>23,246</b>
<b>Commitments held with Finance-General</b>		
Motor vehicle fleet (base usage charge)	609	602
<b>Total Commitments held with Finance-General</b>	<b>609</b>	<b>602</b>
<b>Other commitments</b>		
Short-term and/or low-value leases	245	344
<b>Total other commitments</b>	<b>245</b>	<b>344</b>
<b>Total</b>	<b>5,948</b>	<b>24,192</b>

By maturity:

	2023 \$'000	2022 \$'000
<b>Capital commitments</b>		
One year or less	5,094	23,246
<b>Total capital commitments</b>	<b>5,094</b>	<b>23,246</b>
<b>Commitments held with Finance-General</b>		
One year or less	360	370
From one to five years	249	232
<b>Total Commitments held with Finance-General</b>	<b>609</b>	<b>602</b>
<b>Other commitments</b>		
<b>One year or less</b>	<b>114</b>	<b>145</b>
<b>From one to five years</b>	<b>131</b>	<b>199</b>
<b>Total other commitments</b>	<b>245</b>	<b>344</b>
<b>Total</b>	<b>5,948</b>	<b>24,192</b>

Commitments are GST inclusive where relevant.

As at 30 June 2023 TasTAFE has capital commitments for the Water and Energy Trades Centre of Excellence, Agricultural Training Centre of Excellence, taypani Learning Hubs and COVID-19 Infrastructure Improvements – Ventilation.

TasTAFE also has a number of other operating arrangements for motor vehicles and multifunctional devices.

FOR YEAR ENDED 30 JUNE 2023

## 8.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding any possible amount or timing of any possible underlying claim or obligation.

TasTAFE currently has a litigation claim against it in relation to an injury sustained by a student as part of a firearms course conducted in 2017. As at 30 June 2023, this matter is still unresolved with the potential liability (if any) yet to be determined.

### Note 9: Asset Revaluation Reserve

The Asset revaluation reserve is used to record increments and decrements on the revaluation of non-financial assets.

2023	Land \$'000	Buildings \$'000	Heritage \$'000	Total \$'000
<b>Asset revaluation reserve</b>				
Balance at the beginning of financial year	19,852	96,293	17	116,162
Revaluation increments (decrements)	8,582	19,828	3	28,413
<b>Balance at end of financial year</b>	<b>28,434</b>	<b>116,121</b>	<b>20</b>	<b>144,575</b>

2022	Land \$'000	Buildings \$'000	Heritage \$'000	Total \$'000
<b>Asset revaluation reserve</b>				
Balance at the beginning of financial year	15,439	76,316	8	91,763
Revaluation increments (decrements)	4,413	19,977	9	24,399
<b>Balance at end of financial year</b>	<b>19,852</b>	<b>96,293</b>	<b>17</b>	<b>116,162</b>

FOR YEAR ENDED 30 JUNE 2023

## Note 10: Cash Flow Reconciliation

### 10.1 Cash

Cash means notes, coins and deposits held at call with a bank or financial institution, for TasTAFE. Deposits are recognised at amortised cost, being their face value. For the purpose of the Statement of Cash Flows and the Statement of Financial Position, cash included cash held in bank accounts.

Cash at the end of the year as shown in the Statement of Cash Flows and the Statement of Financial Position:

	2023 \$'000	2022 \$'000
<b>Cash held</b>		
TasTAFE Westpac operating account		
Cash	8,793	8,360
Cash held for Agricultural Training Centre of Excellence (Freer Farm)	783	4,036
Cash held for Critical IT/Infrastructure Investment	717	1,756
Cash held for Drysdale Centre of Excellence	370	679
Cash held for Water and Energy Trades Centre of Excellence	3,747	14,088
Cash held for TasTAFE Facility Upgrades – excluding taypani Learning Hubs and TasTAFE Transition	12,350	9,577
Cash held for taypani Learning Hubs	5,161	3,209
Cash held for TasTAFE Virtual Campus	9,055	1,390
Cash held for TasTAFE and Libraries Tasmania Partnership	4,000	2,000
Cash held for Cyber Security Skills Project	1,171	511
Cash held for TasTAFE Transition	2,857	-
Cash held for COVID-19 Infrastructure Improvements - Ventilation	2,890	-
Cash held for other miscellaneous operational projects	1,047	-
<b>Total cash</b>	<b>52,941</b>	<b>45,606</b>

### 10.2 Reconciliation of Net Result from Continuing Operations to Net Cash from Operating Activities

	2023 \$'000	2022 \$'000
<b>Net result from continuing operations</b>	<b>15,137</b>	<b>15,394</b>
Capital grants classified as cash inflows from investing activities	(12,250)	(24,550)
(Gain)/loss on disposal or reclassification of physical assets	19	(2)
Interest received	(1,313)	(157)
Depreciation and amortisation	10,780	9,774
Non-financial assets received without cash consideration	(143)	-
Intangibles (work in progress) expensed	991	-
Decrease/(increase) in receivables	(304)	98
Decrease/(increase) in contract assets	1,204	(1,522)
Decrease/(increase) in other assets	(583)	(233)
Increase/(decrease) in employee benefits	785	(1,520)
Increase/(decrease) in payables	57	(614)
Payables capitalised as WIP	605	(400)
Increase/(decrease) in contract liabilities	(669)	(233)
Increase/(decrease) in other liabilities	3	(22)
<b>Net cash from (used by) operating activities</b>	<b>14,319</b>	<b>(3,987)</b>

FOR YEAR ENDED 30 JUNE 2023

## Note 11: Financial Instruments

### 11.1 Risk exposures

#### Risk management policies

TasTAFE has exposure to the following risks from its use of financial instruments:

- credit risk;
- liquidity risk; and
- market risk.

The Board has overall responsibility for the oversight of TasTAFE's risk management framework. Management has the responsibility for designing and implementing an appropriate risk management framework. Risk management policies are established to identify and analyse risks faced by TasTAFE, to implement appropriate mitigation strategies and to monitor and report on risks.

#### a) Credit risk exposure

Credit risk is the risk of financial loss to TasTAFE if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents TasTAFE's maximum exposure to credit risk.

Student enrolment fees are due and payable at the commencement of their training or anniversary date, instalment payment plans may be negotiated for financially disadvantaged individuals.

TasTAFE has a debt management cycle which sees the analysis and investigation of all debts outstanding undertaken on a monthly basis. TasTAFE reviews all debts exceeding 3 months and writes off those considered uncollectible. TasTAFE's credit risk is minimised to the extent that it has transactions with a large number of customers.

#### i) Expected credit loss analysis of receivables

The simplified approach to measuring expected credit losses is applied, which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the receivables. The loss allowances for trade debtors as at 30 June are as follows.

Expected credit loss analysis of receivables as at 30 June 2023

	Due 0-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-180 days \$'000	Past due 181 + days \$'000	Total \$'000
Student Fees and Charges Debtors						
Expected credit loss rate	7.64%	13.10%	26.88%	37.06%	52.84%	
Total gross carrying amount	1,167	156	82	215	1,537	3,157
<b>Expected credit loss</b>	<b>(89)</b>	<b>(20)</b>	<b>(22)</b>	<b>(80)</b>	<b>(813)</b>	<b>(1,024)</b>
Other Debtors						
Expected credit loss rate	0.08%	3.97%	4.88%	27.45%	36.29%	
Total gross carrying amount	599	1	20	19	74	713
<b>Expected credit loss</b>	<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>(5)</b>	<b>(27)</b>	<b>(34)</b>
<b>Total expected credit loss</b>	<b>(90)</b>	<b>(20)</b>	<b>(23)</b>	<b>(85)</b>	<b>(840)</b>	<b>(1,058)</b>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2023

Expected credit loss analysis of receivables as at 30 June 2022

	Due 0-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91-180 days \$'000	Past due 181 + days \$'000	Total \$'000
Student Fees and Charges Debtors						
Expected credit loss rate	5.85%	10.25%	18.07%	25.41%	35.63%	
Total gross carrying amount	1,457	134	113	200	1,101	3,005
<b>Expected credit loss</b>	<b>(85)</b>	<b>(14)</b>	<b>(20)</b>	<b>(51)</b>	<b>(392)</b>	<b>(562)</b>
Other Debtors						
Expected credit loss rate	1.02%	3.69%	6.08%	12.14%	34.43%	
Total gross carrying amount	277	20	14	2	37	350
<b>Expected credit loss</b>	<b>(3)</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>(13)</b>	<b>(18)</b>
<b>Total expected credit loss</b>	<b>(88)</b>	<b>(15)</b>	<b>(21)</b>	<b>(51)</b>	<b>(405)</b>	<b>(580)</b>

### b) Liquidity risk

Liquidity risk is the risk that TasTAFE will not be able to meet its financial obligations as they fall due. TasTAFE manages this risk through the following mechanisms:

- preparing forward looking cash flow analysis in relation to TasTAFE's operational, investing and financing activities;
- only investing short term surplus cash with reputable organisations; and
- daily reconciliations of its operating bank account and analysis of upcoming accounts payable transactions.

TasTAFE operates within Australia and has minimal domestic debt.

### i) Maturity analysis for financial liabilities

The following tables detail the undiscounted cash flows payable by TasTAFE by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position:

2023	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Carrying Amount
Financial liabilities							
Payables	2,445	-	-	-	-	-	2,445
<b>Total</b>	<b>2,445</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,445</b>

2022	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Carrying Amount
Financial liabilities							
Payables	2,387	-	-	-	-	-	2,387
<b>Total</b>	<b>2,387</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,387</b>

## FOR YEAR ENDED 30 JUNE 2023

### c) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The primary market risk, that TasTAFE is exposed to, is interest rate risk. Exposure to interest rate risk is limited to assets and liabilities bearing variable interest rates.

Variable rate instruments	2023 \$'000	2022 \$'000
Financial asset - Cash	52,941	45,606
<b>Total</b>	<b>52,941</b>	<b>45,606</b>

TasTAFE currently has its financial assets in variable interest rates and retains the interest earned on financial assets, and as such the interest rate sensitivity is as follows:

	Statement of Comprehensive Income		Equity	
	100 basis points increase \$'000	100 basis points decrease \$'000	100 basis points increase \$'000	100 basis points decrease \$'000
<b>30 June 2023</b>				
Financial assets	529	(529)	529	(529)
<b>Net sensitivity</b>	<b>529</b>	<b>(529)</b>	<b>529</b>	<b>(529)</b>
<b>30 June 2022</b>				
Financial assets	456	(456)	456	(456)
<b>Net sensitivity</b>	<b>456</b>	<b>(456)</b>	<b>456</b>	<b>(456)</b>

## 11.2 Categories of financial assets and liabilities

	2023 \$'000	2022 \$'000
<b>Financial assets</b>		
Amortised cost – Cash	52,941	45,606
Amortised cost – Receivables	3,542	3,238
<b>Total</b>	<b>56,483</b>	<b>48,844</b>
<b>Financial liabilities</b>		
Amortised cost - Payables	2,445	2,387
<b>Total</b>	<b>2,445</b>	<b>2,387</b>

### Financial Assets

The net fair value of cash and cash equivalent assets is based on their carrying amount. The net fair value of receivables is based on the net carrying amount of the asset.

### Financial Liabilities

The net fair value of payables is based on the carrying amount of the liability.

## 11.3 Reclassification of financial assets

TasTAFE has made no reclassifications of any financial assets held for the financial year.

FOR YEAR ENDED 30 JUNE 2023

## Note 12: Economic Dependencies

TasTAFE is reliant on the continued support of the Tasmanian State Government via income through the Deed of Purchasing Agreement and maintaining market share in a highly competitive commercial training industry.

## Note 13: Events Occurring After Balance Date

On signing of the financial statements on 14 August 2023 there have been no events subsequent to balance date which would have a material effect on the TasTAFE Financial Statements as at 30 June 2023.

## Note 14: Other Significant Accounting Policies

### 14.1 Objectives and funding

TasTAFE is the public provider of Vocational Education and Training (VET) for Tasmania.

TasTAFE operates under the auspices of its own legislative functions and powers and is governed by an independent Statutory Board who report to the Minister for Skills, Training and Workforce Growth.

TasTAFE is a substantial provider of VET services purchased by the Government through the Department of State Growth. The purchasing arrangement, governed by a Deed of Purchasing Agreement, assists TasTAFE in offering a broad range of products and services to individuals, industry sectors and enterprises.

TasTAFE services businesses located across Tasmania and provides economic and social benefits through the provision of accredited and non-accredited, vocationally based qualifications and skills sets. Clients include people already engaged in the workforce, those preparing to enter the workforce and employers.

TasTAFE operates within the broader Tasmanian educational system, as a commercially autonomous organisation, that has a specific role to:

- provide VET, to a high standard, that is responsive to the needs of employers, students of TasTAFE and the community;
- provide foundation skills training to persons that, when successfully completed or completed in conjunction with other training, may lead to those persons obtaining a qualification that enables the person to participate in the workforce or in further education and training;
- provide VET in Tasmania, in accordance with the statement of expectations, for members of communities including but not limited to –

(i) rural and isolated communities; and

(ii) other communities where other providers of VET cannot, or are not, meeting demand effectively;

- collaborate with industry, employers and other educational providers on the provision of, and the development of models or pathways for, VET;
- advise the Minister on significant developments relating to the provision of VET by TasTAFE; and
- such other functions as are imposed on TasTAFE by the *TasTAFE (Skills and Training Business) Act 2021* or any other Act.

### 14.2 Basis of accounting

The financial statements are a general-purpose financial report and have been prepared in accordance with:

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.

The financial statements were authorised for issue by the Board of Directors on 14 August 2023.

Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS) as the AAS include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. TasTAFE is considered to be not-for-profit and has adopted some accounting policies under the AAS that do not comply with IFRS.

The financial statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year.

The financial statements have been prepared on the basis that TasTAFE is a going concern. The continued existence of TasTAFE in its present form, undertaking its current activities, is dependent on Government policy and on continuing appropriations by Parliament for TasTAFE's administration and operational activities.

TasTAFE has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### 14.3 Functional and presentation currency

The financial statements are presented in Australian dollars, which is TasTAFE's functional currency.

FOR YEAR ENDED 30 JUNE 2023

#### **14.4 Changes in accounting policies**

- Impact of new and revised Accounting Standards

In the current year, there are no new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to TasTAFE's operations and effective for the current annual reporting period.

- Impact of new and revised Accounting Standards yet to be applied

TasTAFE has reviewed the pending Standards and Interpretations issued by the Australian Accounting Standards Board and conclude they will not have a material impact on TasTAFE's operations.

#### **14.5 Foreign currency**

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

#### **14.6 Comparative figures**

The comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Where amounts have been reclassified within the financial statements, the comparative statements have been restated.

#### **14.7 Rounding**

All amounts in the financial statements have been rounded to the nearest thousand dollars unless otherwise stated. Where the result of expressing amounts to the nearest thousand dollars would result in an amount of zero, the financial statement will contain a note expressing the amount to the nearest whole dollar. Due to rounding some figures may not exactly add to their total.

#### **14.8 Taxation**

TasTAFE is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax.

#### **14.9 Goods and services tax**

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office.

Receivables and payables are stated inclusive of GST. The net amount recoverable, or payable, to the Australian Taxation Office is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Taxation Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

# DIRECTORS' STATEMENT OF CERTIFICATION

In the opinion of the Directors of TasTAFE:

- the financial statements are drawn up so as to give a true and fair view of the results and cash flows for the year ended 30 June 2023 and the state of affairs of the Authority at this date;
- the financial statements have been made out in accordance with the provisions of the *TasTAFE (Skills and Training Business) Act 2021*; and
- at the date of this certification there are reasonable grounds to believe that the Authority will be able to pay its debts as and when they fall due on the assumption of continued support from the Tasmanian State Government.

The financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and in accordance with Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.

At the date of signing, we are not aware of any circumstances, which would render the particulars included in the financial statements misleading or inaccurate.

Signed in accordance with a resolution of the Directors:



**Naomi Walsh**  
Acting Chair  
TasTAFE Board

Dated: 14 August 2023



**Yvonne Rundle**  
Chair  
Audit and Risk Management Committee

Dated: 14 August 2023





**Independent Auditor's Report**  
**To the Members of Parliament**  
**TasTAFE**  
**Report on the Audit of the Financial Statements**

**Opinion**

I have audited the financial statements of TasTAFE, which comprises the statement of financial position as at 30 June 2023 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the directors.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, TasTAFE's financial position as at 30 June 2023 and its financial performance and its cash flows for the year then ended
- (a) are in accordance with the *TasTAFE (Skills and Training Business) Act 2021*, the *Financial Management Act 2016* and Australian Accounting Standards.

**Basis for Opinion**

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of TasTAFE in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in TasTAFE's financial statements.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of the *TasTAFE (Skills and Training Business) Act 2021* and Section 42 (1) of the *Financial Management Act 2016*. This responsibility includes such internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing TasTAFE's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless TasTAFE is to be dissolved by an Act of Parliament, or the directors intends to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of TasTAFE's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on TasTAFE's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate,

to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause TasTAFE to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Stephen Morrison  
**Assistant Auditor-General**  
**Delegate of the Auditor-General**  
Tasmanian Audit Office

15 August 2023  
Hobart



#### CONTACT US

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