



WODONGA INSTITUTE OF TAFE **ANNUAL** **REPORT 2019**



WODONGATAFE
Building success through learning

Wodonga TAFE

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Wodonga Institute of TAFE ABN 68 437 423 269

Annual report - 31 December 2019

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Board Chair and Chief Executive Officer Statement

It is with great pleasure that we submit the 2019 Annual Report of Wodonga Institute of TAFE. 2019 was an incredibly successful year for Wodonga Institute of TAFE, achieving great success across all facets of the organisation, further validating our status as 2018 Australian Large Training Provider of the Year.

Wodonga Institute of TAFE continues to nurture and grow an outstanding workforce culture throughout the organisation, at all levels. This consequently results in fantastic services and relationships with our students, community partners and industry partners. It is that positive culture that sees all our people, at all levels, working together and supporting each other in a '#loveyourtafe' approach.

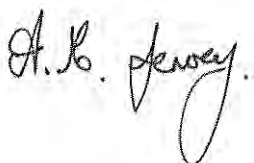
In 2019 we added to our awards collection, receiving the Academic Institution of the Year Award at the Australian Defence Industry Awards and the Sustainability Procurement Award from Procurement Australia for our extensive solar initiative across Wodonga Institute of TAFE campuses.

Wodonga Institute of TAFE has many fantastic partners from across industry, our community and the schools and university networks that continue to work with Wodonga Institute of TAFE in bringing vocational education into all aspects of the vast regional and remote area that we seek to serve. The importance of quality vocational education in building our region's workforce, overcoming unemployment, creating opportunities and addressing tertiary participation challenges, continues to grow and we are very proud to be working so closely with our partners, in helping shape a prosperous future for our region.

We would like to acknowledge and thank The Hon. Gayle Tierney MP, Minister for Training and Skills and Minister for Higher Education for her support in 2019. The commitment shown by the Minister and the Victorian Government to Wodonga Institute of TAFE and the region's community is greatly appreciated. We would also like to acknowledge the invaluable support of the Department of Education and Training, Higher Education and Skills and the Victorian TAFE Association (VTA).

We would also like to thank our Board Directors and Leadership Team for their continued efforts to lead, support and steer Wodonga Institute of TAFE through a very successful year full of challenges and complexity.

Finally, we want to thank and acknowledge all Wodonga Institute of TAFE staff who continue to give so much of themselves in helping shape what the Institute means to our community, industry and educational partners. Our growing workforce is made up of incredibly passionate and selfless people, who all contribute to making Wodonga Institute of TAFE so successful. All Wodonga Institute of TAFE staff should be incredibly proud of not only what they do as individuals, but what they have contributed to building, as a team.



Allison Jenvey
Chair & Ministerial Nominee Director
Wodonga Institute of TAFE



Phillip Paterson
Managing Director and
Chief Executive Officer
Wodonga Institute of TAFE

CHARTER AND PURPOSE

Our Purpose

As the educational provider of choice servicing regional Victoria, Wodonga Institute of TAFE plays a critical role in supporting continued growth throughout our community and industries. With a mission to strengthen our communities and industries through accessible and innovative learning, Wodonga Institute of TAFE's success is underpinned by an uncompromising commitment to; driving student success; helping build our communities through education; working in partnership with all industry; inspiring futures through innovative and sustainable practices. On top of this, Wodonga Institute of TAFE focuses on empowering and supporting our staff so they too can have productive and fulfilling careers. In all, we strive to build success through learning.

We are a thriving community that facilitates positive and productive interactions between students, staff, industry, and the community, to share knowledge, support one another, and work together to ensure the future prosperity of the region.

Our Vision

Our vision is for Wodonga Institute of TAFE to be:

*'a strong and vibrant institute, building **success through learning**'*

Values and Behaviours

Quality and Accountability

Our people, products and services will exceed expectations. We will be responsible for our actions while always maintaining the highest standards of ethical behaviour.

Innovation

We will discover and share new ways to learn, to lead and to work now and into the future. We will engage broadly and frequently to create new ideas and improved practices.

Collaboration and Teamwork

We will deliver on our responsibilities to each other, our students, our partners and our communities. We will work collaboratively with our community, industry and other TAFEs as a trusted provider of first choice.

Challenge

We will empower and challenge each other, our students and our partners to grow, contribute and make a difference.

Future Success and Growth

We will sustain our local and global environment and our organisational health to create a positive and successful future for the Institute and our community.

Wodonga Institute of TAFE's strategy is based on five key Directions:

Successful learners

We engage learners through quality learning and facilitation which enables them to aspire to achieve their full potential.

Strengthening communities

We build and maintain productive networks and community partnerships, working to create, connect and participate in learning communities.

Partnering with industry

We understand industry needs and innovate with industry to build targeted training solutions and workforce capability that enhances productivity through the development of future workforce skills.

Inspiring futures

We practise and drive innovation in all we do, embracing change and adapting to new technologies and methodologies.

Empowering our people

We inspire and celebrate our people and lead by example, delivering workforce capability improvements, and building our status as an employer of choice.

ESTABLISHMENT

History

Wodonga Institute of TAFE was established in 1986 by the Victorian State Government. Staff commenced working from a building at 1 McKoy Street Wodonga. In 1988 the Institute purchased the site at 87 McKoy Street, West Wodonga, the current main Campus, from the Albury - Wodonga Development Corporation. Wodonga Institute of TAFE delivered Health and Childcare training from what is now Building B and the Institute also offered workforce training for local businesses on-site. These facilities were shared with La Trobe University for approximately 10 years.

In 1991 Campus buildings were extended to include Building A and other buildings were added to the Campus as delivery demand grew. In 2013 operations were further expanded with the integration of the Driver Education Centre of Australia (DECA) into the Institute. DECA remained as a separate legal entity until 2017. DECA owned sites at Shepparton, Brooklyn and Newborough and delivered driver training from these sites. 2013 also saw the development of TAFESpace, a building in central Wodonga, which added to the presence of the Institute within the city central business district. TAFESpace housed the Skills and Jobs Centre, which provided employment and career counselling services to students and the local community from its conception until it moved to the main Campus in 2018.

Training continued to expand into the transport and logistic areas and so the Logic Campus at Barnawartha North was developed in 2014.

Wodonga Institute of TAFE has experienced significant success as a training provider over many years and has been recognised at state and national level by winning the Victorian Large Training Provider of the Year in 2002, 2008 and 2018 and the Australian Large Training Provider of the Year in 2008 and 2018.

Relevant Minister

Wodonga Institute of TAFE is administered by the Minister for Training and Skills and Minister for Higher Education, The Hon. Gayle Tierney MP, operating under the Education and Training Reform Act (2006).

Programs

In 2019, Wodonga Institute of TAFE offered over 300 courses including Traineeships and Apprenticeships, Certificate I to Advanced Diplomas and various accredited and non-accredited short courses. Over 10,000 students undertook courses in a range of disciplines including: Agriculture and Horticulture; Art, Creative Design & Digital Media; Building Design; Business, Leadership & Retail, Civil Construction, Earthmoving & Traffic Control; Disability Programs; Education; Engineering, Metal Fabrication & Telecommunications; English Language Programs; Fashion Design & Hairdressing; Health & Community; Hospitality, Tourism, Events & Outdoor Recreation; Motorsports; Timber Studies; Transport; Warehousing & Logistics; and Work Health & Safety.

Services

On top of our training offerings to public clients, Wodonga Institute of TAFE continues to offer a range of services to industry including workforce development consultancy; customised training programs; skills recognition; and employment services.

Our Skills and Jobs Centre provides expert advice on training and employment opportunities to current and prospective students; job starters; those returning to the workforce; the disadvantaged; employees wishing to upskill or change career; and employers.

Wodonga Institute of TAFE also has extensive counselling and welfare services available.

Locations and facilities

The main campus of Wodonga Institute of TAFE is located in McKoy Street, West Wodonga. Wodonga Institute of TAFE has other campuses at the Logic Centre - Barnawartha North, Shepparton and Newborough and delivers training within the Australian Defence Force Army barracks at Bandiana and Puckapunyal. VET in Schools programs are currently delivered in secondary schools located at Wodonga Senior Secondary College, Tallangatta, Victory Lutheran, Mount Beauty, Corryong and Mansfield. Wodonga Institute of TAFE also offers training programs, in conjunction with community services and organisations, as well as outreach Skills and Jobs Centres, in rural locations such as Tallangatta, Beechworth, Myrtleford, Chiltern, Rutherglen and Corryong.

KEY INITIATIVES AND PROJECTS

Quality learning and teaching

At Wodonga Institute of TAFE we believe that maintaining the highest standards of quality in everything we do is critical. Quality is what sets Wodonga Institute of TAFE apart and is a fundamental contributing factor to why we rank so highly within the sector for student and employer satisfaction (HESG Performance and Accountability Framework).

Our commitment to quality teaching and learning was further demonstrated in 2019 through the continued success of three key educational governance mechanisms, the Wodonga Institute of TAFE: Education and Training Operations Board (formerly Education Committee); Board of Studies; and Quality Teaching and Learning Unit.

The Education and Training Operations Board (formerly Education Committee) comprises a group of senior education leaders from across the Institute who operate at the forefront of teaching and learning. Understanding the importance of providing senior educators with a voice and platform for collaboration and influencing relevant educational practice decision making led to the formation of this group.

Made up of Delivery Directors and Executive, Wodonga Institute of TAFE's Board of Studies was created to provide our Institute with educational leadership and governance of the entire delivery profile. Monitoring the scope of registration as well as trends and performance standards across the TAFE, a key success of the Board of Studies was ensuring Wodonga Institute of TAFE's scope and training capabilities aligned with industry and community needs in our region.

Another key initiative that has contributed to Wodonga Institute of TAFE quality teaching is a new Quality Learning and Teaching Unit (QLTU). The Educational Development team within QLTU are tasked with providing higher level support to teaching practice, with an element of compliance and staff professional development. Providing on-boarding and mentoring to new teaching staff members is also an important facet of their role.

Assessment Quality Officers work hand-in-hand with trainers in redesigning assessment tools used in the delivery of programs, ensuring teaching and assessment align with the directions being set by the Education Committee and Board of Studies. Collaboration is key, where the expertise of Assessment Quality Officers and trainers are combined to ensure the highest quality teaching and assessing outcomes.

These three initiatives continue to be a driving force as the Institute continues to raise the standards in high quality education, provided by Wodonga Institute of TAFE. The Institute strives for continuous improvement to ensure it maintains its reputation as a high quality, trustworthy and relevant provider to our region.

Key partner - Defence

Wodonga Institute of TAFE has for many years provided training services to the Australian Defence Force's Army School of Health and Army School of Logistics. In 2019 our already great relationship with Defence was further enhanced through the delivery of training to the Army School of Electrical and Mechanical Engineering (ASEME), the largest Training School within the Australian Army. Wodonga Institute of TAFE is the lead organisation within the Victorian TAFE Network collaboration, working with Box Hill and Chisholm Institutes to deliver this training. This partnership leverages sector expertise to enhance and improve program delivery which satisfies the exacting tender requirements of this critical, national defence capability.

On top of this, in 2019 Wodonga Institute of TAFE also won the contract to deliver training to the Army School of Transport at Puckapunyal in the form of Driver Machinery and Plant Training Services. This incorporates what was formerly three separate contracts for driver training, on-pavement forklift operations and high risk licensing. This fantastic opportunity further cements Wodonga Institute of TAFE as a significant Defence training partner and importantly, adds to the financial sustainability of Wodonga Institute of TAFE. This third contract secured for over 9 years, means that Wodonga Institute of TAFE has become an even bigger part of our nation's critical Defence training. The awarding of the Academic Institution of the Year Award to Wodonga Institute of TAFE at the 2019 Australian Defence Industry Awards provided formal recognition of the Institute's reputation in this space.

As a result, Wodonga Institute of TAFE has been able to secure a new, even larger revenue stream that is being reinvested into the community through the employment of, and contract continuation of, a vast amount of staff. In addition to this, reinvestment occurs in the supply of goods and services sourced from the local community. This provides a significant economic and social benefit to the region. Just as important, Wodonga Institute of TAFE is able to reinvest revenue to improve learning opportunities, facilities, learning environments and innovation.

Because of our success in winning new training contracts such as these, as well as our overarching focus and performance in industry training provision, Wodonga Institute of TAFE has been able to achieve a fee for service / Government funded revenue split of 60/40 . This funding split allows the Institute to operate in the model of an enterprise Registered Training Organisation (RTO) whilst still being able to serve wider community needs.

Collaboration

If there was one recurring theme that underpins Wodonga Institute of TAFE's partnership success, it is collaboration. Working effectively with multiple stakeholders, Wodonga Institute of TAFE's partnership successes are a result of understanding our strengths and limitations, and bringing the right people to the table to ensure the very best quality outcomes for all parties.

Our capability in leading collaborative efforts in 2019 is evidenced in the aforementioned coordinated joint submission and subsequent training delivery to the Australian Defence Force's Army School of Electrical and Mechanical Engineering (ASEME) in partnership with Box Hill and Chisholm Institute. The fact that Wodonga Institute of TAFE was able to initiate and lead a coordinated Victorian TAFE Network response to a significant and critical training need is an incredibly important statement, not just to industry nationally, but also our centralised counterpart TAFEs in other states. Further to this, the new delivery contract with Army School of Transport bolsters Victorian TAFEs as a leading educator for industry and government organisations.

The upgrade of our People and Development and Payroll software to WIOT Central was a collaborative approach with The Gordon, achieving a best-practice outcome for two Institutes simultaneously.

Wodonga Institute of TAFE's influence in cross-Victorian TAFE collaboration efforts is further demonstrated in the lead role the Institute has taken in driving the Victorian TAFE Association's (VTA) Regional CEO Network and the projects it is running. As a means to achieve pragmatic shared service efficiencies across the Network, Wodonga Institute of TAFE made the decision to release a highly experienced Executive Director to the VTA to drive the two milestone collaborative TAFE projects. Furthermore, Board Chair Allison Jenvey leads the VTA also as Board Chair. This enables Wodonga Institute of TAFE to participate further in overarching Victorian TAFE projects with an aim to develop initiatives collaboratively with the Victorian TAFE network.

Engagement

At Wodonga Institute of TAFE we understand that effective and ongoing engagement with stakeholder groups is critical in being responsive to the needs of industry and community. In 2019 our Institute took a leap forward in how we manage engagements with key stakeholders such as students (current and prospective), industry, schools, government departments and community organisations.

Tasked with working directly with stakeholders including secondary schools, community support organisations, employment networks, industry and others, the Wodonga Institute of TAFE Engagement team was established to play a key role in understanding the needs of these stakeholder groups, engaging with them, and finding ways to help address their specific needs.

Acting as a conduit between the external market and the Institute, this dedicated workforce is invaluable in linking Wodonga Institute of TAFE's curriculum development and delivery with the specific needs of clients. Across the 2019 year we have seen the Engagement team deliver numerous engagement activations both on the TAFE site and in outreach areas. These activations have provided opportunities for the Institute to physically engage with large numbers of stakeholders, heightening relationship building and helping groups recognise the breadth of opportunities that come from a relationship with Wodonga Institute of TAFE.

In particular, Wodonga Institute of TAFE has significant engagement undertakings with secondary schools throughout our region. In 2019, the Institute hosted four School Experience Days, bringing in secondary school students from our whole region to our beautiful campus. Approximately 850 students attended these days. Furthermore, our Engagement team had a relationship footprint of over 25 secondary schools. VCAL is a program driven heavily by the Engagement team, and in 2019 we issued a total of 126 certificates to students within this program.

Wodonga Institute of TAFE is recognised as a leader in the delivery of training solutions to industry. Our dedication to quality delivery and customer service is the reason why the Institute continues to rank highly for employer feedback (HESG Performance and Accountability Framework) in the sector, and why our links across all facets of industry are so strong. Our approach to engaging with and servicing industry is based on the four key pillars of:

- understanding the industry and business
- designing and developing solutions contextualised specifically to needs;
- delivering and refining the training programs to minimize disruption to the business; and
- providing extra services that add increased value to the training relationship.

One example was an industry collaboration with Transport Women Australia, Linfox, Australia Post, Mainfreight, Volvo Australia and Wodonga Institute of TAFE's specialty transport department, Driver Education Centre of Australia (DECA). This industry collaboration completed another iteration of the Women Driving Transport Careers (WDTC) program in 2019. With our partners, this program created amazing new pathways into the transport industry for women. Having accessible and innovative learning options, it offered women the chance to get behind the wheel and experience the industry. This program changes the expectations of the transport industry, opening up opportunities for women in what is commonly a male-dominant market.

A long-standing partnership, Wodonga Institute of TAFE and Bega Cheese - Tatura Milk Industries, continued delivery into 2019. Wodonga Institute of TAFE provides an array of training solutions to Bega Cheese, working in collaboration to deliver the best possible training outcomes for the Bega Cheese workforce.

In 2019, Wodonga Institute of TAFE became the sole RTO for Flight Centre, delivering tailored training and professional development solutions to their staff and organisation.

Sustainability and facilities

In 2019, Wodonga Institute of TAFE completed the installation of 600 kilowatts of rooftop solar panels (1584 panels total) across the McKoy Street campus, TAFESpace and Logic Centre facilities to reduce environmental impact and boost economic sustainability. This initiative is already significantly reducing Wodonga Institute of TAFE's carbon footprint, and enabling funds to be redirected into the services we provide to our region.

In collaboration with Mondo Power, Cherry Energy Solutions and Procurement Australia, the solar panel system supplies approximately 30% of the campus' daily power and reduces emissions by approximately 1 million kilograms per annum. The use of Mondo's innovative Ubi devices to share power across micro-grids, allows Wodonga Institute of TAFE to disperse power usage across the campus - and excitingly - the potential for future conjoined power generation in partnership with other community organisations.

Highlighting the success of this initiative, Wodonga Institute of TAFE won the Sustainability Procurement Award from Procurement Australia, recognising organisations that have developed and implemented significant sustainability policies and processes to reduce overall carbon emissions, the conservation of energy and protection of the environment.

In scoping for this project, Wodonga Institute of TAFE further finalised on-the-ground industry research into workforce capability and skill needs in the renewable sector, providing a great blueprint for training and employment opportunities within the Hume region.

This investment will not only be a key driver of future financial sustainability for Wodonga Institute of TAFE, but also supports government policy to protect the environment, drive efficiencies within Public Sector organisations and reduce environmental impacts.

The enhancement of Wodonga Institute of TAFE facilities was a key priority for 2019 and will remain so in 2020. Wodonga Institute of TAFE has undertaken significant projects in refurbishing and renovating our existing facilities to better accommodate and service our learners and industry partners. We've updated our learning facilities in Interior Design, Design and Print, Hospitality, Fashion Design, Nursing, Engineering and Metal Fabrication.

Engineering and metal fabrication facilities were significantly updated, including the layout and learning environment as a whole. Most notably however, it was updated with all new machinery and equipment. This provides us with the opportunity to train our students on the latest industry-standard equipment, better preparing them for work in the industry. In addition to this, it also opens up conversations and partnerships with industry, where we can provide specific training on equipment employers may not have themselves, further keeping their business up to date with emerging technologies too. This venture welcomes increased learning opportunities, safety, and student and employer satisfaction.

Fashion design, nursing, hospitality, design and print received significant equipment upgrades to better deliver training to our students, and keep them on the forefront of learning for their relevant industries.

Wodonga Institute of TAFE has planned significant facilities updates throughout 2020, including an Events space, and Early Childhood Education and Care Centre of Excellence. Wodonga Institute of TAFE has reacquired facility space at our Moorefield Park Drive campus, which will be utilised to develop a Trades Hub. This will also increase our delivery scope in 2020 and beyond, delving into trade areas we currently do not offer. This possibility was also brought about by the current delivery of those trades to our partners in Defence. This partnership has increased our capability and capacity to offer more training options to our region.

Key priorities for 2020

Our key priorities looking forward to 2020 include the following:

- Continue to refine the Institute's delivery profile, seek new opportunities to enter areas of high demand, whilst supporting the Government's 'Free TAFE' course initiative.
- Deliver Community Service funded projects including implementation of best practice Skills & Jobs Centre service and support, particularly in support of communities and people impacted by the bushfire emergency.
- Consolidate the delivery across three key Defence contracts and explore further opportunities.
- Ensure Wodonga Institute of TAFE has a voice in representing cross border issues, including highlighting vocational education and training within the Albury/Wodonga Regional Deal planning phase and providing input to the Macklin Review.
- Complete construction of the Early Childhood Education Centre of Excellence and commence other priority master-planning projects for the McKoy Street Campus, such as the Trades Hub. Finalise disposal of the Newborough site.
- Embed Workforce Capability programs: talent management, workforce development and succession planning.
- Implement a range of initiatives to ensure Wodonga Institute of TAFE is considered an Employer of Choice within the region.
- Build financial sustainability through partnering across the TAFE sector.

AWARDS AND ACHIEVEMENTS

Awards and achievements

Wodonga Institute of TAFE

Australian Defence Industry Awards
Academic Institution of the Year Award - Winner

Procurement Australia Awards
Sustainability Procurement Award - Winner

Albury-Wodonga Business Awards
Excellence in Health, Education and Disability - Finalist

Staff

Victorian Aboriginal Education Association Inc. Wurreker Awards
Kevin Albert - Teacher/Trainer Award - Winner

Students

Victorian Training Awards
Paige Mountford - School-based Trainee of the Year Award - Finalist

Citizens of the Year Awards - Wodonga Council
Sheldon Smith - Young Citizen of the Year Award - Winner

Australian Accounting Awards
Zac Hayes - Start-up Firm of the Year Award - Winner

FCJ College Annual Awards
Jessie Reed - Alister Say Memorial Award - Winner

AUS-TAFE Culinary Trophy
Rory Stones, Jack Gayfer and Courney Smith - Finalists

Henty Field Days Natural Fibre Fashion Awards
Augusta Glasgow - Encouragement Award Prize - Best Garment Designed by a Student - Winner

Trash 2 Fash
Elyse Hildred - Winner

Victorian 'Streetshot' Competition
VCAL: Elyse Hildred, Akira Christie and Som Arrikij - Winners

La Trobe University Graduation
Bethany Weber and Nicole Harding - Excellence Awards - Winners

RESOURCES

Resources

Environmental Performance

Wodonga Institute of TAFE endeavours to find practical means of reducing the impact that it has on the environment. The Institute continued to meet its objectives through its focus on electricity, gas and water consumption.

Staff FTE		418.61	449.76	
Gross Floor Area (GFA) - m2		28,513	28,562	
Type	Measure	2018	2019	2020 target
Electricity	Kilowatts			
Total electricity usage (Kwt)		1,917,943	1,735,488	1,388,390
Greenhouse gas emissions		2,135	2,184	
Units per FTE (Kwt per FTE)		4,582	3,859	
Units per GFA (Kwt per m2)		67	61	
Gas	Mega joules			
Total gas usage (MJ)		4,704,292	6,093,315	5,788,649
Units per FTE (MJ per FTE)		11,238	13,548	
Units per GFA (MJ per m2)		165	213	
Paper Use	A4 Reams			
Total reams purchased		3,200	3,200	3,040
Units per FTE (reams per FTE)		7.6	7.1	
Percentage of recycled content		10%	75%	
Water consumption	Kilolitres			
Total water usage (KI)		35,971	59,259	56,296
Reclaimed water usage (KI)		20,634	41,029	
Mains water usage (KI)		15,337	18,230	
Units per GFA (KI per m2)		1.26	2.07	
Transportation	Tonnes			
Greenhouse gas emissions from fleet - total (T)		299	312	
No. petrol hybrid cars in fleet		10	11	
Vehicles in fleet - total		34	36	
Distance travelled by air - total (KM)		151,322	108,121	
Greenhouse gas emissions air travel (T)		33.3	23.7	
Greenhouse gas emissions	Tonnes			
Total - energy use (T)		2,468	2,520	

Wodonga Institute of TAFE is committed to reducing its environmental impact, particularly energy consumption. The Institute finalised installation of a 600kw roof top solar system during the latter quarter of 2019, this system has the potential to decrease Institute power usage by up to 30%. The Institute has undertaken a building maintenance program over the past two years which has included the use of more energy efficient products such as lighting, air conditioning etc. This is assisting in further reducing electricity usage.

The Institute also continues to transition its car fleet to petrol hybrid cars or smaller vehicles in order to reduce fuel costs and emissions. In 2019, the Institute also transitioned to using 100% recycled paper, and with a greater focus on processing routine administration through online mediums the Institute has seen a reduction in paper usage per FTE.

Use of reclaimed water for the gardens and toilets has increased due to the lack of rainfall in the area throughout the year. This has been impacted by the development of a market garden as part of the Agriculture and Horticulture programs.

Human Resources

Industrial Relations

Both the Australian Education Union (AEU) - Multi Enterprise Agreement (MEA) Implementation Group and the National Tertiary Education Union (NTEU) - Workplace Consultative Committee continued to work toward the implementation of related enterprise agreements and other employment related matters. In particular the MEA Implementation Group worked on implementing the conversions of fixed term or casual employees to suitable ongoing positions as part of a commitment under the Victorian TAFE Teaching Staff Agreement 2018 to increase employment security within the TAFE sector.

There was no industrial action taken by staff during 2019.

Occupational Health and Safety

Measure/Indicator	2017	2018	2019
Reported hazards/incidents per 100 EFT staff	10.21	16.01	13.56
Lost time standard Workcover claims per 100 EFT staff	0.62	0.48	0.44
Average cost per claim for the year	\$1,452	\$300	\$2,889.76
Fatalities	0	0	0

An overarching commitment to Occupational Health and Safety (OHS) across the Wodonga Institute of TAFE ensures the continuation of a positive safety culture. 2019 saw the Institute continue with a strong focus on education of health and wellbeing for staff coupled with an active Health and Safety Committee. There was a decrease of incidents reported in 2019 as compared to 2018, which is attributed to the education activities, health and wellbeing programs, and the growth of the positive safety culture across the Institute.

In 2019, the Institute continued to collaborate with an onsite Physiotherapist who engaged with staff on an individual basis and in group settings, improving ergonomic and safety culture awareness. In addition to this service, we introduced a Work health consultant / Occupational Therapist to support the wellbeing program.

Employment and Conduct Principles

All employees have been correctly classified in workforce data collections.

Wodonga Institute of TAFE recruits and promotes the most suitably qualified, experienced and capable employees through an open, transparent, and merit based selection process that complies with relevant legislative requirements. All employees are expected to conduct themselves in a manner consistent with the Wodonga Institute of TAFE Code of Conduct.

Wodonga Institute of TAFE participated in the Victorian Public Sector Commission (VPSC) People Matter Survey in 2019 which is designed to capture employees' perceptions of how well their organisation, leaders and colleagues practise our shared public sector values and employment principles. The results help organisations understand employee engagement and job satisfaction as well as benchmark organisational culture and features of the work environment. The Institute's overall job satisfaction was 64%, which was higher than the comparison group average of 60%.

Workforce data

The total Full Time Equivalent (FTE) for 2019 was 449.7 and a breakdown of workforce data is below.

Performance and Accountability Framework FTE Table (December 2018 - December 2019)

	December 2018							December 2019						
	Full Time		Part Time		Casual		Total	Full Time		Part Time		Casual		Total
	Ongoing	Fixed Term	Ongoing	Fixed Term	Teacher	Other		Ongoing	Fixed Term	Ongoing	Fixed Term	Teacher	Other	
PACCT Staff	71	47	9.0	15.8	NA	14.9	157.7	71	51	15.8	6.0	NA	18.6	162.4
Executive	0	6	0	0	NA	0	6.0	0	6	0	0	NA	0	6
Other	10	6	1.5	4.6	NA	3.6	25.7	18	9	3.7	2.2	NA	3.7	36.6
Teacher	61	101	8.7	14.7	43.9	NA	229.3	81	93	14.1	21.2	35.4	NA	244.7
Total	142	160	19.2	35.1	43.9	18.5	418.6	170	159	33.6	29.5	35.4	22.3	449.7

Workforce Disclosures (December 2018 - December 2019)

	December 2018							December 2019						
	All employees		Ongoing			Fixed term and casual		All employees		Ongoing			Fixed term and casual	
Gender	Number Headcount	FTE	Full-time Headcount	Part-time Headcount	FTE	Number Headcount	FTE	Number Headcount	FTE	Full-time Headcount	Part-time Headcount	FTE	Number Headcount	FTE
Women Executives	2	2.00	0	0	0	2	2.00	3	3.00	0	0	0	3	3.00
Women (total staff)	312	200.52	78	29	96.58	205	103.94	329	219.65	94	50	126.18	185	93.47
Men Executives	4	4.00	0	0	0	4	4.00	3	3.00	0	0	0	3	3.00
Men (total staff)	317	218.09	64	1	64.60	252	153.49	307	230.11	76	2	77.4	229	152.71
Self-described	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Age														
15-24	29	19.88	7	0	7.00	22	12.88	27	20.76	8	0	8.00	19	12.76
25-34	68	41.84	19	1	19.59	48	22.25	80	50.28	21	4	23.24	55	27.04
35-44	130	88.33	27	3	28.93	100	59.40	139	94.50	34	17	44.49	88	50.01
45-54	191	131.56	46	10	52.79	135	78.77	179	133.53	57	15	67.57	107	65.96
55-64	168	117.35	39	14	47.87	115	69.47	172	125.55	45	12	52.96	115	72.59
65+	43	19.65	4	2	5.00	37	14.65	39	25.14	5	4	7.32	30	17.82
Total Employees	629	418.61	142	30	161.18	457	257.42	636	449.76	170	52	203.58	414	246.18

GOVERNANCE

Governance

Wodonga Institute of TAFE is governed by a Board of Directors established under the Constitution of the Wodonga Institute of Technical and Further Education Order 2016 (the Constitution) and the Education Training and Reform Act 2016 (the Act). The Board's role under the Act is to oversee and govern the Institute efficiently and effectively; develop and implement strategic plans and statements of corporate intent in accordance with the requirements of the Act; and oversee the operational planning of the Institute. The Board also has a Terms of Reference and a Board Plan which provide guidance to Directors in regards to their accountabilities and interactions.

The Board is comprised of members who have experience in Management, Finance, Corporate Governance, Law and Adult and Tertiary Education, with the majority coming from the local region. The Board is committed to ethical conduct in line with the Victorian Public Sector Commission Code of Conduct and is ultimately responsible to the Victorian Government for the governance and management of the Wodonga Institute of TAFE.

Board members

Board members are either appointed by the Minister, appointed by the Board, or elected by staff. The CEO is an ex-officio director.

The following Directors served on the Board during 2019:

- Tammy Atkins
- Glenda Beecher
- Janelle Cretney
- Mark Dixon (CEO - Ex-officio) - full year not served
- Brett Drinnan - full year not served
- Jessica Furst
- Vernon Hilditch
- Allison Jenvey - Chair
- Annette Kearns
- Phillip Paterson (CEO - Ex-officio) - full year not served
- Roger Powell
- Catherine Prichard - full year not served

Board Committees

In 2019 the following Board Committees assisted the Board in fulfilling its duties:

- Audit, Risk and Remuneration Committee
- Finance Committee
- Strategy, Innovation and Growth Committee

Audit, Risk and Remuneration Committee

The Audit, Risk and Remuneration Committee is a committee of the Institute Board, with a Terms of Reference approved by resolution of the Board on 26 October 2016, and as such is fully accountable to the Institute Board. The primary objective of the Audit, Risk and Remuneration Committee is to provide assistance and recommendations to the Institute Board in the effective conduct of its responsibilities relating to the: scope of work, performance and independence of continuous audit; oversight of external audit process and findings; operation, implementation and monitoring of the risk management framework; Institute's process for monitoring compliance with laws and regulations (including the *Financial Management Act* 1994, the Victorian Government Risk Management Framework and Government guidelines); Institute Codes of Conduct; entitlements for Directors and senior executives; public reporting of financial information on remuneration matters; and application of Government policies.

Per Standing Direction 3.2.1.1(c), the financial statements in the Annual Report have been reviewed by the Audit, Risk and Remuneration Committee, were adopted by the Institute's Board and have been authorised by Board to be released to Parliament within the Annual Report.

Membership during 2019 included:

- Tammy Atkins
- Glenda Beecher
- Jessica Furst - Chair
- Vernon Hilditch - full year not served
- Allison Jenvey
- Annette Kearns
- Roger Powell
- Catherine Prichard - full year not served

Finance Committee

The Finance Committee is a committee of the Institute Board, with a Terms of Reference approved by resolution of the Board on 26 October 2016, and as such is fully accountable to the Institute Board. The primary objective of the Finance Committee is to assist the Board in the effective conduct of its financial responsibilities, particularly those under the Financial Management Act 1994 and Government guidelines. It does so by monitoring, reporting and making recommendations with regards to the: financial policies and procedures which support the financial integrity, values and objectives of the Institute; budget planning and setting; financial performance monitoring including the achievement of strategic financial and infrastructure goals; investments, financial authorities and banking arrangements; and financial reporting capability, financial systems and financial decision support tools.

Membership during 2019 included:

- Janelle Cretney
- Mark Dixon (CEO - Ex-officio) - full year not served
- Brett Drinnan - full year not served
- Jessica Furst
- Vernon Hilditch - full year not served
- Allison Jenvey
- Annette Kearns - Chair
- Phillip Paterson (CEO - Ex-officio) - full year not served
- Catherine Prichard - full year not served

Strategy, Innovation and Growth Committee

The Strategy, Innovation and Growth Committee is a committee of the Institute Board, with a Terms of Reference approved by resolution of the Board on 26 October 2016, and as such is fully accountable to the Institute Board. The primary objective of the Committee is to assist the Board in the effective conduct of its responsibilities. It does so by adding insight and value to the Institute's strategy, innovation and growth collaborative effort. The Committee's areas of focus are: supporting the development of strategic plans and monitoring progress against the plans; encouraging innovative thinking across the Institute, particularly in support of teaching and learning developments; providing strategic insights to support new growth, including collaborative partnerships and agreements; overseeing investment in strategic initiatives arising from the planning process.

Membership during 2019 included:

- Tammy Atkins
- Glenda Beecher
- Janelle Cretney
- Mark Dixon (CEO - Ex-officio) - full year not served
- Brett Drinnan - full year not served
- Phillip Paterson (CEO - Ex-officio) - full year not served
- Vernon Hilditch
- Allison Jenvey
- Roger Powell - Chair

Executive management structure

Organisational Chart as at 31 December 2019

Phillip Paterson - Chief Executive Officer and Managing Director

The Chief Executive Officer and Managing Director leads the operational management of the Institute and works with the Board of Directors to deliver against the strategic objectives for the Institute in line with Government priorities.

Belinda Leskie - Chief Finance Officer

The Chief Finance Officer is responsible for managing the financial performance of the Institute and providing financial, risk management, and business strategy advice to the Board and Management Team.

Carolyn Davis - Executive Director, People & Capability

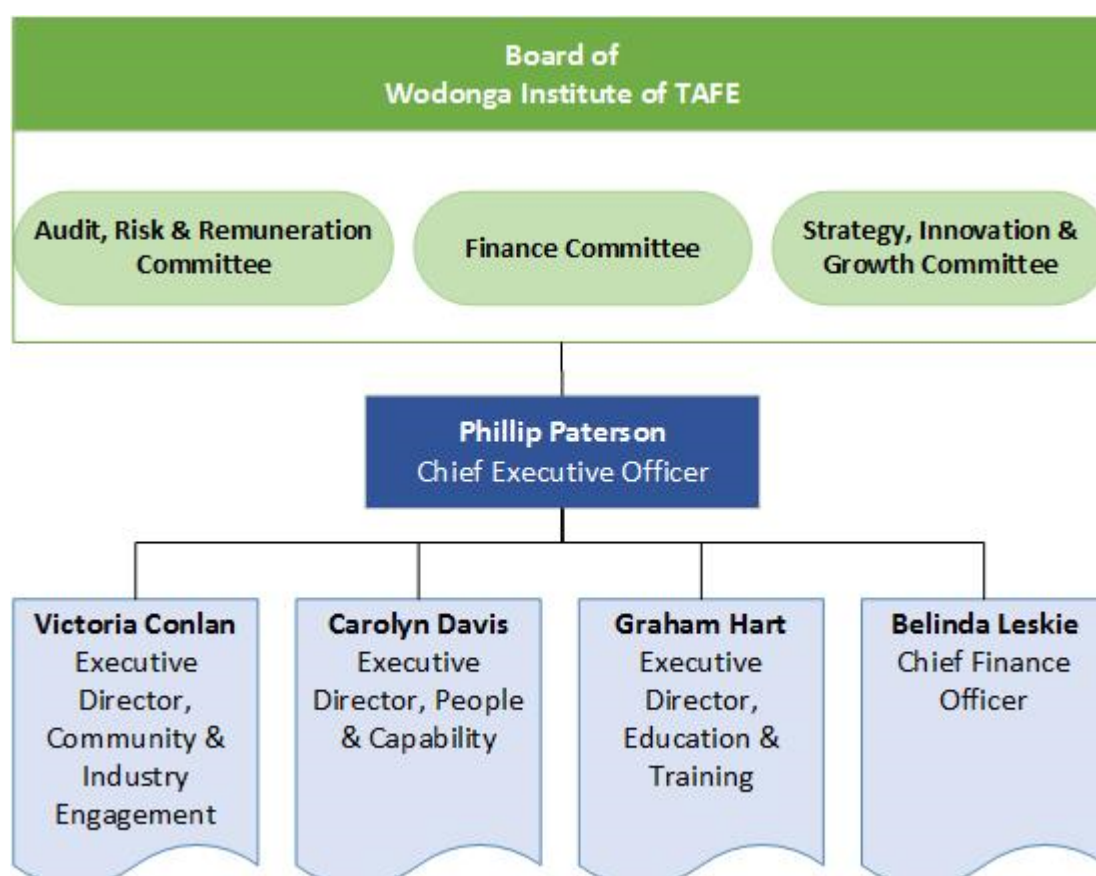
The Executive Director, People & Capability is responsible for the development and implementation of strategic human resource management including capability building and maintenance of a positive high performance culture across the Institute.

Graham Hart - Executive Director, Education & Training

The Executive Director, Education & Training is responsible for the provision of educational leadership across the Institute, ensuring the delivery of high quality teaching and learning programs that meet the needs of students and industry partners.

Victoria Conlan - Executive Director, Community & Industry Engagement

The Executive Director, Community & Industry Engagement is responsible for the development and implementation of an Engagement Strategy aimed at growing vocational training participation rates within the community, regional industries, school leavers and youth cohorts.



FINANCIAL PERFORMANCE

Five year financial summary

Comparative results 2015 - 2019

Item	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000
Revenue from operations ¹	56,918	55,503	44,264	45,771	56,285
Expenditure from operations ²	53,024	47,448	40,074	42,066	50,267
EBITDA incl net gain from reval of annual leave liability	3,894	8,055	4,190	3,705	6,018
Govt capital contributions	-	140	20	-	-
Depreciation and amortisation	(3,367)	(3,516)	(3,515)	(3,720)	(3,545)
Gains(losses) on disposal of assets	101	48	309	155	109
Movements in the provision for LSL	(584)	(29)	(74)	(26)	(369)
Net result	44	4,698	930	114	2,213
Assets	99,935	102,530	95,699	86,470	76,564
Liabilities	(8,663)	(10,459)	(8,326)	(8,051)	(6,529)
Total equity	91,272	92,071	87,373	78,419	70,035

Note:

¹ 2019 revenue has increased \$1.4m upon 2018 due primarily to the Defence training at Army School of Electrical Mechanical and Engineering (ASEME).

² Expenses have increased \$5.5m due to increased salaries and wages, resulting from the ASEME training. The \$5.5m increase in expenses is partially offset by revenue growth of \$1.4m, resulting in a positive EBITDA in 2019.

Summary of current year financial performance

The financial information in this report of operations is consistent with the information provided in the financial statements.

The Institute's results for the year ending 31 December 2019 was a net surplus of \$0.04m compared to a Board approved budget of (\$4.6m). This result for 2019 represents a significant decrease on the 2018 result of \$4.7m.

The revenue of \$56.9m represents a \$1.3m increase upon 2018 offset by expenditure of \$53m representing a \$6.1m increase upon 2018. The results were better than forecast due to some increases in funds received and lower than anticipated salaries and wages expenditure.

Wodonga Institute of TAFE's financial position is stable with net assets of \$91.27m and the working capital ratio increased to 10.7:1. Liquidity also remains strong.

Financial objectives and targets as stated in the Performance Statement, where predetermined, were substantially met or exceeded.

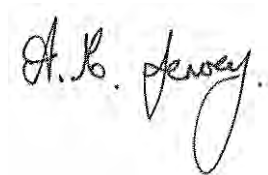
There were no significant Government capital contributions made to Wodonga Institute of TAFE in 2019, however the government continued to support Wodonga Institute of TAFE through Stronger TAFE funding.

COMPLIANCE

WODONGA INSTITUTE OF TAFE FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Allison Jenvey, on behalf of the Board of Directors, certify that for the period 1 January 2019 to 31 December 2019, the Wodonga Institute of TAFE has complied with the applicable Standing Directions made under the *Financial Management Act 1994* and Instructions.

The Audit, Risk and Remuneration Committee has reviewed and verified the Institute's compliance assessment.



Allison Jenvey
Board Chair
28th February 2020

Financial reporting directions

This report is prepared in accordance with the requirements of the Financial Management Act 1994, the Standing Directions, the Instructions, applicable Australian Accounting Standards and Financial Reporting Directions. For further details, please refer to the Financial Statements.

At the time of finalising the financial statements in this Annual Report and receiving the audit opinion from the Victorian Auditor-General's Office, the potential impact of COVID-19 on subsequent reporting periods was not known. Wodonga Institute of TAFE has since introduced measures to assist those affected, including ongoing advice and support, as the situation continues to evolve. Wodonga Institute of TAFE continues to monitor the non-financial and financial impacts of COVID-19 on its operations and cashflow however, due to the significant amount of material uncertainty, it is not possible to quantify the full economic outflow at present. To mitigate this risk, the Department of Education and Training has provided a letter of comfort to Wodonga Institute of TAFE to provide a level of assurance that financial assistance will be made available for Wodonga Institute of TAFE to continue as a going concern. Wodonga Institute of TAFE is working closely with the Department of Education and Training to ensure that an appropriate funding model is developed to minimise the loss in training revenue in the event that this should occur.

Additional information available on request

Consistent with the requirements of the *Freedom of Information Act 1982*, Wodonga Institute of TAFE has additional material available relating to the following items, details of which may be available on request from the Institute's Freedom of Information Officer:

- declarations of pecuniary interests of relevant officers
- shares held beneficially by senior officers as nominees of a statutory authority
- publications produced and how they can be obtained
- changes in prices, fees, charges, rates, and levies
- major external reviews
- major research and developmental activities
- overseas visits undertaken
- major promotional, public relations, and marketing activities
- assessments and measures undertaken to improve the health and safety of employees
- industrial relations issues
- major committees sponsored
- consultancies and contractors.

Advertising campaigns

Wodonga Institute of TAFE has no government advertising campaigns in excess of \$100,000 (excluding GST) to report.

Building Services

Wodonga Institute of TAFE has established policies and mechanism to ensure that works to existing buildings comply with building standards and with statutory obligations arising from the *Building Act 1993*. All buildings are maintained to a level of acceptable performance and safety by way of periodic checks and testing in accordance with the respective Australian Standards.

Carers Recognition Act

Wodonga Institute of TAFE recognises and values the role of carers and the importance of care relationships in the Victorian community. The Institute ensures that its policies and procedures are in line with the requirements of the *Carers Recognition Act 2012*. Wodonga Institute of TAFE understands the importance of providing access to education, and provides flexibility to accommodate any group, including Carers. As an employer, Wodonga Institute of TAFE provides flexible work arrangements for Carers when required.

Compliance with other legislation

Wodonga Institute of TAFE complies with all relevant legislation and subordinate instruments including, but not limited to:

- *Education and Training Reform Act 2006* (ETRA)
- TAFE Institute Constitution
- Directions of the Minister for Training and Skills (or predecessors)
- TAFE Institute Commercial Guidelines
- TAFE Institute Strategic Planning Guidelines
- *Public Administration Act 2004*
- *Financial Management Act 1994*
- *Freedom of Information Act 1982*
- *Building Act 1993*
- *Protected Disclosure Act 2012*
- *Local Jobs First Act 2003*

Compulsory student services and amenities fees

Wodonga Institute of TAFE did not receive any compulsory non-academic fees, subscriptions, or charges in 2019.

Conduct principles

All staff are required to comply with the Wodonga Institute of TAFE's Staff Code of Conduct and the Code of Conduct for Victorian Public Sector employees. The Institute values and behaviours also provide guidance to staff on expected behaviour and professional conduct.

Consultancies

In 2019, there were 17 additional consultancies where the total fees payable were less than \$10,000. The total expenditure incurred during 2019 in relation to these consultancies is \$47,964.51 (excl. GST). In 2019, there were 15 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2019 in relation to these consultancies is \$557,773.77 (excl. GST).

Details of individual consultancies (valued at \$10,000 or greater, excl. GST)

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee	Expenditure 2018	Future expenditure
Tingle Tree Pty Ltd	IT Consulting for Ticket Management System	Mar 2019	Mar 2019	\$11,700	\$11,700	Nil
Total HRM	Human Resource Services	Jan 2019	Dec 2019	\$40,420	\$40,420	Nil
Mondo Power Pty Ltd	Solar Implementation Services	Apr 2019	Dec 2019	\$67,589	\$67,589	Nil

Cookinburra International Pty Ltd	Support for Phase In and Contract Transition of ASEME	Jan 2019	Nov 2019	\$39,600	\$39,600	Nil
MGS Consultants	Wodonga TAFE Framework Plan	Feb 2019	Feb 2019	\$10,000	\$10,000	Nil
Anstra Associates Pty Ltd	Development of the Retail Connection project	May 2019	May 2019	\$15,000	\$15,000	Nil
Technology One Ltd	Migration to Technology One HR/Payroll system	May 2019	Sep 2019	\$166,943	\$166,943	Nil
Premier Building and Construction Pty Ltd	Design Consultants and Architectural Drafting	Nov 2019	Nov 2019	\$57,660	\$57,660	Nil
SHK Asia Pacific Pty Ltd	Professional Services - Recruitment	Mar 2019	Jun 2019	\$55,434	\$55,434	Nil
SCA Management Consultants	Public Construction Procurement Services	Dec 2019	Dec 2019	\$20,000	\$20,000	Nil
Align Work Health	Workplace Health Program	Apr 2019	Dec 2019	\$24,123	\$24,123	Nil
Mercer Consulting	Remuneration Review	Nov 2019	Nov 2019	\$17,500	\$17,500	Nil
Ag Skills Victoria	Student Engagement	Jan 2019	Nov 2019	\$92,227	\$92,227	Nil
MP Training and Recruitment	Human Resources Solutions	Jan 2019	Oct 2019	\$16,117	\$16,117	Nil
Enviroplan	Renewable Skills Ecosystem Planning Project	Sep 2019	Nov 2019	\$13,160	\$13,160	Nil

Also published at www.wodongatafe.edu.au

Freedom of Information

Wodonga Institute of TAFE has implemented procedures that, subject to privacy provisions, facilitate all reasonable requests for information from students, staff, and the general public without recourse to the *Freedom of Information Act 1982*. Wodonga Institute of TAFE ensures that its procedures are in line with the requirements of the *Freedom of Information Act 1982*. During the calendar year ended 31 December 2019, Wodonga Institute of TAFE did not receive any request for information under the Freedom of Information process.

ICT expenditure

Details of ICT expenditure for 2019 (full year)

BAU ICT Expenditure Total	Non-BAU ICT Expenditure Total	Non-BAU Operational expenditure	Non-BAU Capital expenditure
\$2,827,000	\$495,000	\$249,000	\$246,000

Local Jobs First policy

Wodonga Institute of TAFE undertook no projects applicable under the Local Jobs First Act 2003. The Institute is focused on regional sustainability and actively complies with Victorian State Government legislation and policy.

Major commercial activities

Wodonga Institute of TAFE undertook no major commercial activities in 2019.

National Competition policy

Wodonga Institute of TAFE has policies and procedures to ensure compliance with the National Competition Policy and which take into account the Victorian Government's Competitive Neutrality Policy and related legislation.

Protected Disclosures Act

The *Protected Disclosures Act 2012* encourages and facilitates the disclosure of improper conduct by public bodies, and other persons, and helps people to make disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and for rectifying action to be taken. Wodonga Institute of TAFE does not tolerate improper conduct by employees or the taking of reprisals against those who come forward to disclose such conduct.

Wodonga Institute of TAFE endeavours to ensure that it complies with the provisions of the *Protected Disclosures Act 2012* and that its processes are transparent with appropriate accountabilities. The organisation also aims to support the making of disclosures that reveal corrupt conduct, mismanagement of public resources, or risks to public health and safety for the environment. Wodonga Institute of TAFE does not receive Protected Disclosures, rather such information is sent directly to the Independent Broad-based Anti-corruption Commission (IBAC).

Victorian Public Sector Travel policy

Wodonga Institute of TAFE has policies and procedures in relation to domestic and international travel and accommodation to ensure compliance with the Victorian Public Sector Travel Policy.

Enquiries about details of any of the items mentioned above should be made in writing and addressed to:

Belinda Leskie
Chief Finance Officer

Wodonga Institute of TAFE
PO Box 963
WODONGA Victoria 3689
1300 698 233
ceo@wodongatafe.edu.au

FINANCIAL REPORT

Wodonga Institute of TAFE - FINANCIAL STATEMENTS

How this report is structured

The Wodonga Institute of TAFE has presented its audited general purpose financial statements for the year ended 31 December 2019 in the following structure to provide users with the information about the Institute's stewardship of resources entrusted to it.

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	31 December 2019	

¹ The comprehensive operating statement comprises three components, being 'net result from transactions' (or termed as 'net operating balance'), 'other economic flows included in net result', as well as 'other economic flows - other comprehensive income'. The sum of the former two, together with the net result from discontinued operations, represents the net result. The net result is equivalent to profit or loss derived in accordance with Australian Accounting Standards.

² Assets and liabilities are presented in liquidity order with assets aggregated into financial assets and non-financial assets.

Current and non-current assets and liabilities are disclosed in the notes, where relevant. In general, non-current assets or liabilities are expected to be recovered or settled more than 12 months after the reporting period, except for the provisions of employee benefits, which are classified as current liabilities if the Institute does not have the unconditional right to defer the settlement of the liabilities within 12 months after the end of the reporting period.

³ The statement of changes in equity presents reconciliations of non-owner and owner changes in equity from opening balances at the beginning of the reporting period to the closing balances at the end of the reporting period. It also shows separately changes due to amounts recognised in the 'Comprehensive result' and amounts related to 'Transactions with owner in its capacity as owner'.

⁴ Cash flows are classified according to whether or not they arise from operating, investing, or financing activities. This classification is consistent with requirements under AASB 107 Statement of Cash Flows.

INDEPENDENT AUDITOR'S CERTIFICATION OF THE STATEMENT OF PERFORMANCE VAGO



Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of Wodonga Institute of TAFE

Opinion	<p>I have audited the accompanying performance statement of Wodonga Institute of TAFE (the institute) which comprises the:</p> <ul style="list-style-type: none"> performance statement for the year ended 31 December 2019 the management certification. <p>In my opinion, the performance statement of Wodonga Institute of TAFE in respect of the year ended 31 December 2019 presents fairly, in all material respects.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the institute in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board's responsibilities for the performance statement	<p>The Board is responsible for the preparation and fair presentation of the performance statement and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is 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 Standards on Assurance Engagements 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 decisions of users taken on the basis of this performance statement.</p>

Certifications


INDEPENDENT AUDITOR'S CERTIFICATION OF THE STATEMENT OF PERFORMANCE VAGO

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

- identify and assess the risks of material misstatement of performance statement, 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 the institute's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Board 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.

MELBOURNE
10 March 2020

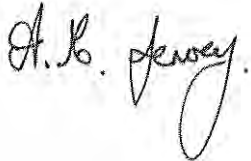


Charlotte Jelfries
as delegate for the Auditor-General of Victoria

Performance statement management certification for 2019

In our opinion, the accompanying Performance Statement of Wodonga TAFE in respect of the 2019 year presents a true and fair view of the performance of Wodonga TAFE.

The Statement outlines the performance indicators as determined by the responsible Minister, pre-determined targets and the actual results of the year against these indicators, and an explanation of any significant variance between the actual results and performance targets. As at the date of signing, we are not aware of any circumstance which would render any particulars in the Statement to be misleading or inaccurate.



Allison Jenvey
Chair & Ministerial Nominee Director
Wodonga Institute of TAFE



Phillip Paterson
Managing Director and Chief Executive Officer
Wodonga Institute of TAFE

Wodonga
28th February 2020

Wodonga
28th February 2020



Belinda Leskie
Chief Finance Officer
Wodonga Institute of TAFE

Wodonga
28th February 2020

Performance statement

PERFORMANCE STATEMENT FOR THE YEAR ENDED 31 December 2019

KPI	Definition	Measure	Performance 2019	Target 2019	Performance 2018	Comment
Training revenue diversity	Govt. Funded Training / Total Training Revenue	%	37.5%	36.6%	37.4%	Increase in the proportion of Govt funded training due to increased Fee for Service (FFS) contracts, notably the Defence training at Army School Electrical Mechanical and Engineering (ASEME).
	Fee for Service / Total Training Revenue	%	58.4%	55.4%	56.2%	Improved diversification away from Victorian Govt funded training due to ASEME contract improves revenue mix and financial sustainability.
	Student Fees & Charges / Total Training Revenue	%	4.1%	8.0%	6.4%	Revenue from Student fees declined as a proportion of total revenue due to the growth in FFS revenue.
Employment costs as a proportion of training revenue	(Employment Costs + 3rd Party Training Delivery Costs)/Total Training Revenue	%	98.5%	96.0%	85.2%	Increase in employment costs as a percentage of training revenue due to Award increases and change in delivery mix including subcontracting services.
Training revenue per teaching FTE	Training Revenue (excl. Revenue delivered via 3rd party delivery)/Total teaching FTE (including annualised casual teaching staff)	\$	\$173,089	\$175,372	\$156,597	Increase in training revenue per teaching FTE, impacted by reduced Govt funded training revenue whilst maintaining teaching levels.
Operating margin percentage	EBIT excl. capital contributions/Total revenue excl. capital contributions	%	0.5%	(8.4%)	8.1%	Operational margin reduction due to increase in expenses by \$5.7m which partially offset the increase in revenue of \$1.4m.

Independent Auditor's Report

To the Board of Wodonga Institute of Tafe

Opinion	<p>I have audited the financial report of Wodonga Institute of Tafe (the institute) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 31 December 2019 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • declaration by the Board Chair, Chief Executive Officer and Chief Finance Officer. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the institute as at 31 December 2019 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the institute in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Other information	<p>The Board are responsible for the Other Information, which comprises the information in the annual report for the year ended 31 December 2019, but it does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</p>
Board's responsibilities for the financial report	<p>The Board of the institute is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the institute'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 it is inappropriate to do so.</p>

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INDEPENDENT AUDITOR'S CERTIFICATION OF THE FINANCIAL REPORT

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is 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 this financial report.</p> <p>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:</p> <ul style="list-style-type: none">• identify and assess the risks of material misstatement of the financial report, 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 the institute's internal control• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board• conclude on the appropriateness of the Board's 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 the institute'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 report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the institute to cease to continue as a going concern.• evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. <p>I communicate with the Board 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.</p>
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MELBOURNE
10 March 2020


Charlotte Jeffries
as delegate for the Auditor-General of Victoria

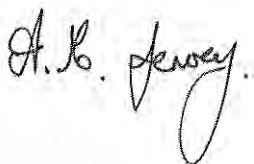
DECLARATION BY THE BOARD CHAIR CHIEF EXECUTIVE OFFICER AND CHIEF FINANCE OFFICER

We certify that the attached financial statements and annual report for the Wodonga Institute of TAFE have been prepared in accordance with Standing Direction 5.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions issued under that legislation, applicable Australian Accounting Standards and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash flow Statement and Notes to and forming part of the financial report, presents fairly the financial transactions during the year ended 31 December 2019 and financial position of the Institute as at 31 December 2019.

At the date of signing this financial report, we are not aware of any circumstance that would render any particulars included in the financial report to be misleading or inaccurate. There are reasonable grounds to believe that the Institute will be able to pay its debts as and when they become due and payable.

The Board Chair; the Chief Executive Officer; and the Chief Financial Officer sign this declaration as delegates of, and in accordance with a resolution of, the Board of the Wodonga Institute of TAFE.



Allison Jenvey
Chair & Ministerial Nominee Director
Wodonga Institute of TAFE



Phillip Paterson
Managing Director and Chief Executive Officer
Wodonga Institute of TAFE

Wodonga
28th February 2020

Wodonga
28th February 2020



Belinda Leskie
Chief Finance Officer
Wodonga Institute of TAFE

Wodonga
28th February 2020

Financial Statements

Comprehensive Operating Statement

for the year ended 31 December 2019

	Notes	2019 \$'000	2018 \$'000
Continuing operations			
Income from transactions			
Government Contributions	2.1	26,718	28,683
Sales from contracts with customers	2.2	26,299	23,843
Other income	2.3	3,901	3,117
Total income from transactions		56,918	55,643
Expenses from transactions			
Employee benefits	3.1	38,760	30,965
Depreciation and amortisation		3,367	3,516
Supplies and services	3.2	11,210	9,730
Other operating expenses	3.3	3,638	6,782
Total expenses from transactions		56,975	50,993
Net result from transactions		(57)	4,650
Other economic flows included in net result			
Net gain/(loss) on non- financial assets		101	48
Total other economic flows included in net result		101	48
Net result from continuing operations		44	4,698
Net result		44	4,698
Other economic flows - other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus		(843)	-
Comprehensive result		(799)	4,698

Notes:

¹ Net gain/(loss) on non financial assets' includes unrealised and realised gains/(losses) from revaluations, impairments, and disposals of all physical assets and intangible assets, except when these are taken through the asset revaluation surplus.

The Comprehensive Operating Statement should be read in conjunction with notes to the financial statements.

Balance Sheet

as at 31 December 2019

	Notes	2019 \$'000	2018 \$'000
Assets			
Financial assets			
Cash and deposits	6.1	38,683	3,082
Receivables	5.1	3,941	5,266
Investments and other financial assets	4.4	-	36,010
Total financial assets		42,624	44,358
Non-financial assets			
Discontinued operations and non-current assets held for sale	4.5	1,200	-
Property, plant and equipment	4.1	52,980	54,376
Intangible assets	4.2	2,588	3,260
Other assets	5.2	543	536
Total non-financial assets		57,311	58,172
Total assets		99,935	102,530
Liabilities			
Payables	5.3	1,598	4,596
Employee provisions	3.1	7,065	5,863
Total liabilities		8,663	10,459
Net assets		91,272	92,071
Equity			
Contributed capital	6.2	14,015	14,015
Accumulated surplus		38,544	38,500
Reserves	9.1	38,713	39,556
Net worth		91,272	92,071

The Balance Sheet should be read in conjunction with notes to the financial statements.

Statement of Changes in Equity

for the year ended 31 December 2019

	Physical asset revaluation surplus \$'000	Accumulated surplus \$'000	Contributions by owner \$'000	Total \$'000
At 1 January 2018	39,556	33,802	14,015	87,373
Net result for the year	-	4,698	-	4,698
	-	4,698	-	4,698
Year ended 31 December 2018	39,556	38,500	14,015	92,071
Net result for the year	-	44	-	44
Revaluation of PPE	(843)	-	-	(843)
Year ended 31 December 2019	38,713	38,544	14,015	91,272

The Statement of Changes in Equity should be read in conjunction with the notes to the financial statements.

Cash Flow Statement

As at 31 December 2019

	Notes	2019 \$'000	2018 \$'000
Cash flows from operating activities			
Receipts			
Government contributions		28,488	30,576
User fees and charges received		28,407	22,942
Goods and services tax recovered		1,839	1,372
Other receipts		4,074	3,253
Total receipts		62,808	58,143
Payments			
Payments to suppliers and employees		(57,249)	(46,362)
Goods and services tax paid		(2,727)	(2,891)
Total payments		(59,976)	(49,253)
Net cash flows from/(used in) operating activities	6.1	2,832	8,890
Cash flows from investing activities			
Purchase of investments		-	(36,010)
Proceeds from investments maturing		36,010	26,560
Purchases of non-financial assets		(3,378)	(1,774)
Proceeds from sales of non-financial assets		137	153
Net cash provided by/(used in) investing activities		32,769	(11,071)
Cash flows from financing activities			
Net cash inflow (outflow) from financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		35,601	(2,181)
Cash and cash equivalents at the beginning of the financial year		3,082	5,263
Cash and cash equivalents at the end of the financial year	6.1	38,683	3,082

The Cash Flow Statement should be read in conjunction with the notes to the financial statements.

Note 1 ABOUT THIS REPORT

The Wodonga Institute of TAFE is a statutory body corporate, established pursuant to an Act made by the Victorian Government under the *Education and Training Reform Act 2006 Section 3.1.12 4(a)*.

Its registered office and principal address is:

Wodonga Institute of TAFE
87 McKoy Street
Wodonga VIC 3690

1.1 Basis of preparation

These financial statements are presented in Australian dollars, the functional and presentation currency of the Wodonga Institute of TAFE, and have been prepared in accordance with the historical cost convention unless a different measurement basis is specifically disclosed in notes associated with the item measured on that different basis. Amounts in the financial report have been rounded to the nearest thousand dollars, unless otherwise stated.

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about financial information being presented. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and associated assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

Judgements made by management in the application of Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 7.2); and
- actuarial assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates (refer to note 3.1).

These financial statements cover Wodonga Institute of TAFE as an individual reporting entity. Wodonga Institute of TAFE had no controlled entities for the period ended 31 December 2019.

Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Funding risk

Funding risk is the risk of over reliance on a particular funding source to the extent that a change in that funding source could impact on the operating results of the current year and future years.

Wodonga Institute of TAFE has substantial economic dependency on Government operating and capital contributions.

Wodonga Institute of TAFE manages funding risk by rigorous management of costs while pursuing revenue diversity and increased funding from commercial activities, both domestically and offshore.

There has been no significant change in Wodonga Institute of TAFE's exposure, or its objectives, policies and processes for managing funding risk or the methods used to measure this risk from the previous reporting period.

1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994 (FMA)* and applicable AAS which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

For the purposes of preparing financial statements, Wodonga Institute of TAFE is classed as a not-for-profit entity. Where appropriate, those AASB paragraphs applicable to not-for-profit entities have been applied.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related accounting balance or financial statement matter is disclosed.

Note 2 HOW WE EARNED OUR FUNDS

2.1 Government contributions

	2019 \$'000	2018 \$'000
Grants and other transfers		
State government - contestable	14,745	13,538
State government - other contributions	11,579	14,639
Commonwealth Government - other contributions	394	366
Total Government contributions - operating	26,718	28,543
State-capital	-	140
Total Government contributions - capital	-	140
Total Government contributions	26,718	28,683

Government contributions

Government contributions are recognised as revenue in the period when the following conditions are met: Wodonga Institute of TAFE obtains control of the contributions or the right to receive the contribution, the economic benefits comprising the contribution will flow to Wodonga Institute of TAFE and the amount of the contribution can be measured reliably.

Operating grants

Wodonga Institute of TAFE recognises income immediately in the comprehensive operating statement when control is achieved over the funds and the contract is not enforceable or the performance obligations are not sufficiently specific. Where performance obligations are sufficiently specific, the asset and related liability are recognised with the residual being directly recognised in the comprehensive operating statement.

2.2 Sales from contracts with customers

	2019 \$'000	2018 \$'000
Student fees and charges	1,711	2,418
Fee for service - Government	22,197	16,485
Fee for service - other	2,240	4,782
Other non-course fees and charges		
Sale of goods	151	158
Total fees and charges	26,299	23,843

Student fees and charges

Student fees and charges revenue is recognised by reference to the percentage completion of education and training services provided. Where student fees and charges revenue has been clearly received in respect of courses or programs to be delivered in the following year relating to modules not delivered are then treated as revenue in advance.

Fee for service

Fee for service revenue is recognised by reference to the percentage completion of each contract, i.e. in the reporting period in which the services are rendered. Where fee for service revenue of a reciprocal nature has been clearly received in respect of programs or services to be delivered in the following year, such amounts are disclosed as revenue in advance.

Revenue from sale of goods

Revenue from sale of goods is recognised by the Institute when:

- the significant risks and rewards of ownership of the goods have been transferred to the buyer;
- Wodonga Institute of TAFE retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be reliably measured;
- it is probable that the economic benefits associated with the transaction will flow to Wodonga Institute of TAFE; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

2.3 Other income

	2019 \$'000	2018 \$'000
Rental income	263	292
Other revenue	3,638	2,825
Total other income	3,901	3,117

The Institute receives rental income for certain land and buildings leased out to the general public during the semester break period and when the buildings are excess to the current requirement.

Rental income

Rental income is recognised on a time proportional basis and is brought to account when the Institute's right to receive the rental is established.

Other revenue

Other revenue includes childcare fees, venue hire, restaurant income and other miscellaneous income.

2019
\$'000

Revenue by timing of revenue recognition

Revenue recognised over time	1,736
Revenue recognised at a point in time	55,182
Total Revenue	56,918

Revenue arises mainly from the provision of education services.

To determine whether to recognise revenue, Wodonga Institute of TAFE follows a 5-step process:

- 1 Identifying the contract with a customer
- 2 Identifying the performance obligations
- 3 Determining the transaction price
- 4 Allocating the transaction price to the performance obligations
- 5 Recognising revenue when/as performance obligation(s) are satisfied.

The Institute often enters into transactions involving a range of its services, for example for the delivery of education. In all cases, the total transaction price for a contract is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

Revenue is recognised either at a point in time or over time, when (or as) the Institute satisfies performance obligations by transferring the promised goods or services to its customers.

Transaction price allocated to remaining performance obligations

The following table includes revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially satisfied) at the reporting date.

	2020 \$'000	2021 \$'000
Revenue expected to be recognised	793	139

Wodonga TAFE typically recognises revenue in accordance with AASB 15 on satisfaction of its performance obligations to the percentage completion of each contract i.e. in the reporting period in which the services are rendered. Wodonga TAFE take into consideration any constraints related to variable consideration and adjust accordingly.

Wodonga TAFE recognises revenue that is satisfied over time upon the execution of the purchasing process relating to the acquisition of equipment as per the contractual agreement and/or execution of services rendered. This method provides a faithful depiction of the transfer of goods or services as it is reflective of the fair value of an arm's length transaction.

Wodonga TAFE recognises revenue that is sufficiently specific at a point in time. When services are rendered or items delivered, it is determined that control of promised goods or services have been transferred.

Note 3 HOW WE EXPENDED OUR FUNDS

3.1 Employee benefits

Significant judgement and estimates: Provision for employee benefits

The present value of employee benefit obligations including annual leave, long service leave and on-costs are determined using actuarial valuation. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include:

- 2019 Employee tenure period 5.5 years (2018: 6.3 years)
- 2019 Future salary growth rate 4.3% (2018: 4.1%)

	2019 \$'000	2018 \$'000
3.1.1 Employee benefits in the Comprehensive Operating Statement		
Salaries, wages, overtime and allowances	33,821	26,496
Superannuation	3,088	2,423
Payroll tax	910	823
Worker's compensation	43	122
Long service leave	614	924
Termination Benefits	284	177
Total employee benefits	38,760	30,965

Employee expenses include all costs related to employment, including wages and salaries, fringe benefits tax, leave entitlements, termination payments and Work Cover premiums. Superannuation disclosed above are employer contributions that are paid or payable during the reporting period.

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The Institute recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

	2019 \$'000	2018 \$'000
3.1.2 Employee benefits in the Balance Sheet		
Leave Obligations		
Current	6,391	5,260
Non-current	674	603
Total employee provisions	7,065	5,863

The leave obligations cover Wodonga Institute of TAFE's liabilities for long service leave and annual leave which are classified as either other long-term benefits or short-term benefits.

The current portion of this liability includes all of the accrued annual leave, the unconditional entitlements to long service leave where employees have completed the required period of service and also for those employees that are entitled to pro-rata payments in certain circumstances. Based on past experience, the Institute does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months. The following amounts reflect leave that is not expected to be taken or paid within the next 12 months.

	2019 \$'000	2018 \$'000
Current leave obligations expected to be settled after 12 months	2,465	1,900

3.2 Supplies and services

	2019 \$'000	2018 \$'000
Purchases of supplies and consumables	2,117	1,736
Communication expenses	252	267
Contract and other services	2,749	2,992
Building repairs and maintenance	1,703	1,928
Fees and charges	3,415	2,807
3rd Party training providers	974	-
Total supplies and services	11,210	9,730

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any inventories held for distribution are expensed when the inventories are distributed.

3.3 Other operating expenses

	2019 \$'000	2018 \$'000
General expenses	376	385
Marketing and promotional expenses	688	632
Utilities	933	924
Audit fees and services	71	66
Staff development	216	145
Travel and motor vehicle expenses	636	666
3rd Party training providers	-	1,450
Bad debts from transactions	(127)	5
Consumables	845	1,819
Operating lease rental expenses ¹	-	190
Impairment	-	500
Total other expenses	3,638	6,782

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as and when they are incurred and reported in the financial year to which they relate to.

Audit fees and services relate to remuneration to the Victorian Auditor General's office for the audit of the financial statements.

¹ Treatment of photocopier lease payments reflected as operating leases in 2018.

3.4 Leases

Wodonga Institute of TAFE has applied AASB 16 using a modified retrospective approach with the cumulative effect of initial application resulting in no adjustment to the opening balance of accumulated surplus at 1 January 2019, with no restatement of comparative information.

Policy applicable before 1 January 2019

As a lessee, Wodonga TAFE classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Wodonga TAFE.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive operating statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 January 2019

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

Peppercorn leases

Wodonga TAFE has elected to apply the temporary option available under AASB 16 which allows not-for-profit entities to not measure right of use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Short-term and low value leases

Wodonga TAFE has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than AUD\$10,000), including IT equipment. Wodonga TAFE recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Note 4 THE ASSETS WE INVESTED IN

4.1 Property, plant and equipment

Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.2.

In accordance with government purpose classifications, the Institute's property, plant and equipment are assets used for the purpose of education. Property, plant & equipment includes all operational assets.

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Land	8,495	9,721	-	-	8,495	9,721
Buildings & Improvements	38,415	38,380	(2,790)	(1,502)	35,625	36,878
Construction in progress	30	-	-	-	30	-
Plant, equipment & other assets	20,924	19,352	(16,520)	(16,954)	4,405	2,398
Motor Vehicles	5,886	5,834	(4,936)	(4,838)	950	996
Land Improvements	4,428	4,874	(952)	(491)	3,475	4,383
Net carrying amount	78,178	78,161	(25,198)	(23,785)	52,980	54,376

Initial recognition

Items of property, plant and equipment, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is received for no or nominal consideration, the cost is the asset's fair value at the date of acquisition.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The cost of a leasehold improvements is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

Subsequent measurement

Property, plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised below by asset category.

Non-specialised land, non-specialised buildings and artworks are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Specialised land and specialised buildings: The market approach is also used for specialised land, although is adjusted for the Community Service Obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants.

For the majority of the Institute's specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciation.

The fair value of plant, equipment and vehicles, is normally determined by reference to the asset's depreciated replacement cost.

Revaluations of non-financial physical assets

Non-current physical assets measured at fair value are revalued in accordance with Financial Reporting Directions (FRDs) issued by the Assistant Treasurer.

Refer to Note 7.2 for additional information on fair value determination of property, plant and equipment.

4.1.2 Reconciliation of movements in carrying amount of property, plant and equipment

	Land		Buildings and Improvements		Construction in progress		Plant, Equipment & Other assets		Motor vehicles		Land Improvements		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Opening net book amount	9,721	9,721	36,878	38,279	-	-	2,398	1,599	996	972	4,383	4,871	54,376	55,442
Additions	-	-	436	-	30	-	2,607	1,352	335	422	-	-	3,408	1,774
Revaluation surplus	(26)	-	(388)	-	-	-	-	-	-	-	(429)	-	(843)	-
Disposals	-	-	-	-	-	-	-	(19)	(66)	(87)	-	-	(66)	(106)
Assets included in a disposal group classified as held for sale and other disposals ¹	(1,200)	-	-	-	-	-	-	-	-	-	-	-	(1,200)	-
Depreciation charge	-	-	(1,301)	(1,401)	-	-	(600)	(534)	(315)	(311)	(479)	(488)	(2,695)	(2,734)
Closing balance	8,495	9,721	35,625	36,878	30	-	4,405	2,398	950	996	3,475	4,383	52,980	54,376

¹ Non-financial assets classified as held-for-sale including disposal group asset are held at fair value less costs to sell.

4.2 Intangible assets

The Institute has capitalised software development expenditure for the development of its SMS software. The carrying amount of the capitalised software development expenditure is \$2.59 million (2018: Software: \$3.26 million). Its useful life is six years.

	2019 \$000			2018 \$000		
	ICT Software	Access Rights	Total	ICT Software	Access Rights	Total
Software						
Gross carrying amount						
Opening Balance	8,540	500	9,040	8,868	500	9,368
Additions	-	-	-	-	-	-
Disposals	-	-	-	(328)	-	(328)
Closing balance	8,540	500	9,040	8,540	500	9,040
Accumulated amortisation and impairment						
Accumulation amortisation and impairment	(5,280)	(500)	(5,780)	(4,826)	-	(4,826)
Disposals	-	-	-	328	-	328
Amortisation charge	(672)	-	(672)	(782)	-	(782)
Impairment charge	-	-	-	-	(500)	(500)
Closing balance	(5,952)	(500)	(6,452)	(5,280)	(500)	(5,780)
Net carrying amount at end of the year	2,588	-	2,588	3,260	-	3,260

Initial recognition

Purchased intangible assets are initially recognised at cost. When recognition criteria AASB 138 *Intangible Assets* are met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the asset;
- the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible assets with finite lives are amortised on a straight basis over their useful lives. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each annual reporting period.

Impairment

Intangible assets with indefinite useful lives (and intangible assets not yet available for use) are tested annually for impairment and whenever there is an indication that the asset may be impaired. Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their possible recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge to the Comprehensive Operating Statement.

With the number of visits falling and given the further expected reduction in the number of visitations and due to the changing nature of Library utilisation, a zero value approach to access rights has been implemented.

4.3 Depreciation & amortisation

Depreciation and amortisation is provided on software, property, plant and equipment, including freehold buildings but excluding land.

Depreciation and amortisation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated over the period of the lease or estimated useful life, whichever is the shorter, using the straight-line method.

Depreciation methods and rates used for each class of depreciable assets are:

Class of Assets	Useful Life
Buildings	5 - 50 years (2018: 5 - 50 years)
Plant & equipment & other assets	2 - 50 years (2018: 2 - 50 years)
Motor vehicles	1 - 13 years (2018: 1 - 13 years)
Leasehold improvements	10 years (2018: 10 years)
Library collections	2 - 18 years (2018: 2 - 18 years)
ICT Software	3 - 10 years (2018: 3 - 10 years)
Access Rights	0 years (2018: 0 years)

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

4.4 Investments and other financial assets

	2019 \$'000	2018 \$'000
Current investment and other financial assets		
Australian dollar term deposits > three months	-	36,010
Total investments and other financial assets	-	36,010

Ageing analysis of investments and other financial assets

	Carrying amount \$'000	Not past due and not impaired \$'000	Past due but not impaired			
			Less than 1 month \$'000	1-3 months \$'000	3 months - 1 year \$'000	1-5 years \$'000
2018 - Term Deposits	36,010	36,010	-	-	-	-

4.5 Non-financial physical assets classified as held for sale including disposal groups and directly associated liabilities

	2019 \$'000	2018 \$'000
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Non-financial physical assets including disposal groups assets classified as held for sale¹

a. Non-current assets:

Non-financial physical assets including disposal group assets classified as held for sale

Freehold Land and Buildings held-for-sale ²	1,200	-
Total non-financial physical assets and disposal group assets classified as held for sale	1,200	-

Note:

¹ Vacant facility listed for disposal intended for quarter 1 2020.

² Non-financial assets, Freehold Land and Buildings classified as held-for-sale are held at fair value per valuation less costs to sell.

Note 5 BALANCES FROM OPERATIONS

5.1 Receivables

	2019 \$'000	2018 \$'000
Contractual		
Sales of goods and services	2,814	4,250
Allowance for credit losses	(118)	(275)
Total contractual	<u>2,696</u>	<u>3,975</u>
Statutory		
Amount receivable from Victorian Government	1,245	1,291
Total receivables	<u>3,941</u>	<u>5,266</u>
Represented by		
Current receivables	<u>3,941</u>	<u>5,266</u>

Receivables consist of:

- statutory receivables, which include predominantly amounts owing from the Victorian Government and GST input tax credits recoverable; and
- contractual receivables, which include mainly debtors in relation to goods and services, loans to third parties, accrued investment income, and finance lease receivables.

Receivables other than sale of goods and services are stated exclusive of the amount of GST receivable.

Receivables that are contractual are classified as financial instruments. Statutory receivables are not classified as financial instruments.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Institute holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Due to the short-term nature of the current receivables, their carrying amount is considered to be the same as their fair value.

Impairment

TAFE measures loss allowances at an amount equal to lifetime Expected Credit Losses (ECLs). Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. ECLs are a probability-weighted estimate of credit-losses. Credit losses are measured as the present value of all cash shortfalls.

The movement in the allowance for impairment in respect of trade receivables during the year was as follows.

	2019	2018
	\$'000	\$'000
Movement in loss allowance for contractual receivables		
Balance at beginning of the year under AASB 139	-	(275)
Adjustment on initial application of AASB 9	-	172
Balance at the beginning of the year under AASB 9	(275)	(105)
Amounts written off	30	-
Net remeasurement of loss allowance	-	(67)
Reversal of unused loss allowance recognised in net result	127	-
	118	275

Ageing analysis of contractual receivables

Past due but not impaired

	Carrying amount \$'000	Not past due and not impaired \$'000	Less than 1 month \$'000	1-3 months \$'000	3 months - 1 year \$'000	1-5 years \$'000	5+ Years \$'000
2019							
Trade receivables	2,697	2,393	260	17	26	-	-
Total	2,697	2,393	260	17	26	-	-
2018							
Trade receivables	3,975	3,822	51	69	33	-	-
Total	3,975	3,822	51	69	33	-	-

Note: The disclosures above excludes statutory payables (e.g., amounts arising to Victorian Government and GST taxes payable).

The average credit period on sales of goods is 30 days. No interest is charged on receivables.

There are no financial assets that have their terms renegotiated so as to prevent them from being past due or impaired, and they are stated at the carrying amounts as indicated.

5.2 Other non-financial assets

	2019 \$'000	2018 \$'000
Current		
Other non-financial assets	543	536

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Inventories include goods and other property held either for sale or for distribution at a zero or nominal cost, or for consumption in the ordinary course of business operations.

Inventories held-for-distribution are measured at cost, adjusted for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

Cost, includes an appropriate portion of fixed and variable overhead expenses. Cost for all inventory is measured on the basis of weighted average cost.

The basis used in assessing loss of service potential for inventories held-for-distribution includes current replacement cost and technical or functional obsolescence. Technical obsolescence occurs when an item still functions for some or all of the tasks it was originally acquired to do, but no longer matches existing technologies. Functional obsolescence occurs when an item no longer functions the way it did when it was first acquired.

5.3 Payables

	2019 \$'000	2018 \$'000
Contractual		
Supplies and services	1,219	4,379
Revenue in advance	359	146
	1,578	4,525
Statutory		
GST payable	20	71
Total current payables	1,598	4,596

Payables consist of:

- contractual payables, such as accounts payable, and unearned income. Accounts payable represent liabilities for goods and services provided to the Institute prior to the end of the financial year that are unpaid, and arise when the Institute becomes obliged to make future payments in respect of the purchase of those goods and services; and
- statutory payables, such as goods and services tax and fringe benefits tax payables.

Contractual payables are classified as financial instruments and categorised as financial liabilities at amortised cost.

Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from a contract.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Maturity analysis of contractual payables

	Carrying amount \$'000	Nominal amount \$'000	Less than 1 month \$'000	1-3 months \$'000	3 months - 1 year \$'000	1-5 years \$'000	5+ years \$'000
2019							
Supplies and services	1,219	1,219	1,219	-	-	-	-
Total	1,219	1,219	1,219	-	-	-	-
2018							
Supplies and services	4,379	4,379	4,357	22	-	-	-
Total	4,379	4,379	4,357	22	-	-	-

The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Notes:

- The disclosures above excludes statutory payables (e.g., amounts arising to Victorian Government and GST taxes payable).
- The average credit period is 30 days. No interest is charged on the other payables. Terms and conditions of amounts payable to other government agencies vary according to a particular agreement with that agency.

Note 6 HOW WE FINANCED OUR OPERATIONS

6.1 Cash and deposits

	2019 \$'000	2018 \$'000
Cash at bank and on hand	5,687	3,082
Deposits at call	32,996	-
Total cash and deposits	38,683	3,082

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents includes bank overdrafts, which are included as borrowings on the balance sheet.

6.1.1 Reconciliation of operating result to net cash flows from operating activities

	2019 \$'000	2018 \$'000
Net result for the year	44	4,698
Non cash movements		
(Gain)/loss on sale or disposal of non current assets	(101)	(48)
Depreciation and amortisation of non current assets	3,367	3,516
Impairment	-	500
Movements in assets and liabilities		
Decrease / (increase) in trade receivables	1,325	(1,766)
Decrease / (increase) in non-financial assets	(7)	(142)
Increase / (decrease) in payables	(2,998)	1,014
Increase / (decrease) in provisions	1,202	1,118
Net cash flows from/(used in) operating activities	2,832	8,890

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority are presented as operating cash flows.

6.2 Contributed capital

	2019 \$'000	2018 \$'000
Contributed capital		
Balance at 1 January	14,015	14,015
Balance at 31 December	14,015	14,015

Contributed capital

Funding that are in the nature of contributions by the Victorian State government are treated as contributed capital when designated in accordance with AASB and UIG Interpretation 1038 Contribution by Owners Made to Wholly-Owned Public Sector Entities. Commonwealth capital funds are not affected and are treated as income.

Note 7 MANAGING RISKS AND UNCERTAINTIES

7.1 Financial instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

	2019 \$'000	2018 \$'000
Financial Assets		
Financial assets measured at amortised cost		
Cash, deposits and receivables		
Cash and deposits	38,683	3,082
Trade receivables	2,696	3,975
Term deposits	-	36,010
Total financial assets	41,379	43,067
Financial liabilities		
Financial liabilities measured at amortised cost		
Payables		
Supplies and services	1,219	4,379
Total financial liabilities	1,219	4,379

Categories of financial instruments

Financial assets measured at amortised cost are financial instruments which meet both of the following criteria and are not designated at fair value through profit or loss:

- it is held within a business model whose objective is to hold assets to collect contractual cashflows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Institute recognises the following financial assets in this category:

- cash and deposits; and
- receivables (excluding statutory receivables).

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. The Institute recognises the following liabilities in this category:

- payables (excluding statutory payables).

Financial risk management objectives and policies

The Institute is exposed to a variety of financial risks, market risk, credit risk and liquidity risk.

The Institute's financial risk management program seeks to manage these risks and the associated volatility of its financial performance.

The Institute's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Institute. The Institute uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks and ageing analysis for credit risk.

Primary responsibility for the identification and management of financial risks rests with the Audit and Risk Committee of The Institute with oversight by the Board.

Credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. Credit risk arises from the contractual financial assets of the Institute, which comprise cash and deposits and non-statutory receivables. The Institute's exposure to credit risk arises from the potential default of a counterparty on their contractual obligations resulting in financial loss to the Institute.

The trade receivables balance at 31 December 2019 and 31 December 2018 do not include any counterparties with external credit ratings. Customers are assessed for credit worthiness using the criteria detailed above.

The Institute does not hold any security on the trade receivables balance. In addition, The Institute does not hold collateral relating to other financial assets.

In addition, the Institute does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash assets, which are mainly cash at bank. The Institute's policy is to only deal with banks with high credit ratings.

The carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents the Institute's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There are no material financial assets which are individually determined to be impaired.

Credit quality of contractual financial assets that are neither past due nor impaired

	Financial Institutions (AA- rating) \$'000	Government agencies (AAA rating) \$'000	Other counter-party \$'000	Total \$'000
2019				
Cash and deposits	38,683	-	-	38,683
Receivables ¹	-	-	2,696	2,696
Total contractual financial assets	38,683	-	2,696	41,379
2018				
Cash and deposits	3,082	-	-	3,082
Receivables	-	-	3,975	3,975
Investments and other financial assets	-	36,010	-	36,010
Total contractual financial assets	3,082	36,010	3,975	43,067

Notes:

¹ The total amounts disclosed here exclude statutory amounts (e.g. amounts owing to/from Victorian Government, GST input tax credit recoverable and taxes payable).

The following table provides information about the estimated exposure to credit risk and ECLs for trade and other receivables as at 1 January 2019.

Under AASB 9, loss allowances are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from possible default events within the 12 months after the reporting date; and
- lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

In measuring the expected credit losses, the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due and also according to the geographical location of customers.

The expected loss rates are based on the payment profile for sales over the past 12 months before 31 December 2019 and 1 January respectively as well as the corresponding historical credit losses during that period. The historical rates are adjusted to reflect current and forwarding looking macroeconomic factors affecting the customer's ability to settle the amount outstanding. The Institute has identified gross domestic product (GDP) and unemployment rates of the countries in which the customers are domiciled to be the most relevant factors and according adjusts historical loss rates for expected changes in these factors. However given the short period exposed to credit risk, the impact of these macroeconomic factors has not been considered significant within the reporting period.

Trade receivables are written off (ie derecognised) when there is no reasonable expectation of recovery. Failure to make payments within 120 days from the invoice date and failure to engage with The Institute on alternative payment arrangement amongst other is considered indicators of no reasonable expectation of recovery.

31 December 2019	Estimated gross carrying amount \$'000	Weighted average loss rate	Estimated loss allowance \$'000	Credit impaired
Current (not past due)	\$2,500	0%	\$0	No
1 - 30 days past due	\$260	0%	\$0	No
31 - 60 days past due	\$17	0%	\$0	No
61 - 90 days past due	\$26	0%	\$0	No
More than 90 days past due	\$11	39%	\$4	Yes

1 January 2019	Estimated gross carrying amount \$'000	Weighted average loss rate	Estimated loss allowance \$'000	Credit impaired
Current (not past due)	\$1,782	5%	\$89	Yes
1 - 30 days past due	\$249	5%	\$12	Yes
31 - 60 days past due	\$20	5%	\$1	Yes
61 - 90 days past due	\$31	5%	\$2	Yes
More than 90 days past due	\$18	5%	\$1	Yes

Liquidity risk

Liquidity risk is the risk that the Institute would be unable to meet its financial obligations as and when they fall due. The Institute operates under a payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

The Institute's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet.

The Institute manages liquidity risk by:

- maintaining adequate short term reserves and banking facilities that can be drawn at short notice to meet its short-term obligations;
- holding investments and other contractual financial assets that are readily tradeable in the financial markets; and
- careful maturity planning of its financial obligations based on forecasts of future cash flows.

The Institute's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in The Institute's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

7.2 Fair value determination of non-financial assets

The Institute holds property, plant and equipment for which fair values are determined. Below are the relevant fair value information relating to those assets.

The Institute, in conjunction with the Valuer-General Victoria, monitors changes in the fair value of each asset through relevant data sources to determine whether revaluations are required. The recurring fair value measurements of non-financial physical assets, such as land and buildings, are based on level 2 observable inputs and level 3 unobservable inputs due to the nature and characteristics of the Institute's campus assets. There is little or no observable market evidence of the market selling price of campus assets as they are specialised assets with a Community Service Obligation (CSO) applied.

Fair value measurement hierarchy

		Level 1	Level 2	Level 3
	Carrying amount at 31 December \$'000	Quoted Prices \$'000	Observable Price Inputs \$'000	Unobservable Inputs \$'000
2019				
Non specialised land	8,495	-	8,495	-
Specialised land	3,475	-	-	3,475
Total of land fair value	11,970	-	8,495	3,475
Specialised buildings & improvements	35,625	-	-	35,625
Total buildings & improvements at fair value	35,625	-	-	35,625
Plant, Equipment & Other assets	4,405	4,405	-	-
Total Plant, Equipment & Other assets at fair value	4,405	4,405	-	-
Motor Vehicles	950	950	-	-
Total Motor Vehicles at fair value	950	950	-	-
2018				
Non specialised land	9,721	-	9,721	-
Specialised land	4,383	-	-	4,383
Total land at fair value	14,104	-	9,721	4,383
Specialised buildings & improvements	36,878	-	-	36,878
Total buildings & improvements at fair value	36,878	-	-	36,878

Impairment

Non-financial assets, including items of software, property, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an 'other economic flow', except to the extent that it can be debited to an asset revaluation surplus amount applicable to that class of asset.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

Motor vehicles are valued using the depreciated replacement cost method. Wodonga TAFE acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by Wodonga TAFE who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method.

7.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the Institute.

This section sets out information on how the Institute determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through operating result;
- available-for-sale financial assets; and
- land, buildings, plant and equipment, vehicles, lease hold improvements.

Fair value estimation

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 - quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The Institute determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Fair value determination of financial assets and liabilities

The Institute currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2019 reporting period.

Valuations of property, plant and equipment

Fair value assessments have been performed per the Valuer General effective as at 31/12/2017 for all classes of assets. Based upon the 2019 vacant land and building cost indices, a managerial valuation adjustment was process based upon indices. The next scheduled full valuation for the institute will be conducted in 2022.

Non specialised land is valued using the market approach. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non specialised land, an independent valuation was performed by the Valuer General Victoria with an effective date of 31 December 2017. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset.

To the extent that non specialised land, non specialised buildings and artworks do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market approach.

Specialised land and specialised buildings

The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

For the Institute's majority of specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciations. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

An independent valuation of the Institute's specialised land and specialised buildings was performed by the Valuer General Victoria. The valuation was performed using the market approach adjusted for CSO. The effective date of the valuation is 31 December 2017.

Leasehold improvements are held at fair value being depreciated cost. As there is no evidence of a reliable market-based fair value (or other relevant fair value indicators) for leasehold improvements, depreciated cost is the fair value for these types of assets. The valuation of leasehold improvements is based on significant unobservable inputs and accordingly is classified as Level 3 assets.

There were no changes in valuation techniques throughout the period to 31 December 2019.

For all assets measured at fair value, the current use is considered the highest and best use.

Description of significant unobservable inputs to Level 3 valuations

2019 and 2018	Valuation technique	Significant unobservable inputs
Specialised land	Market approach	Community Service Obligation (CSO) adjustment
Specialised buildings	Depreciated replacement cost	Direct cost per square metre.
Motor vehicles	Depreciated replacement cost	Useful life of vehicles
Plant and equipment	Depreciated replacement cost	Useful life of plant and equipment
Library collections	Depreciated replacement cost	Useful life of collection
Leasehold improvements	Depreciated replacement cost	Useful life of lease

Note 8 GOVERNANCE DISCLOSURES

8.1 Responsible Persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons and executive officers for the reporting period.

The persons who held the positions of Ministers and Accountable Officers in the Institute are as follows:

Position	Name	Dates of appointment
Minister for Training and Skills and Minister for Higher Education	The Hon. Gayle Tierney MP	1 January 2019 to 31 December 2019
Managing Director and Chief Executive Officer	Mark Dixon	1 January 2019 to 6 May 2019
Managing Director and Chief Executive Officer	Phillip Paterson	23 April 2019 to 31 December 2019
Chair Ministerial Nominee Director	Allison Jenvey	1 January 2019 to 31 December 2019
Ministerial Nominee Director	Tammy Atkins	1 January 2019 to 31 December 2019
Ministerial Nominee Director	Jessica Furst	1 January 2019 to 31 December 2019
Ministerial Nominee Director	Annette Kearns	1 January 2019 to 31 December 2019
Ministerial Nominee Director	Vern Hilditch	1 January 2019 to 31 December 2019
Board Nominee Director	Roger Powell	1 January 2019 to 31 December 2019
Board Nominee Director	Brett Drinnan	1 January 2019 to 10 August 2019
Board Nominee Director	Glenda Beecher	1 January 2019 to 31 December 2019
Board Nominee Director	Catherine Prichard	11 August 2019 to 31 December 2019
Staff Director - Elected	Janelle Cretney	1 January 2019 to 31 December 2019

Remuneration

Accountable Officer	Remuneration range \$0 - \$20,000	Remuneration range \$20,000 - \$29,999	Remuneration range \$40,000 - \$49,999
Allison Jenvey			X
Tammy Atkins		X	
Jessica Furst		X	
Annette Kearns		X	
Glenda Beecher		X	
Roger Powell		X	
Catherine Prichard	X		
Brett Drinnan	X		
Vern Hilditch	X		
Janelle Cretney	X		

Compensation of Responsible persons	Total Remuneration	
	2019	2018
Remuneration	\$'000	\$'000
Short-term employee benefits	\$436	\$175
Post-employment benefits	\$38	\$15
Other long-term benefits	-	\$2
Termination benefits	-	
Total remuneration	\$474	\$192
Total number of executive officers	10	10

The remuneration for the responsible Minister is disclosed in the financial report of the Department of Parliamentary Services.

Remuneration received or receivable by the Accountable Officer in connection with the management of the Institute during the reporting period was in the range: \$280 000 - \$289 999 (\$240 000 - \$249 999 in 2018).

8.2 Remuneration of executives

The number of executive officers, other than ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long service benefits or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

Compensation of Executives	Total Remuneration	
	2019	2018
Remuneration	\$'000	\$'000
Short-term employee benefits	\$1,258	\$1,276
Post-employment benefits	\$99	\$109
Other long-term benefits	\$25	\$15
Termination benefits	-	-
Total remuneration	\$1,382	\$1,400
Total number of executives	6	7
Total annualised employee equivalent (AEE)⁽ⁱ⁾	5.2	6.2

(i) Annualised employee equivalent is based on paid working hours of 38 ordinary hours per week over the 52 weeks for a reporting period.

8.3 Related parties

Related parties of the Wodonga Institute of TAFE include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel of the TAFE includes the Minister for Training and Skills and Minister for Higher Education, the Hon. Gayle Tierney MP, and members of the Wodonga Institute of TAFE Board, Chief Executive Officer, and members of the Executive Committee. The compensation detailed below excludes the salary and benefits received by the Minister for Training and Skills. The Minister's remuneration and allowances is reported within the Department of Parliamentary Services' Financial Report.

Compensation of Key management personnel	Total Remuneration	
	2019	2018
Remuneration	\$'000	\$'000
Short-term employee benefits	\$1,428	\$1,450
Post-employment benefits	\$115	\$124
Other long-term benefits	\$25	\$17
Termination benefits	-	-
Total remuneration	\$1,568	\$1,592

Transactions and balances with key management personnel and other related parties

Other related transactions and loan requiring disclosure under the Directions of the Assistant Treasurer have been considered and there are no matters to report.

Note 9 OTHER DISCLOSURES

9.1 Other equity reserves

	2019 \$'000	2018 \$'000
Physical asset revaluation surplus:¹		
Balance at 1 January	39,556	39,556
Revaluation increments/(decrements)	(843)	-
Balance at 31 December	38,713	39,556

Note:

¹The physical assets revaluation surplus arises on the revaluation of land and buildings.

9.2 Application of standards issued but not yet effective

Certain new accounting standards and interpretations have been published that are not effective for the 31 December 2019 reporting period.

Standard/ Interpretation	Summary	Applicable for annual reporting periods beginning on
<i>AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business</i>	AASB 2018-6 amends AASB 3 to clarify the definition of a business, assisting entities to determine whether a transaction should be accounted for as a business combination or as an asset acquisition.	1-Jan-20
<i>AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material</i>	AASB 2018-7 principally amends AASB 101 and AASB 108. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across the Australian Accounting Standards and other publications. The amendment also includes some supporting requirements in AASB 101 in the definition to give it more prominence and clarifies the explanation accompanying the definition of material.	1-Jan-20
<i>AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework</i>	AASB 2019-1 amends Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the revised Conceptual Framework for Financial Reporting (Conceptual Framework).	1-Jan-20

Summary of reporting requirement

Item No.	Source	SUMMARY OF REPORTING REQUIREMENTS	Page Number
REPORT OF OPERATIONS			
CHARTER AND PURPOSE			
1	FRD 22H (5.4)	Manner of establishment and the relevant Minister	9
2	FRD 22H (5.4)	Purpose, functions, powers and duties linked to a summary of activities, programs and achievements	5-19
3	FRD 22H	Nature and range of services provided including the communities served	9-10
MANAGEMENT AND STRUCTURE			
4	FRD 22H (5.6)	Organisational structure and chart, detailing member of the governing board, Audit Committee, CEO, senior officers and their responsibilities.	29-31, 81-82
FINANCIAL AND OTHER INFORMATION			
5	FRD 03A	Accounting for Dividends	N/A
6	FRD 07B	Early adoption of authoritative accounting pronouncements	83
7	FRD 10A	Disclosure Index	84-87
8	FRD 17B	Long Service leave and annual leave for employees	62
9	FRD 22H (5.11c)	Operational and budgetary objectives, performance against objectives and achievements	13-19, 34-35, 49
10	FRD 22H (5.10)	Occupational health and safety statement including performance indicators, performance against those indicators.	24
11	FRD 22H (5.8)	Workforce data for current and previous reporting period including a statement on the application of employment and conduct principles and that employees have been correctly classified in the workforce data collections	25
12	FRD 22H (5.11a)	Summary of the financial results, with comparative information for the preceding four reporting periods	34
13	FRD 22H (5.11b)	Summary of significant changes in financial position	34-35
14	FRD 22H (5.7)	Key initiatives and projects, including significant changes in key initiatives and projects from previous years and expectations for the future	13-16
15	FRD 22H (5.11d)	Post-balance sheet date events likely to significantly affect subsequent reporting periods	39
16	FRD 22H (5.18a)	Summary of application and operation of the Freedom of Information Act 1982	41
17	FRD 22H (5.12)	The report of operations shall provide a discussion and analysis of the entity's operating results and financial position and include details about significant factors that affect the entity's performance	34-35
18	FRD 22H (5.9)	TAFE workforce inclusion policy (where TAFE has one), including a measurable target and report on the progress towards the target	N/A
19	FRD 22H (5.16)	Schedule of any government advertising campaign in excess of \$100,000 or greater (exclusive of GST)	39
20	FRD 22H (5.18e)	Statement, where applicable, on the implementation and compliance with the National Competition Policy, including compliance with the requirements of Victoria's Competition Neutrality Policy and any subsequent reform.	42
21	FRD 22H (5.18g)	Statement on the application and operation of the Carer's Recognition Act 2012 (Carers Act), and the actions that were taken during the year to comply with the Carers Act	40
22	FRD 22H (5.18c)	Summary of application and operation of the Protected Disclosure Act 2012 including disclosures required by the Act	40, 42
23	FRD 22H (5.18h) and FRD 24D	Summary of Environmental Performance	23

Summary of reporting requirement (continued)

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page number
24	FRD 22H (5.13, 5.14, 5.15)	<p>Consultants:</p> <p>Report of Operations must include a statement disclosing each of the following:</p> <ol style="list-style-type: none"> 1. Total number of consultancies of \$10,000 or more (excluding GST) 2. Location (eg website) of where the schedule with the below details of the consultancies over \$10,000 has been made publicly available <ul style="list-style-type: none"> • Consultant engaged • Brief summary of project • Total project fees approved (excluding GST) • Expenditure for reporting period (excluding GST) • Any future expenditure committed to the consultant for the project <ol style="list-style-type: none"> 3. Total number of consultancies individually valued at less than \$10,000 and the total expenditure for the reporting period 	40-41
25	FRD 22H (5.19)	List of other information available on request from the Accountable Officer, and which must be retained by the Accountable Officer	39
26	FRD 22H (5.17)	<p>An entity shall disclose the following in the report of operations:</p> <ol style="list-style-type: none"> a) Total entity ICT Business As Usual (BAU) expenditure for the full 12 month reporting period; and b) Total entity ICT Non-Business As Usual expenditure for the full 12 month reporting period; and provide a breakdown for: <ol style="list-style-type: none"> (i) Operational expenditure (OPEX); and (ii) Capital expenditure (CAPEX). 	41
27	FRD 25D	Local Jobs First	41
28	AASB 16	Leases	63-64
29	SD 5.1.4	Financial management compliance attestation The Responsible Body must attest to compliance with applicable requirements in the FMA, the Standing Directions and the Instructions, and disclose all Material Compliance Deficiencies.	39
30	FRD 119A	Transfers through contributed capital	74
31	SD 5.2.1(a)	The Accountable Officer must implement and maintain a process to ensure the Agency's Annual Report is prepared in accordance with the FMA, the Standing Directions, the Instructions, applicable Australian Accounting Standards and Financial Reporting Directions.	39, 52, 58
32	SD 5.2.3	The report of operations must be signed and dated by the Responsible Body or a member of the Responsible Body.	52
33	CG 10 (clause 27)	Summary of Major Commercial Activities	41
34	CG 12 (clause 33)	TAFE Institute Controlled Entities	N/A

Summary of reporting requirement (continued)

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page number
FINANCIAL REPORT			
FINANCIAL STATEMENTS REQUIRED UNDER PART 7 OF THE FINANCIAL MANAGEMENT ACT 1984			
35	SD 5.2.2(b)	<p>The declaration required under Direction 5.2.2(a) must state that in the joint opinion of the signing persons:</p> <ul style="list-style-type: none"> the financial statements present fairly the financial transactions during the reporting period and the financial position at the end of that period; and the financial statements have been prepared in accordance with applicable requirements in the FMA, the Directions, the Financial Reporting Directions and Australian Accounting Standards. 	52
OTHER REQUIREMENTS UNDER STANDING DIRECTION / FINANCIAL MANAGEMENT ACT 1994 (FMA)			
36	SD 5.2.2(a) and FMA s 49	<p>An Agency's financial statements must include a signed and dated declaration by:</p> <ul style="list-style-type: none"> the Accountable Officer; subject to Direction 5.2.2(c), the CFO; and for Agencies with a statutory board or equivalent governing body established by or under statute, a member of the Responsible Body. 	52
37	FRD 30D	Rounding of Amounts	57
38	SD 3.2.1.1(c)	<p>The Responsible Body must establish an Audit Committee to:</p> <ul style="list-style-type: none"> review annual financial statements and make a recommendation to the Responsible Body as to whether to authorise the statements before they are released to Parliament by the Responsible Minister 	29
OTHER REQUIREMENTS AS PER FINANCIAL REPORTING DIRECTIONS IN NOTES TO THE FINANCIAL STATEMENTS			
39	FRD 11A	Disclosure of ex-gratia payments	N/A
40	FRD 21C	Disclosures of Responsible Persons, Executive Officer and Other Personnel (Contractors with significant management responsibilities) in the Financial Report	81-82
41	FRD 102A	Inventories	54, 72
42	FRD 103H	Non-financial physical assets	54, 65-66, 78-80
43	FRD 105B	Borrowing costs	N/A
44	FRD 106B	Impairment of assets	63, 65-69, 71-72, 74, 76-79
45	FRD 107B	Investment properties	N/A
46	FRD 109A	Intangible assets	54, 67-68
47	FRD 110A	Cash flow statements	56, 74
48	FRD 112D	Defined benefit superannuation obligations	N/A
49	FRD 113A	Investment in subsidiaries, jointly controlled entities and associates	N/A
50	FRD 114C	Financial instruments	75-80
51	FRD 120M	Accounting and reporting pronouncements applicable to the reporting period	83

Summary of reporting requirement (continued)

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page number
COMPLIANCE WITH OTHER LEGISLATION, SUBORDINATE INSTRUMENTS AND POLICIES			
52	Legislation	<p>The TAFE institute Annual Report must contain a statement that it complies with all relevant legislation, and subordinate instruments, including, but not limited to, the following:</p> <ul style="list-style-type: none"> • <i>Education and Training Reform Act 2006 (ETRA)</i> • TAFE institute constitution • Directions of the Minister for Training and Skills (or predecessors) • TAFE institute Commercial Guidelines • TAFE institute Strategic Planning Guidelines • <i>Public Administration Act 2004</i> • <i>Financial Management Act 1994</i> • <i>Freedom of Information Act 1982</i> • <i>Building Act 1983</i> • <i>Protected Disclosure Act 2012</i> • <i>Local Jobs First Act 2003</i> 	40
53	ETRA s3.2.8	Statement about compulsory non-academic fees, subscriptions and charges payable in 2019	40
54	Policy	Statement that the TAFE institute complies with the Victorian Public Service Travel Policy	42
55	Key Performance Indicators	<p>Institutes to report against:</p> <ul style="list-style-type: none"> • Employment costs as a proportion of training revenue; • Training revenue per teaching FTE; • Operating margin percentage; • Training Revenue diversity. 	49
OVERSEAS OPERATIONS OF VICTORIAN TAFE INSTITUTES			
56	PAEC and VAGO (June 2003 Special Review - Recommendation 11)	<ul style="list-style-type: none"> • Financial and other information on initiatives taken or strategies relating to the institute's overseas operations • Nature of strategic and operational risks for overseas operations • Strategies established to manage such risks of overseas operations • Performance measures and targets formulated for overseas operations • The extent to which expected outcomes for overseas operations have been achieved 	N/A

