

Annual Report 2020-21



LETTER OF COMPLIANCE

1 September 2021

The Honourable Di Farmer MP
Minister for Employment and Small Business and
Minister for Training and Skills Development
PO Box 15483
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2020-21 and financial statements for TAFE Queensland.

I certify that this report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- detailed requirements set out in the *Annual Report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 63 of this Annual Report.

Yours sincerely

Jane Seawright
Chairperson
TAFE Queensland



ABOUT OUR ANNUAL REPORT

The TAFE Queensland Annual Report 2020-21 is an integral part of our corporate governance framework. It aligns with the TAFE Queensland Strategic Plan 2020-24, summarising our key achievements, performance and financial position for 2020-21.

The annual report plays an important role in fulfilling TAFE Queensland's commitment to accountability, transparency and continuous improvement.

It also provides information on our future direction, people management and corporate governance.

View our report online

TAFE Queensland's annual reports (including information on TAFE Queensland's government body) are available online at tafeqld.edu.au.

For enquiries about this annual report, please contact TAFE Queensland by telephone on +61 7 3514 3600 or via email at tafe.queensland@tafeqld.edu.au.

More information – open data

Several annual reporting requirements for this year are addressed through publishing information on the Queensland Government Open Data Portal. These are:

- Consultancies
- Overseas Travel
- Queensland Language Services Policy; and
- Queensland Government Bodies.

For further information, please visit data.qld.gov.au.

Interpreter services



TAFE Queensland is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds.

If you have any difficulty in understanding the annual report, please call TAFE Queensland on +61 7 3514 3600 and we will arrange an interpreter to effectively communicate the report to you.

Providing feedback

We continually strive to meet best practice reporting standards and value the views of our readers. We invite you to provide feedback on this report by completing a survey on the Get Involved website. The feedback survey is available by searching for 'annual report' on the Get Involved website:

<https://www.getinvolved.qld.gov.au/gi/>

Copies of this publication can be obtained at tafeqld.edu.au or by telephoning TAFE Queensland on +61 7 3514 3600 or emailing tafe.queensland@tafeqld.edu.au.

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INTRODUCTION

Message from the Chairperson and Chief Executive Officer

As the state's premier public provider of quality vocational education and training (VET), TAFE Queensland has actively contributed to the Queensland Government's objectives through *Unite and Recover – Queensland's Economic Recovery Plan*.

TAFE Queensland is working alongside industry and the communities it serves to assist our state in its recovery from the pandemic through the training of a skilled and job-ready workforce.

For more than 139 years, TAFE Queensland has been delivering practical and industry-relevant training to provide students with the skills and experience they need to build lifelong careers.

At TAFE Queensland, we deliver training to over 129,000 students annually, across more than 465 programs. Our training is delivered to students and apprentices on-site, online, in the workplace or on campus, to give people the skills they need to enrich their communities, support their industries, and strengthen their local economies.

Enhanced by our online and international training delivery, TAFE Queensland's scale and location options are extensive. TAFE Queensland offers students access to over 60 campus locations throughout Queensland, from Thursday Island in the North, to Coolangatta in the South East, and as far west as Mount Isa.

Our facilities include purpose-built workshops (complete with world class equipment), fully functioning health clinics, simulation labs, digital studios, restaurants, beauty salons and gyms.

Notably, most of our facilities are also open to the public and provide a unique opportunity for our students to put their training into practice. For example, our cookery and hospitality students serve the public at our training restaurants and cafés across the state, and we often partner with local councils to deliver free health and wellness activities in our gyms to the local community.

In addition to our facilities, we have a highly experienced workforce dedicated to delivering best practice and innovative training that provides real employment outcomes for our students and employers.

With approximately 4,000 full-time equivalent employees, TAFE Queensland is a major employer in the state, particularly in regional locations.

From entry-level certificates and apprenticeships to bachelor degrees, we align our training with the needs of Queensland's industries, designing new programs in areas of emerging need and supporting industry transformation.

Together, we are providing the training that Queenslanders need to change their lives and equipping our students, our communities, and our industry partners with the skills required for the jobs of the future. Our students graduate confident, capable and ready to help drive the success of their industry and communities.

We understand the need for perpetual innovation and flexibility in both our training programs and our delivery practices, and as the needs of our employers and industry change, so too does our training and delivery. For example, TAFE Queensland recently partnered with Australia's largest supplier of military vehicles, Rheinmetall Defence, to create a training program that would keep defence supply chain jobs in Queensland. One of the major challenges facing the production of military vehicles in Australia is having a local workforce of suitably qualified welders that meet international certification standards.

Consequently, TAFE Queensland developed a Fusion Welding Program pathway to raise the skills level of experienced welders in Queensland to the highest international practice standard, ISO 9606. Together, TAFE Queensland and Rheinmetall Defence are bridging the international welding certification qualification gap in Australia and firmly positioning Queensland as Australia's home of land defence and industrial capability.

This year we also celebrated being recognised for our contribution to the VET sector by receiving the Lifetime Achievement Award for CEO, Mary Campbell and the National Achievement Award for Deb Blow (Nursing) at the 2020 Australian Training Awards.

As the state's largest and most experienced VET provider, TAFE Queensland has a broader remit than the delivery of training and education alone.

We are committed to not only providing the training and skills needed to support our state's employers and industries, but most importantly we are committed to supporting the communities in which we also live and work in throughout Queensland.

Our training is accessible to students from all walks of life. We enrol students from diverse education and socio-economic backgrounds to enhance the economic and social wellbeing of the communities we serve.

We know the power of training and skills and we are in the privileged position of not only being able to help our students to change their lives and achieve their career aspirations, but also enhance the social wellbeing and financial sustainability of the Queensland community.

With close to a 92% employer satisfaction rate, TAFE Queensland will continue to support local Queensland industries, employers and communities long into the future.

TAFE Queensland's response to COVID-19

The COVID-19 pandemic has provided some unique challenges including lockdown, physical distancing and working remotely. At the beginning of the pandemic in early 2020, TAFE Queensland had to think differently about our operations and find new, more agile ways of working and delivering training.

In early March 2020, TAFE Queensland educators transitioned training delivery plans to alternative delivery modes including flexible, distance and online learning where possible, before returning to face-to-face delivery and adhering to strict COVID-19 safety protocols.

Throughout 2020-21, TAFE Queensland continued to develop and offer micro-credentials and skill sets.

These were aimed at not only enabling workers that were stood down during the pandemic to gain new skills, but also upskilling existing workers, allowing them to adapt to the changing demands of their workplaces, their industries, and their communities.

More than ever before, technology is a crucial component of training and these courses are helping workers to address the skills gaps caused by the huge increase in online activity and digital interactions resulting from the COVID-19 pandemic.

The initial six micro-credentials focused on digital literacy, cyber security and business, were developed to be responsive to changing industry needs. In July 2020, the campaign was expanded to include Desktop Publishing Essentials, Coding in Python, CAD Design Essentials, IT Hardware and Software, Canva Essentials for Social Media, LinkedIn for Business Success, Wordpress Essentials and Social Media Marketing Essentials.

We also provided support to international students through food donations and gift vouchers, assembled through donations from TAFE Queensland staff members, international education agents and community groups.

Importantly, the pandemic has proven the power of VET and highlighted the vital role TAFE plays within our industries and communities in Queensland.

TAFE Queensland continues to work with both industry and government to provide Queenslanders with valuable technical, digital and soft skills that will support businesses as they adapt and recover.

The TAFE Queensland Annual Report 2020-21 highlights our achievements against TAFE Queensland's key strategic pillars:

- Industry, employer and student focus
- Our people make great happen
- Exceptional student experiences; and
- A sustainable and socially responsible TAFE Queensland.

We look forward to continuing our efforts in 2021-22 to ensure that all Queenslanders have the training and skills they need to prepare for the jobs of today and the necessary upskilling and reskilling for the jobs of tomorrow.



Jane Seawright
Chairperson
TAFE Queensland



Mary Campbell
Chief Executive Officer
TAFE Queensland

OUR ORGANISATION

Operating Environment

TAFE Queensland was established by the *TAFE Queensland Act 2013* (TQ Act) as a statutory body under the *Financial Accountability Act 2009* (FAA) and the *Statutory Bodies Financial Arrangements Act 1982* on 1 July 2014. This legislation prescribes our objectives and functions - noting our primary role is to provide VET services in a way that is efficient, effective and responsive to the needs of industry, students and the general community.

TAFE Queensland is the state's largest and most experienced further education and training provider, delivering practical, industry-relevant courses. This year we provided training for over 129,000 students (including 6,203 international students from over 127 countries), across more than 465 programs that range from foundation skills to degree level, along with a series of micro-credentials, skill sets and short courses.

Operating as one network of over 60 campuses across Queensland, as well as online, at employer workplaces and in markets offshore, we provide individuals with training options at every stage of their career and employers with skilling solutions that respond to complex and ever-changing workforce needs.

Our state-wide delivery model supports our commitment to working with students from a wide-range of socio-economic and cultural backgrounds, in regional and remote locations and with students with diverse needs. Our responsive approach allows us to adapt our offerings to meet the needs of local industries and strengthens local communities. Our training results in contemporary skills that prepare graduates for the jobs of today, and the required upskilling and reskilling for the jobs of tomorrow.

Vision, Mission and Values

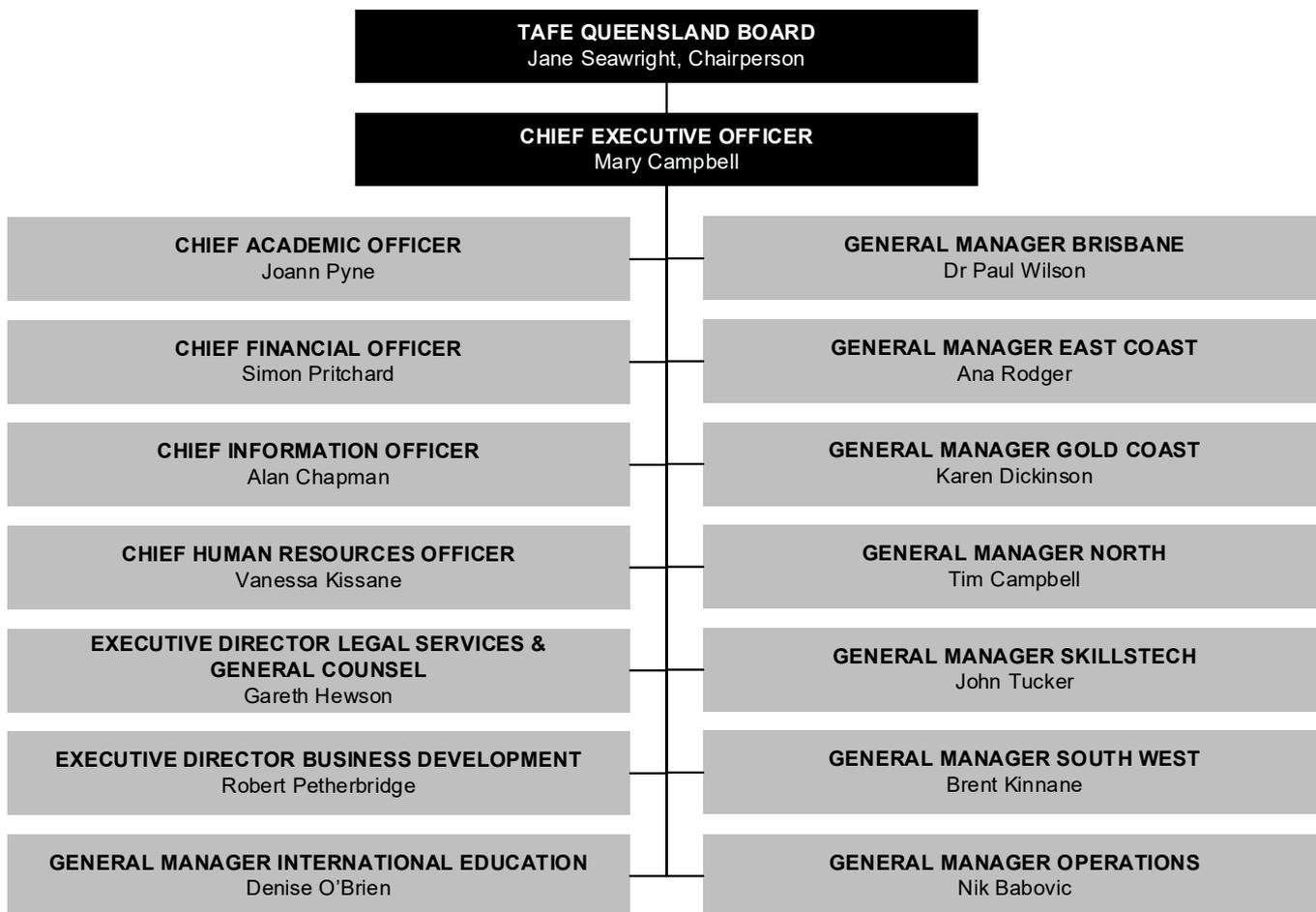
Though our form has changed many times throughout our proud 139-year history, our vision has stayed the same: **to be the leading provider of vocational education and training that is at the heart of community success.**

At TAFE Queensland *we deliver quality education and training that enables the careers of our students and the development of the industries and communities we serve* by holding true to our values: **safety first, working together, focusing on our customer, taking responsibility and showing initiative.**

In doing so, we continue to strengthen our reputation as a leading provider of high quality education and training. TAFE Queensland's values support the Queensland Government's public service values.

Executive Management

TAFE Queensland’s Executive team functions under the authority of the TAFE Queensland Board and reports to the Board through the Chief Executive Officer (CEO). The Executive team, led by the CEO, provides the leadership and direction to achieve our strategic goals and draws on the expertise of other staff when required.



Profiles of the TAFE Queensland Executive team are located on the TAFE Queensland website at: <https://tafeqld.edu.au/about-us/who-we-are/executive.html>

FINANCIAL PERFORMANCE

TAFE Queensland is reporting a consolidated profit of \$2.2 million for 2020-21. Overall revenue increased by 11.7% (\$70.1 million) mainly as a result of the introduction of State and Federal Government initiatives such as JobTrainer, TAFE Priority Skills Fund and Free TAFE as well as improved outcomes within Commonwealth training programs.

Expenses rose by 5.2% (\$33.2 million) during the year. Employee expenses increased by 3.5% (\$15.3 million) as a result of training demand increases.

Supplies and Services increased by 9.7% (\$16.4 million) linked to additional delivery activity and equipment investment.

TAFE Queensland has managed its resources effectively in a challenging operating environment, continuing to maintain a strong balance sheet underpinned by considerable holdings of liquid assets.

Snapshots from the 2020-21 year are provided below. Further details are contained in the financial statements.

Operating Performance (financial highlights)	2019-20 \$'000	2020-21 \$'000
Income	597,963	668,102
Expenses	632,663	665,877
Operating (deficit) / surplus	(34,700)	2,225
Cash and cash equivalents	174,219	158,202
Total assets	425,233	434,816
Total equity	255,223	257,746

Our Performance

The following service standards were used by government to assess the overall performance of TAFE Queensland.

Performance measures	2020-21 Target	2020-21 Actual
<i>Effectiveness measures</i>		
Proportion of all attempted competencies successfully completed ¹	91%	89%
Student post training outcomes (employed or in further study after training) ²	88%	80.9%
Proportion of graduates satisfied with the overall quality of their training ³	89%	89.5%
Proportion of employers satisfied with the overall quality of training ⁴	89%	91.9%
<i>Efficiency measure</i>		
Average cost per competency successfully completed ^{5,6}	\$796	\$743

Notes:

1. The proportion of all competencies successfully completed and is sourced from the TAFE Queensland student management system.
2. Post training outcome/satisfaction with the quality of training and is sourced from the National Centre for Vocational Education Research (NCVER) National Student Outcomes Survey. The variance between the 2020-21 Target and the 2020-21 Actual can be attributed to the impact of COVID-19 which resulted in increased levels of unemployment and staff being temporarily stood down. In addition, NCVER changes to the survey respondent parameters has impacted this measure and includes reporting for the first time of vocational education and training undertaken by senior secondary students.
3. Post training outcome/satisfaction with the quality of training and is sourced from the NCVER National Student Outcomes Survey. NCVER changes to the survey respondent parameters has impacted this measure and includes reporting for the first time of vocational education and training undertaken by senior secondary students

4. Employer satisfaction with the quality of training and is sourced from TAFE Queensland's Annual Quality Indicator Learner Engagement and Employer Satisfaction (AQILEES) Survey 2020.
5. The average cost to TAFE Queensland for the delivery of each competency, excluding expenses and units of competency related to the Australian Pacific Training Coalition and Aviation Australia. The calculation methodology for this measure is total operating expenses of TAFE Queensland divided by the total units of competencies delivered within a financial year.
6. Average cost per competency is impacted by a number of variables, including volume of training activity, type and duration of competencies delivered, class sizes, general cost increases (wage and Consumer Price Index increases) and, in 2020-21, by the COVID-19 global pandemic.

YEAR IN REVIEW 2020-21

This section summarises TAFE Queensland's performance across the four pillars of the Strategic Plan 2020-24. The TAFE Queensland Strategic Plan 2020-24 can be viewed on the [TAFE Queensland website](#).

Industry, Employer and Student Focus

TAFE Queensland is the trusted brand with an industry reputation that gives our employers a level of assurance around the skills, knowledge and quality of our students.

HIGHLIGHTS

- Established a partnership with the Notting Hill Academy of Music to bring a world-renowned music program to Australia
- Named as successful training contractor for the Australian Government Pacific Maritime Training Services program
- Launched the Certificate III in Food Processing (Brewing) qualification
- Developed the TAFE Queensland Renewable Energy Strategy
- Extended TAFE Queensland's partnership with Airwork Aviation to deliver the Diploma of Aviation
- Delivered free training via micro-credentials and skill sets to support businesses and individuals affected by the economic impact of COVID-19

MEETING OUR OBJECTIVES

Partnering with industry to drive innovation and meet the changing business needs of communities

- Named as the successful training contractor for the Australian Government Pacific Maritime Training Services program. Under the initial five-year, \$36 million contract, TAFE Queensland will deliver vital maritime training to people from the Pacific Islands who will crew 21 Guardian Patrol Boats gifted by the Australian Government under the Australian Defence Cooperation Program.
- Established a partnership with the Notting Hill Academy of Music to bring a world-renowned music program to Australia, leveraging Notting Hill's experience, expertise and international connections in the delivery of Diploma-level study, with TAFE Queensland students gaining global industry exposure.
- Extended TAFE Queensland's partnership with Airwork Aviation to deliver the Diploma of Aviation (Commercial Pilot Licence – Aeroplane) at the Archerfield Airport, based on Brisbane's south side, providing aspiring pilots time learning to fly in an air traffic controlled environment.
- Entered into a partnership with the Torres Strait Regional Authority to provide the coordination and delivery of 14 Torres Strait Maritime Pathways Project courses to the Outer Island Communities situated in the Torres Strait.
- Launched the Certificate III in Food Processing (Brewing) qualification at the state's first-ever purpose-built brewery classroom, in alignment with the Queensland Craft Brewing Strategy. Based at the Coopers Plains Health and Food Sciences Precinct, students study at the 'BrewLab' and learn how to drive the quality, innovation and success of Queensland's beer industry from brewing experts.
- Acknowledged at the 2020 Queensland Training Awards for work with Rheinmetall Defence Australia, receiving the Premier's Industry Collaboration award for the ISO Fusion Welding Program.
- Partnered with Wesley Mission Queensland to deliver an Internship Program to staff who are required to have complex disability skill sets.

- Announced the expansion of the Microsoft Traineeship Program into Queensland in partnership with Microsoft, MEGT and Prodigy Learning. The program, which combines paid on the job training with a Certificate IV in Information Technology (ICT40118), aims to grow a diverse pipeline of tech talent against the backdrop of a growing IT skills shortage. Students in the program will also obtain globally recognised Microsoft certifications as part of the Azure Administrator Certification Track.
- Partnered with East Coast Apprenticeships and Ironside Recruitment to develop a unique Emergency Induction Program for defence veterans to work in Victorian aged care to assist during the COVID-19 pandemic. The intensive two-day program, via Zoom, provided veterans with expert guidance from TAFE Queensland's highly knowledgeable, industry-current trainers, to enable them to enter aged care facilities and assist with caring for communities' most vulnerable residents.
- Collaborated with Sunshine Coast Council, Services Australia, Sunshine Coast Chamber Alliance, Volunteering Sunshine Coast and Nambour Community Centre to develop the Migrant Work Ready Program. The Migrant Work Ready Program is an initiative to support people from non-English speaking backgrounds looking to find employment and/or enter into training in the field of their choice. The program runs for eight weeks and provides the opportunity for participants to develop skills and gain the knowledge and confidence to successfully navigate and understand Australian work culture.
- Progressed initiatives under the Reconciliation Action Plan (RAP) which supports TAFE Queensland's vision for reconciliation: a time and place where Aboriginal and Torres Strait Islander people participate equally and equitably in all aspects of life.
- Established the Aboriginal and Torres Strait Islander Advisory Group as an integral step in the progression of TAFE Queensland's RAP commitments.
- Provided training resources to the Tonga Institute of Science and Technology (TIST) through the Australia Pacific Training Coalition (APTC) as part of its ongoing partnership to help improve Technical and Vocational Education and Training (TVET) and employment pathways for Tongan nationals.
- Delivered training on Work, Health, and Safety measures for the Australian construction industry, to 10 Solomon Islanders, as part of a partnership between the APTC and the Australian Government's Labour Mobility Unit. The virtual training helped participants learn about mitigating safety, security, and health risks while working abroad. It also included an introduction to workplace construction policies, potential hazards, risk identification and management, incident reporting, responsibility for workers' safety, and penalties.
- Strengthened and promoted quality TVET programs in Nauru, through a Memorandum of Understanding (MOU) between APTC and the Nauru Department of Education and Training. The partnership will support both institutions to explore and enhance access to training and qualification pathways, strengthen coordination and information sharing between TVET stakeholders and support quality provision of training programs offered in Nauru.

Working proactively within our communities to identify the skills required now and for future work

- Launched a suite of free online training to ensure Queensland's future workforce have the right skills to support businesses affected by the economic impact of COVID-19. The initial six micro-credentials focused on digital literacy, cyber security and business, were developed and made available to be responsive to local, national and international demands and changing industry needs. Additional micro-credentials were introduced in July 2020 covering Desktop Publishing Essentials, Coding in Python, CAD Design Essentials, IT Hardware and Software, Canva Essentials for Social Media Success, LinkedIn for Business Success, Wordpress Essentials and Social Media Marketing Essentials.

- Worked with Queensland Cane Growers and the Queensland Farmers Federation to develop a micro-credential for Rural Electrical Safety Awareness (MCC00024). This electrical safety awareness induction for rural industries is suitable for people who are required to work near live electrical apparatus.
- Delivered Infection Control skill sets for Queensland residents who are job seekers or workers impacted by COVID-19 in areas such as food service, health and aged care, transport and mental health. The skill sets enable basic infection control training across a range of occupations and industries to support individuals who require infection control skills and knowledge to mitigate the risk of infection transmission while carrying out their daily duties.
- Attended the launch of “One Million Trees” on 23 October 2020 alongside a small number of volunteers from Bundaberg East State Primary School and community groups to help plant 500 trees. This project, led by the Bundaberg Regional Council, will help to deliver positive economic and social outcomes that include greening urban settings and recreational areas, improving mental wellbeing, reducing urban heat and promoting Bundaberg’s attractiveness as a place to live.
- Developed the TAFE Queensland Renewable Energy Strategy aimed at staying at the forefront of renewable energy skills development specifically relevant to the Queensland workforce, which includes expanding offerings to the Certificate II in Sustainable Energy (Career Start) Program. Throughout the 13 week program students gained the skills to provide basic sustainable energy solutions for energy reduction in residential premises and learnt how to promote sustainable energy in the community. The students were also taught how to fabricate, assemble and dismantle electronic components, apply Occupational Health and Safety codes in the workplace, and promote and apply sustainable energy practices and procedures in the energy sector.

Providing innovative training solutions that meet industry and employer needs in skilling

- Upgraded the metal trades facilities at the Bundamba campus which provided a much needed contemporary, fit-for-purpose, industry standard training facility for TAFE Queensland students and employers through the provision of up to 28 new welding bays and an improved oxy/acetylene training space.
- Acknowledged for work with Rheinmetall Defence Australia, receiving the Queensland Training Awards Premier’s Industry Collaboration award for the ISO Fusion Welding Program. The purpose of this collaboration is the delivery of the Course in Fusion Welding to strengthen Queensland and Australia’s advanced manufacturing industry by raising the skill level of experienced Australian welders to ISO 9606 standard. This program led to the expansion of TAFE Queensland’s fleet of augmented reality welders, which are now positioned across the state.
- Collaborated with Youth Justice to develop programs to support the Transition to Success (T2S) program, which uses a vocational training and therapeutic service model. The program is delivered in a community setting to young people aged 15 - 17 who are involved in the youth justice system or are assessed as being at-risk of entering the system. The young people are working towards building their literacy and numeracy skills and will obtain a Certificate I in Skills for Vocational Pathways or Certificate II in Skills for Work and Vocational Pathways.

Building service excellence across the business

- Introduced the website Chatbot which focusses on handling common queries made by current students on the website, enabling TAFE Queensland customer service teams to focus on interactions with prospective students who may have more complex enquiries.

Our People Make Great Happen

TAFE Queensland staff are at the centre of delivering our vision and purpose.

HIGHLIGHTS

- Recognised at the 2020 Australian Training Awards for both the Lifetime Achievement Award for CEO, Mary Campbell and the National Achievement Award for Deb Blow (Nursing)
- Recognised the outstanding contribution to VET by key staff at the AUSTAFE awards
- Continued organisation-wide implementation of our safety first culture
- Delivered the TAFE Queensland 2020 State Staff Awards as a video recorded virtual event for the first time
- Implemented the Indigenous Employment and Retention Strategy
- Developed the Find Your Apprentice service which helps students secure apprenticeships

TAFE Queensland Workforce 2020-21*

- Engaged a workforce of 4,098 full-time equivalent staff
- Permanent 2896.24 | Temporary 897.64 | Casual 224.62 | Contract 79.5
- Permanent Separation Rate 5.88%

* MOHRI FTE data for fortnight ending 18 June 2021

MEETING OUR OBJECTIVES

Building a diverse workforce whose culture embodies the communities we serve

- Endorsed the TAFE Queensland Strategic Workforce Plan 2020-24 to identify a number of key priority areas, including foundation educators and flexible work arrangements.
- Established the TAFE Queensland Years of Service Recognition Program which acknowledges and celebrates the services of TAFE Queensland employees and the contribution they have made to the organisation.
- Developed the Flexible Work and Telecommuting procedure that outlines the process for the management of all employee flexible work arrangements.
- Delivered the TAFE Queensland 2020 State Staff Awards as a video recorded virtual event for the first time.
- Continued the Connected Leaders programs to develop leadership skills, collaborate with other leaders and drive momentum and improve the organisation.
- Implemented the Indigenous Employment and Retention Strategy which outlines key initiatives to assist TAFE Queensland in maintaining its position as a valued employer and advocate for Aboriginal and Torres Strait Islander people. The Strategy has been drafted to complement the TAFE Queensland Reconciliation Action Plan. TAFE Queensland is improving career development and employment outcomes for current and future Aboriginal and Torres Strait Islander employees by creating a culturally aware, supportive and inclusive workforce culture.
- Celebrated International Men's Day on 19 November 2020, a worldwide celebration of the positive value men bring to the world, their families and communities. The theme for 2020 was "Better health for men and boys" which highlighted positive role models and raised awareness of men's wellbeing, with an emphasis on men's health and social, emotional, physical and spiritual welfare.

Building our safety culture and leadership to deliver improved safety performance

- Continued to review workplace health and safety controls to ensure the safety of staff, students and the community throughout the COVID-19 pandemic.
- Participated in National Safe Work Month which centred on Workplace Health and Safety (WHS) and COVID-19. At TAFE Queensland, a series of webinars and live Q&As were made available throughout October 2020, with a focus on safety and mental health. Through these activities, staff took the time to acknowledge and reflect on the wide-reaching impacts of COVID-19 on Australian businesses, employers and workers. Workplaces around the world have had to quickly adapt their practices and procedures to reduce the WHS risks arising from COVID-19 and to manage the psychological effects of the pandemic on workers.

Enabling all of our people to reach their potential and be partners in our success

- Developed the Find Your Apprentice service which assists students secure apprenticeships. The free service connects employers with job-ready recruits, matching specific requirements to ensure employer satisfaction and positive outcomes for apprentices.

Building the capability and capacity of our educator workforce, enabling the delivery of innovative education and training that supports industry and future work

- Endorsed the TAFE Queensland Educator Capability Professional Learning Plan for 2021, which aims to develop the capability and capacity of all educators, enhance the quality of learning and teaching and is a key enabler in operationalising the Educator Capability Framework and the Educator Capability Strategy.

Attracting and retaining the best people by investing in targeted employment and development practices

- Celebrated World Teacher's Day on 30 October 2020 to formally say thank you to outstanding teachers across the state for the important role they play in helping their students to achieve greatness.

Rewarding and recognising values-based behaviours

- Recognised at the 2020 Australian Training Awards for both the Lifetime Achievement Award for CEO, Mary Campbell and the National Achievement Award for Deb Blow (Nursing).
- Acknowledged at the 2020 AUSTAFE Queensland Awards with multiple TAFE Queensland staff recognised for Educational Leadership and Emerging Leaders across the categories of Education and Training and Support Services.

Exceptional Student Experiences

TAFE Queensland delivers contemporary skills and training to prepare students for the jobs of today and the required upskilling and reskilling for future work.

HIGHLIGHTS

- Won both 2020 Vocational Student of the Year and 2020 Aboriginal and Torres Strait Islander Student of the Year at the Queensland Training Awards
- Implemented the Indigenous Education Strategy for VET and Higher Education 2020-23
- Opened a new training Pathology Clinic at the South Bank campus which is enhancing the learning of students enrolled in the Certificate III in Pathology Collection

MEETING OUR OBJECTIVES

Providing access and equity to training for students from diverse backgrounds

- Celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander people as part of NAIDOC week celebrations held on 8 – 15 November 2020.
- Implemented the Indigenous Education Strategy for VET and Higher Education 2020-2023. The strategy is focused on enhancing the understanding and capability of all educational and support staff to raise awareness of the importance of Aboriginal and Torres Strait Islander histories, cultures and contributions, and build breadth and depth of Indigenous knowledge. The Strategy recognises the importance of accessing resources and working with the community to attract Indigenous Australians to study, provide pathway support, improve retention and increase the number of graduates who transition from lower into higher-level qualifications and gain employment.
- Celebrated the Work Ready class at a graduation ceremony held at the Ipswich campus. Work Ready is a sub-program of the Adult Migrant English Program (AMEP) that assists clients in their transition to work by providing additional hours of tuition focused on developing employability skills and work experience opportunities to help them familiarise themselves with Australian workplace culture and values.

Building learning environments that enable community-centric training delivery

- Hosted the student acquisition event, The Creative Collection, at the TAFE Queensland Nambour campus to provide prospective students an opportunity to gain insight into the broad range of training programs available in the creative industries.
- Opened a new Pathology Clinic to the public at the South Bank campus which is enhancing the learning of students enrolled in the Certificate III in Pathology Collection (HLT37215).
- Partnered with Dignified Home Care, an in-home aged care and disability service provider, to boost their workforce through identifying students with the required skills and values for the job.

Delivering applied learning that enables a seamless transition from learning to the workplace

- Participated in a feature film shoot for the newly released Netflix movie “Romance on the Menu”. Shot in Brisbane, showcasing the suburb of Shorncliffe as the fictional town of Lemon Myrtle Cove, the 'First Course' kitchen at South Bank also features as a fictitious New York Restaurant. This opportunity enabled TAFE Queensland Film and TV students to gain invaluable experience.
- Participated in a biological survey in partnership with the University of Sunshine Coast (USC) and Australia Zoo, where Diploma of Conservation and Land Management students learned new skills and real-life industry experience.

Delivering future-focused training that builds, upskills and reskills the workforce throughout their career

- Partnered with the Queensland Government's Department of Employment, Small Business and Training (DESBT) to offer free Recognition of Prior Learning (RPL) in over 20 qualifications across a range of industry areas including agriculture, tourism, community services, health, business and more. The program is part of the Queensland Government's \$500 million Worker Assistance Program designed to help Queenslanders succeed as the economy reboots. The Free RPL program is a great way to turn skills and experience into a recognised qualification and is fully funded through DESBT. The program was launched on 2 November 2020.
- Offered Trade Taster programs where students spent one day per week over seven weeks undertaking the Construction Safety White Card and getting a 'taste' of three different trades, all designed to help them to make a more informed decision about their future. The Trade Taster program is an opportunity for students to experience electrical, automotive, engineering and construction trades without needing to commit to a full qualification or apprenticeship. For many of these students, it was their first time attending a TAFE Queensland campus.

Providing support and positive experiences across the entire student journey

- Endorsed the TAFE Queensland Student Success and Retention Plan for VET and Higher Education, which aims to create an ideal student experience for all learners that drives successful student outcomes.
- Deployed the Semester 2 Student Early Experience Survey (EES) on 31 July 2020 to around 10,600 new students across the state. The results show that 92.9% of TAFE Queensland's newly commencing students were 'overall satisfied with their TAFE Experience so far', which is a strong result above the 90% target. The Semester 1, 2021 survey showed that 94.8% were 'overall satisfied with their TAFE Experience so far'.
- Conducted the Semester 2, 2020 Student Satisfaction Survey on 3 November 2020 which showed that 89.8% of the semester's students were 'overall, satisfied with the training'.
- Hosted a number of virtual graduation ceremonies to acknowledge the hard work and determination of TAFE Queensland students. The pandemic ruled out the possibility of face-to-face ceremonies for students and their loved ones, inspiring regions to create a series of innovative pre-recorded presentations to recognise the hard work of students. Students from a variety of study areas came together online to celebrate the culmination of their studies and to thank everyone's efforts in supporting them through the added challenges throughout the year.

Student Excellence

2020 Queensland Training Awards

TAFE Queensland is proud to acknowledge students Ngaire Trigg (2020 Vocational Student of the Year) and Jabin Giblett (2020 Aboriginal and Torres Strait Islander Student of the Year) for their wins at the 2020 Queensland Training Awards on 18 September 2020.

2020 Vocational Student of the Year

TAFE Queensland's Diploma of Community Development (CHC52115) student and mother-of-two, Ngaire Trigg, switched her life's focus to tap into her passions for networking and supporting the natural environment.

Her hard work, dedication and passion about the outdoors and finding ways to link curriculum to environmental projects has resulted in winning Vocational Student of the Year at the 2020 Queensland Training Awards.

Ngairé said that her learning at TAFE Queensland has been phenomenal, from writing project plans to realising her own vision for the bush tucker trail, she was able to draw on all her knowledge and directly apply her new practical skills on the job.

Thanks to studying a Diploma of Community Development, Ngairé has now found her dream job working as an Environmental Support Officer with St Benedict's Catholic School in Townsville.

Ngairé collaborates with teachers, other school staff and community leaders to develop activities that support students' understanding of the outdoors, such as creating a native plant and bush tucker trail with support from local Aboriginal elders.

2020 Aboriginal and Torres Strait Islander Student of the Year

TAFE Queensland also congratulates Jabin Giblett who won the title of 2020 Aboriginal and Torres Strait Islander Student of the Year. Jabin completed the Certificate III in Barbering (SHB30516) with TAFE Queensland. Jabin is a proud Aboriginal South Sea Islander, with his Grandfather from the Yirrganyi people around Mareeba and Grandmother from the South Sea Islands.

Jabin grew up in Mackay and participated in Aboriginal dancing, performing for cultural events and schools. He has recently taken up Aboriginal artwork, completing several paintings for family.

As a recently qualified barber, Jabin works with disadvantaged youth. Having been incarcerated himself, his interest now lies in sharing with other young people how barbering changed his life.

Suicide prevention is also important to Jabin as he advocated for mental health awareness training to give barbers the skills to have conversations with clients, look for warning signs and recommending the right service providers for help.

2020 Emily C Moody Culinary Arts Scholarship (Apprenticeship Award)

TAFE Queensland is continuing to nurture and grow Apprentice Chefs. This year's winner of the 2020 Emily C Moody Culinary Arts Scholarship (Apprenticeship Award) was Bailey Newbold, an Apprentice Chef with the Brisbane Convention and Exhibition Centre.

Nominated by his teachers, Bailey has demonstrated talent and focus in class, with an 'eye for detail', great plating skills and a good palate. The award was presented by Operations Manager and Partnership Manager (QHHS), Alison Eccles, with Bailey's proud parents looking on.

International Student succeeds in operating own Auto-Marine electrical business on the Gold Coast

International student, Eddie Fowler, came to Australia from the United Kingdom with the view to study and one day work permanently in Australia.

Today, the 33-year-old operates a successful business on the Gold Coast, Eddie's Auto-Marine Electrical, thanks to TAFE Queensland's international student program. As part of these international programs, students are required to participate in vocational placement to provide them with the opportunity to apply the skills they learn on campus in a supervised, workplace environment.

Eddie said his first vocational placement was with a local employer and he was absolutely thrilled to be given the chance to prove his skills out in industry. This led to full-time employment as Eddie was hired by his vocational employer. He worked there for a few years before starting his own business, exclusively employing international students.

A Sustainable and Socially Responsible TAFE Queensland

TAFE Queensland works collaboratively with governments, industry and our communities to deliver training to support economic growth and community prosperity.

HIGHLIGHTS

- Supported disadvantaged and marginalised students, opening access to training through the delivery of a range of initiatives and programs
- Provided campus and facility improvements at Pimlico, Toowoomba, Mount Gravatt, Cairns, Gold Coast and Redlands regions
- Developed the TAFE Queensland Social and Environmental Sustainability Action Plan 2020-24
- Established the TAFE Queensland Scholarship Foundation

MEETING OUR OBJECTIVES

Leveraging our scale and scope to enhance access to training across our state and target markets

- Created micro-credentials and skill sets to enable the Queensland Government to support reskilling and upskilling of Queenslanders affected by the COVID-19 global health pandemic.
- Partnered with DESBT to offer the Higher Level Skills program to assist individuals to gain the higher-level skills required to secure employment or career advancement in a priority industry, or to transition to university to further their studies.

Using market insights and data to influence the policy agenda

- Delivered additional training places in short courses, certificate and diploma qualifications to Queensland job seekers, school leavers and young people under the Queensland Government's JobTrainer program.
- Enrolled over 3,000 students as part of the Queensland Government's Free TAFE for under 25s training in high priority qualification areas.
- Supported over 12,100 apprentices and trainees under the Queensland Government's Free Apprenticeships for Under 25s initiative. This Queensland Government initiative aims to support Queensland employer's to take on young people into a trade.
- Responded to over 47,000 referrals to connect jobseekers with training and skills development linked to real jobs in the region under the Queensland Government's Back to Work employment programs.
- Assisted eligible Queenslanders to access a second training subsidy under the Skills Boost initiative, allowing them to update their skills to go further in their current job or pursue a different career.

Provide contemporary and flexible training infrastructure that best supports current and emerging community training needs

- Worked with DESBT to improve vocational education infrastructure to ensure TAFE is equipped to deliver training to the standards expected by industry and students through the Australian Government's Revitalising TAFE Campuses Across Australia program.
- Continued the Advancing our Training Infrastructure strategy through the Queensland Government's \$85 million investment, focussing on facilities at Pimlico, Toowoomba, Mount Gravatt, Cairns, Gold Coast and Redlands regions.

- Commenced construction of a new TAFE campus at Robina, with an expected opening in early 2022. With a key focus on sustainability, the campus will service the growing Gold Coast Region. Key training delivery areas being progressed at the Robina campus include: Hospitality, Sport and Recreation, Beauty, Hairdressing, Early Childhood and English language studies. The campus will provide a commercial gym, café, banquet and conference centre which will also further enhance the students' experience and training requirements.
- Opened a high-fidelity simulation room at TAFE Queensland's Southport campus, which is a critical component of a nursing students training and is one of the highlights in the new \$10 million clinical labs. The state-of-the-art facility, officially opened by the Minister for Employment and Small Business and Minister for Training and Skills (the Minister) and the Premier and Minister for Trade (the Premier), is a 64-bed replicated hospital environment, which includes two four-bed simulation training rooms. These new facilities have allowed TAFE Queensland Gold Coast to cater for the increasing student numbers at the Southport campus, with nursing and allied health enrolments up by 40% over the last financial year with more than 3,680 student enrolments.
- Received the Best Education Facility over \$10 million Award at the Master Builders Queensland Awards 2020 for the North Queensland Region for the Pimlico TAFE redevelopment project. The project meant a huge deal to the local community, with the Pimlico campus now positioned as TAFE Queensland's first specialised contemporary, non-trade training centre focusing on hair and beauty, hospitality and nursing.
- Received the Construction Award for Industrial Building up to \$5 million in the Downs & Western Region for TAFE Queensland's Toowoomba campus O Block redevelopment project for the Agriculture Centre of Excellence. The Rural Centre of Excellence offers modern learning amenities and state-of-the-art training facilities that simulate real workplaces. The training delivered at the Rural Centre of Excellence equips the rural industry's workforce with a broad set of up-to-date skills, harnessing new technologies and promoting sustainable, high-yield farming practices.

Promoting the distinct benefits of the TAFE Queensland community

- Supported cross-border collaboration and sharing of resources with various organisations that will provide efficiencies and drive the ongoing management and development of high-quality product across the TAFE sector.

Supporting the social and economic priorities of communities

- Developed the TAFE Queensland Social and Environmental Sustainability Action Plan 2020-24, which aims to support TAFE Queensland's staff, students and the community to become more economically, socially and environmentally sustainable.
- Established the TAFE Queensland Scholarship Foundation (TQSF) through the acquisition of the TAFE Directors Australia National Scholarship Foundation. Operating as a charity under the Australian Charities and Not-for-Profits Commission, the TQSF can receipt tax deductible donations for the purposes of issuing scholarships to study with TAFE Queensland. In 2020-21, over \$427,000 was awarded in TAFE Queensland scholarships to assist students achieve their study and career goals.
- Commenced development of a TAFE Queensland Foundation as part of TAFE Queensland's broader Sustainability Plan, to oversee all fundraising activities and develop industry partnerships and a strong philanthropic network to enable equitable training access across Queensland communities.
- Introduced electric vehicles to the TAFE Queensland fleet to progress a cultural shift towards sustainability, while supporting the Queensland Governments Electric Vehicle Strategy. Notably, TAFE Queensland has the largest fleet of electric vehicles in Queensland Government. Electric vehicles present TAFE with a unique opportunity to deliver a wide range of environmental, economic and social benefits.

OUR FUTURE DIRECTION

In 2021-22, TAFE Queensland's vision remains the same; to be the leading provider of vocational education and training that is at the heart of community success.

In the coming year, the long-term impact of the COVID-19 pandemic on Queensland and the nation will become more evident. TAFE Queensland has developed a strategic plan for the future that provides greater focus on working with stakeholders to determine the future of work, investing in our people and focusing on innovative solutions to the ways in which we operate and deliver education and training.

TAFE Queensland's 2020-24 Strategic Plan can be viewed in full on the [TAFE Queensland website](#).

GOVERNANCE

Management and Structure

Our Governing body

TAFE Queensland's governing body is the TAFE Queensland Board. The Board was established in August 2013 under section 12 of the TQ Act.

The Board's mandate is to ensure it operates in accordance with TAFE Queensland's Operational Plan and, as far as possible, achieves the performance targets and objectives stated in the plan. The Board is also accountable to the Minister for its performance (as required under the TQ Act) and to ensure it otherwise performs its functions in a proper and efficient way.

Through the TQ Act, the Minister provides the Board with a Statement of Expectations outlining the Queensland Government's expectations and priorities for TAFE Queensland.

The Board has seven members, one of whom is the nominee of the Minister, and have varied backgrounds and experience. They are eligible for appointment under the TQ Act if they have direct industry experience and/or experience in the employment, education or training sector, and/or possess skills, experience or expertise in commerce, corporate governance, economics, finance, law or management.

Two committees assist the Board in meeting its responsibilities - the Audit, Finance and Risk Management Committee (AFRC) and the People, Culture and Safety Committee (PCSC). The

membership of each committee comprises a minimum of three members of the Board and the Board Chair.

Board business 2020-21

The Board is committed to the highest standards of governance ensuring that it performs its functions in a proper, effective and efficient way. During 2020-21, the Board met their legislated requirements through the TAFE Queensland Strategic Plan 2020–24 and submission of the TAFE Queensland Operational Plan 2021–22 to the Minister.

Through the plans, the Board reinforced its commitment to delivering the Queensland Government's objectives for the community, including the delivery of sustainable and responsive training services for Queenslanders.

This year, the Board held seven ordinary meetings, two special meetings and eight committee meetings. More information on the Board can be found online at tafeqld.edu.au.

Financial reporting arrangements

TAFE Queensland is audited by the Auditor-General and transactions are accounted for in the financial statements approved by the Board each year. TAFE Queensland's financial statements for 2020-21 can be found at page 24 of this Annual Report.

TAFE Queensland Board

Name	Role	Current Appointment Term
Jane Seawright	Chairperson	27 May 2021 - 26 May 2025
Annabel Dolphin	Former Chairperson	1 December 2016 - 27 May 2021
Deborah Wilson	Former Deputy Chair and Chairperson, People Culture and Safety Committee	1 December 2016 - 27 May 2021
Peter Dowling AM	Former Member and Chairperson, Audit Finance and Risk Management Committee	1 December 2016 - 27 May 2021
Noela L'Estrange	Former Member	1 December 2016 - 27 May 2021
Trina Hockley AM	Member	1 December 2018 - 30 November 2022
Kay Giles	Member	1 December 2018 - 30 November 2022
Andrew Dettmer	Member	1 December 2018 - 30 November 2022
Dr Valerie Cooms	Member	27 May 2021 - 26 May 2025
Bron Davies	Member	27 May 2021 - 26 May 2025
Peter Price	Member	27 May 2021 - 26 May 2025

Profiles of TAFE Queensland Board members are located on the [TAFE Queensland website](http://tafeqld.edu.au).

Risk Management and Accountability

Audit, Finance and Risk Management Committee

The AFRC advises the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory and other compliance requirements and the integrity of the financial statements and reports.

The AFRC has engaged EY to administer the internal audit program with TAFE Queensland subject to an annual external audit conducted by the Queensland Audit Office.

The AFRC maintains oversight of these audits and the Chief Financial Officer coordinates the audits. Both internal and external auditors are invited to participate in every AFRC meeting. Their attendance supports the effectiveness of the audit function and provides opportunities for continual improvement regarding the management of risks.

TAFE Queensland conducts risk management activities in accordance with the international standard for risk management. The Board maintains Risk Appetite Statements that guide the decision-making frameworks across the organisation and manages quarterly reviews of known and emerging risks via the TAFE Queensland Executive, this committee and the Board, including the establishment and monitoring of mitigation strategies.

The members of the AFRC for 2020-21 were Peter Dowling (Chair), Annabel Dolphin, Kay Giles and Trina Hockley.

Internal audit

TAFE Queensland's compliance obligations remained a key focus for the committee, aided by the involvement of EY, in conjunction with the Queensland Audit Office, to deliver a program of audit work for 2020-21.

The specific scope of work is set by the annual audit plan which in 2020-21 included:

- review of the controls in relation to the delivery of TAFE Queensland's Commercial Revenue Strategy, including the newly established Customer Relationship Management processes regarding the pursuit and management of commercial clients and contracted revenue

- assessment of the management of student application, enrolment and payment receipting processes, including the administration of these processes through TAFE Queensland's Student Management System
- evaluation of the framework and controls regarding professional development processes for educator and service staff, including application across regions and rigour in relation to offerings and investment decisions
- assessment of the project management governance in relation to the construction of the new TAFE campus at Robina; and
- assessment of processes for managing the framework of funding initiatives, including the processes for monitoring and reporting the compliance and maximisation of these initiatives.

TAFE Queensland's risk management and internal audit activities are cognisant of key legislative requirements such as those stipulated under the TQ Act and the *Financial Accountability Act 2009* (FA Act). The activities were also undertaken with due regard to the Queensland Treasury Audit Committee Guidelines 2012.

External scrutiny

TAFE Queensland is subject to external review. The following reports were tabled in Parliament by the Queensland Auditor-General during 2020-21:

- Effectiveness of audit committees in state government entities | Auditor-General's Insights (Report 2: 2020-21)
- State entities 2020 | Financial Audit Report (Report 13: 2020-21)
- Education 2020 | Financial Audit Report (Report 18: 2020-21)

For more information, refer to either:

- the QAO website <https://www.qao.qld.gov.au/>
- Queensland Parliament website <https://www.parliament.qld.gov.au/>

For information about reviews conducted by the Queensland Training Ombudsman during 2020-21 involving TAFE Queensland, refer to the QTO website at <https://trainingombudsman.qld.gov.au.>

Information systems and record keeping

TAFE Queensland, as a public authority under the *Public Records Act 2002 (Qld)*, must make and keep full and accurate records of its activities and have regard to any relevant policy, standards and guidelines made by the State Archivist about the making and keeping of public records.

In 2020–21, TAFE Queensland has taken a proactive approach to meeting its regulatory obligations and demonstrating its commitment to compliant recordkeeping practices.

TAFE Queensland continued to improve and mature its recordkeeping practices with ongoing end user training and support of an electronic document records management system (eDRMS). The current eDRMS system, Hewlett Packard Enterprise Content manager (HPECM) stores in excess of 425,000 business related records in a range of disciplines. HPECM has underpinned the transition to electronic workflows for all executive correspondence, reducing printing and handling of physical records, reducing lead times and creating efficiencies across the business.

TAFE Queensland maintains a central recordkeeping team to support the organisation's management of HPECM including level one helpdesk support, user account management, user training in recordkeeping practices and HPECM usage. The central recordkeeping team continue to enhance organisation-wide recordkeeping maturity and discipline by promoting good recordkeeping practices to all staff and encouraging uptake of the eDRMS for managing TAFE Queensland records.

All records created or received by TAFE Queensland are retained in accordance with the Queensland State Archives General Retention and Disposal Schedule which administers non-training records and the TAFE Queensland Retention and Disposal Implementation Version which administers training records.

TAFE Queensland works with the Corporate Administration Agency to ensure the reliability and security of its recordkeeping system.

During the 2020-21 period, TAFE Queensland commenced a project to transition from HPECM to Technology One Enterprise Content Management (ECM) system which will further enhance recordkeeping activities and system availability for all TAFE Queensland staff.

Human rights

The *Human Rights Act 2019* includes reporting obligations on public entities that are required to prepare an annual report under section 63 of the FA Act, including the details of actions taken to further the objects of the Act; details of reviews of policies, programs, procedures, practices or services undertaken for compatibility with human rights; and details of human rights complaints received by the entity.

In 2020-21, TAFE Queensland has taken a proactive approach to further the objectives of the *Human Rights Act 2019*. TAFE Queensland is in the process of reviewing and undertaking amendments to policies and procedures, and the business practices underpinning these, to address the organisation's human rights responsibilities.

In 2020-21, TAFE Queensland has not received any complaints under the *Human Rights Act 2019*.

Human Resources

People, Culture and Safety Committee

The PCSC advises the Board on matters involving work, health and safety, human resources, board performance and executive management, including the performance of the Chief Executive Officer.

During the year, the PCSC continued to focus on improving safety culture across the organisation including oversight of TAFE Queensland's ongoing response to COVID-19 and implementation of the Codes of Practice.

The committee also worked with management on the development of the Workforce Plan 2020-24 which includes strategies regarding talent acquisition, new ways of working, leadership and capability and organisational culture. Further work was also conducted on CEO succession planning.

The members of the PCSC for 2020–21 were Deborah Wilson (Chair), Andrew Dettmer, Annabel Dolphin and Noela L'Estrange.

Strategic Workforce Planning and Performance

TAFE Queensland continues to drive operational activities that support the strategic plan and enable our people to make great happen.

The *TAFE Queensland Workforce Plan 2020-24* supports delivery of the *TAFE Queensland Strategic Plan 2020-24* and outlines the organisation's commitment to key people and safety initiatives over the next four-year period. The key initiatives will ensure our people remain at the centre of delivering our vision and purpose, with a continued focus on our safety culture. Emphasis will be placed on ensuring our workforce is capable, innovative and ready for the jobs of the future. We will continue to build workforce diversity and reward and recognise values-based behaviours.

Annual review of the Workforce Plan will ensure its continued alignment to the *TAFE Queensland Strategic Plan 2020-24* and the dynamic environment in which we operate.

Engaging and developing new talent, in addition to rewarding existing staff and offering career pathways, remains a priority for TAFE Queensland. Our workforce mix of TAFE Services and educational staff continue to be supported with opportunities for professional development and capability building.

The newly created Foundation Educator role, designed to attract and grow future talent who may not possess a teaching qualification, has now been introduced into the staffing mix of multiple regions.

The Foundation Educator Joint Statement, signed by the TAFE Queensland CEO, the Queensland Teachers Union and Together Queensland, took effect from 5 March 2021. It formalises the engagement, management and employment conditions for Foundation Educators and provides a framework to ensure the success of this pipeline of new educator talent.

TAFE Queensland recognises the role and importance that flexible work arrangements play in assisting employees to achieve a healthy work-life balance. A Flexible Work Arrangements procedure (including telecommuting) with a strong safety first focus was implemented to support employees seeking an arrangement that helps them find a balance between work and personal responsibilities.

To assist further development of our strategic workforce plan, TAFE Queensland is focused on enhancing our people reporting and metrics by enabling leaders with real time information to improve our workforce management and vital initiatives such as succession planning.

TAFE Queensland has established workforce management policies and procedures that enable all levels of the business to engage in contemporary human resource and employee relations practices. TAFE Queensland continues to support the early reporting of work injuries and illnesses and the safe return to work of all staff who are injured or sick at work or home.

TAFE Queensland has a strong culture of developing our staff and has an established Performance Planning and Development (PPD) framework. The purpose of the PPD is to develop and motivate staff to foster a culture of high performance, and know the value of their work and how it contributes to organisational success. Employees of TAFE Queensland are required to complete all components of the annual PPD cycle including bi-annual reviews. The implementation of the MyProfile system has enabled PPD's to be recorded, work-flowed between manager and employee and reported upon.

The launch of a new TAFE Queensland Years of Service Recognition program acknowledges and celebrates the service of our employees and the contribution they have made to our organisation and the communities we serve.

This new program, where employees self-nominate via an online portal, recognises service milestones in five-year intervals. Eligible staff receive a certificate and badge acknowledging their contribution and service, presented to them by a TAFE Queensland Executive.

Integral to our performance, planning and development framework is reward and recognition. The TAFE Queensland Staff Awards program is the cornerstone of the recognition program and is designed to recognise and reward the stars of our business. Corporate and regional nominations are considered in categories aligned to TAFE Queensland and public sector values.

TAFE Queensland fosters an inclusive and diverse work environment, as outlined in TAFE Queensland's workforce management policies and procedures with particular reference to staff equity and diversity, reasonable adjustment for people with disabilities and support for employees affected by domestic and family violence.

In order to continue to engage and listen to staff, TAFE Queensland introduced improvements to our methods for employee engagement surveys. In 2020, the annual Employee Engagement Survey was deployed via a new online platform. Employee participation remained high, with the added benefit of improved visibility of team participation during the survey period.

The reporting process was simplified, with survey results quickly available to gauge employee sentiment. This valuable insight has been used to identify necessary team actions to improve employee engagement in the coming year.

Safety First

TAFE Queensland continues to invest in work health, safety and wellbeing and to visibly demonstrate our *Safety First* value at workplaces across the state. The WHS Statement of Commitment was reaffirmed by the TAFE Queensland Board, CEO and Executive in September 2020.

Our *Safety First* culture enabled TAFE Queensland to respond quickly and effectively to the COVID-19 pandemic. TAFE Queensland stood up its Strategic Emergency Response Team and associated regional emergency response teams to manage a threat that it had not foreseen as a part of its business continuity and

emergency preparedness processes. Within a very short period, TAFE Queensland mobilised more than half of its workforce across the state to working from home and ably adapted to maintain the majority of training delivery and services across the state.

Communication and clear instruction amidst a changing and unknown landscape was critical in TAFE Queensland's COVID-19 response. Timely communications published by TAFE Queensland helped everyone to understand what was expected to manage the risks and minimise exposure to the COVID-19 virus. Risk assessments were developed for face-to-face training activities to identify controls necessary to protect staff and students.

To keep staff connected during the height of the pandemic, TAFE Queensland developed and implemented a mental health 'Check In' application for all employees. Additionally, access to the employee assistance program was prioritised with a significant increase in information and support becoming available to help staff manage associated changing work and life demands.

TAFE Queensland's *Mental Health and Wellbeing Strategy 2019-22* has been developed to equip staff with skills, experience and tools to identify and nurture positive mental health and wellbeing. The strategy supports the overarching TAFE Queensland Work Health, Safety and Environment Strategy.

Employee relations framework

TAFE Queensland is committed to providing fair and transparent consultation processes with staff and unions. In 2020, this commitment was achieved not only through the TAFE Queensland Consultative Committee and Local Consultative Committees but also through the certification of the *TAFE Queensland Educators Certified Agreement 2019* and the *TAFE Queensland (TAFE Services Employees) Certified Agreement 2019* by the Queensland Industrial Relations Commission.

These instruments will remain in operation until their nominal expiry dates of 30 June 2023 and 31 August 2022 respectively. In addition to the agreements, TAFE Queensland's workforce is also covered by the *TAFE Queensland Award – State 2016*.

Public sector ethics

TAFE Queensland is defined as a Queensland public service agency for the purposes of the *Public Sector Ethics Act 1994* and as such, must comply with the *Code of Conduct for the Queensland Public Service* (the Code of Conduct).

TAFE Queensland's Working with TAFE: Conduct, Ethics and Performance Policy supplements and sets out in further detail the expectations of workplace behaviours of TAFE Queensland employees including in the areas of conflicts of interest, fitness for duty and protecting students from harm. TAFE Queensland's policy and procedures cover all aspects of compliance with the public service ethics principles and incorporates the Code of Conduct in its workforce management policy and procedure framework.

In 2020-21, TAFE Queensland continued to demonstrate its commitment to integrity through the upskilling of Human Resources (HR) practitioners in case management and delivery of education sessions to managers and HR practitioners on their responsibilities under human rights legislation by the Queensland Human Rights Commission.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

ABN 72 898 805 093

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TAFE Queensland
Statement of Comprehensive Income
for the year ended 30 June 2021

	Note	Consolidated		Parent	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Income					
Sale of goods and services	4	261,473	230,430	255,786	221,891
Grants and contributions	5	397,295	360,803	387,490	350,610
Share of profits of joint ventures accounted for using the equity method		3,739	615	-	-
Interest		69	195	51	127
Other income		5,526	5,920	3,035	3,775
Total income		668,102	597,963	646,362	576,403
Expenses					
Employee expenses	6	452,414	437,113	440,742	425,533
Supplies and services	7	185,150	168,797	179,885	163,816
Depreciation and amortisation		18,454	18,266	15,429	15,501
Finance/borrowing costs		2,236	2,204	357	247
Other expenses	8	7,623	6,283	7,940	6,013
Total expenses		665,877	632,663	644,354	611,110
Operating result for the year		2,225	(34,700)	2,009	(34,707)
Other comprehensive income					
<i>Items that will not be reclassified to operating result</i>					
Increase in asset revaluation surplus	12	195	-	195	-
Total other comprehensive income		195	-	195	-
Total comprehensive Income/(loss)		2,420	(34,700)	2,204	(34,707)

The accompanying notes form part of these statements.

TAFE Queensland
Statement of Financial Position
As at 30 June 2021

	Note	Consolidated		Parent	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current assets					
Cash and cash equivalents	9	158,202	174,219	148,005	162,171
Receivables and Contract Assets	10	102,468	93,430	100,406	91,537
Inventories		595	825	500	731
Other current assets	11	14,532	6,153	13,816	5,868
Total current assets		275,797	274,627	262,727	260,306
Non-current assets					
Property, plant and equipment	12	51,468	48,636	43,132	40,077
Right-of-use assets	13	61,076	63,599	11,164	12,307
Intangible assets	14	39,181	33,641	37,771	32,798
Investments accounted for using the equity method	15	6,155	3,694	-	-
Other non-current assets	11	1,139	1,139	-	-
Total non-current assets		159,019	150,709	92,067	85,182
Total assets		434,816	425,336	354,794	345,488
Current liabilities					
Payables	16	40,576	31,050	39,067	30,152
Accrued employee benefits	17	13,473	24,365	12,146	23,102
Borrowings		-	235	-	-
Lease liabilities	18	2,699	2,010	1,773	1,359
Other current liabilities	19	49,342	38,409	47,702	36,271
Total current liabilities		106,090	96,069	100,688	90,884
Non-current liabilities					
Accrued employee benefits	17	345	251	-	-
Lease liabilities	18	70,054	71,871	10,220	11,683
Other non-current liabilities	19	580	1,819	580	1,819
Total non-current liabilities		70,979	73,941	10,800	13,502
Total liabilities		177,069	170,010	111,488	104,386
Net assets		257,746	255,326	243,306	241,102
EQUITY					
Contributed equity		181,445	181,445	170,096	170,096
Revaluation surplus		2,649	2,454	2,649	2,454
Retained earnings		73,652	71,427	70,561	68,552
Total equity		257,746	255,326	243,306	241,102

The accompanying notes form part of these statements.

TAFE Queensland
Statement of Changes in Equity
for the year ended 30 June 2021

	Retained Earnings		Asset Revaluation Reserve		Contributed Equity		Total	
	Consolidated \$'000	Parent \$'000	Consolidated \$'000	Parent \$'000	Consolidated \$'000	Parent \$'000	Consolidated \$'000	Parent \$'000
Balance at 1 July 2019	119,063	108,609	2,454	2,454	181,445	170,096	302,962	281,159
Adjustment relating to application of new accounting standard	(12,936)	(5,350)	-	-	-	-	(12,926)	(5,350)
Restated balance at 1 July 2019	106,127	103,259	2,454	2,454	181,445	170,096	290,026	275,809
Operating result	(34,700)	(34,707)	-	-	-	-	(34,700)	(34,707)
Balance at 30 June 2020	71,427	68,552	2,454	2,454	181,445	170,096	255,326	241,102
Operating result	2,225	2,009	-	-	-	-	2,225	2,009
Increase in revaluation surplus	-	-	195	195	-	-	195	195
Total comprehensive income for the period	2,225	2,009	195	195	-	-	2,420	2,204
Balance at 30 June 2021	73,652	70,561	2,649	2,649	181,445	170,096	257,746	243,306

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

TAFE Queensland
Statement of Cash Flows
for the year ended 30 June 2021

	Notes	Consolidated		Parent	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash flows from operating activities					
Sales of goods and services		215,937	246,245	210,920	237,017
Grants and contributions		451,992	363,627	441,589	353,752
GST input tax credits from ATO		17,398	15,760	17,303	15,788
Interest received		70	205	52	137
Other receipts		5,397	5,719	2,907	3,554
Employee expenses		(465,237)	(431,366)	(453,648)	(420,134)
Supplies and services		(203,036)	(186,729)	(197,890)	(181,453)
GST remitted to ATO		(5,783)	(6,279)	(5,783)	(6,279)
Finance / borrowing costs		(2,236)	(2,204)	(358)	(247)
Other payments		(6,257)	(4,569)	(6,030)	(4,318)
Net cash provided by/(used in) from operating activities	i	8,245	409	9,062	(2,183)
Cash flows from investing activities					
Dividends received		1,277	4,160	-	-
Sales of property, plant and equipment		129	61	129	61
Payments for property, plant and equipment		(11,406)	(7,190)	(10,738)	(6,542)
Payments for intangible assets		(11,476)	(6,442)	(10,821)	(6,077)
Net cash used in investing activities		(21,476)	(9,411)	(21,430)	(12,558)
Cash flows from financing activities					
Transfer to restricted deposit		-	(37)	-	-
Borrowing redemptions	ii	(235)	(295)	-	-
Lease payments	ii	(2,550)	(1,678)	(1,799)	(1,392)
Net cash used in financing activities		(2,785)	(2,010)	(1,799)	(1,392)
Net (decrease) in cash and cash equivalents		(16,016)	(11,012)	(14,167)	(16,133)
Cash and cash equivalents at the beginning of the financial year		174,219	185,231	162,170	178,304
Cash and cash equivalents at end of financial year		158,202	174,219	148,005	162,171

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

TAFE Queensland
Statement of Cash Flows
for the year ended 30 June 2021

Notes to the Statement of Cash Flows

(i) *Reconciliation of Operating Result to Net Cash Provided by Operating Activities*

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Reconciliation of cash flows from operating activities				
Operating result	2,225	(34,700)	2,009	(34,707)
Non-cash items included in operating result				
Depreciation and amortisation	18,454	18,266	15,429	15,501
Net loss on sale of non-current assets	67	53	61	33
Share of profits of joint ventures - equity method	(3,739)	(615)	-	-
Change in operating assets and liabilities:				
(Increase)/decrease in receivables	(8,959)	7,055	(8,824)	6,499
(Increase)/decrease in GST input tax credits receivable	(125)	(337)	(93)	(309)
Increase/(decrease) in GST payable	49	(130)	48	(159)
(Increase)/decrease in inventories	230	(24)	230	(49)
(Increase)/decrease in other current assets	(8,379)	1,004	(7,947)	659
Increase/(decrease) in accounts payable	9,526	(1,939)	8,915	(1,295)
Increase/(decrease) in accrued employee benefits	(10,798)	5,746	(10,956)	5,399
Increase/(decrease) in other liabilities	9,694	6,030	10,191	6,245
Net cash provided by / (used in) operating activities	8,245	409	9,062	(2,183)

(ii) *Changes in Liabilities arising from Financing Activities*

2021 - Consolidated		Non-cash changes			Cash flows		
	Notes	Opening Balance \$'000	New Leases Acquired \$'000	Other \$'000	Cash Received \$'000	Cash Re-payments \$'000	Closing Balance \$'000
Lease liabilities	18	73,881	2,805	(1,384)	-	(2,550)	72,753
Borrowings		235	-	-	-	(235)	-
Total		74,116	2,805	(1,384)	-	(2,785)	72,753

2020 - Consolidated		Non-cash changes			Cash flows		
	Notes	Opening Balance \$'000	New Leases Acquired \$'000	Other \$'000	Cash Received \$'000	Cash Re-payments \$'000	Closing Balance \$'000
Lease liabilities	18	364	1,379	73,816	-	(1,678)	73,881
Borrowings		530	-	-	-	(295)	235
Total		894	1,379	73,816	-	(1,973)	74,116

(ii) Changes in Liabilities arising from Financing Activities

2021 - Parent

	Notes	Non-cash changes			Cash flows		Closing Balance \$'000
		Opening Balance \$'000	New Leases Acquired \$'000	Other \$'000	Cash Received \$'000	Cash Re-payments \$'000	
Lease liabilities	18	13,042	893	(144)	-	(1,799)	11,993
Borrowings		-	-	-	-	-	-
Total		13,042	893	(144)	-	(1,799)	11,993

2020 - Parent

	Notes	Non-cash changes			Cash flows		Closing Balance \$'000
		Opening Balance \$'000	New Leases Acquired \$'000	Other \$'000	Cash Received \$'000	Cash Re-payments \$'000	
Lease liabilities	18	-	702	13,731	-	(1,392)	13,042
Borrowings		-	-	-	-	-	-
Total		-	702	13,731	-	(1,392)	13,042

1 Basis of Financial Statement Preparation

(a) General Information

TAFE Queensland is a statutory body established under the TAFE Queensland Act 2013 and governed by an independent board.

TAFE Queensland is the largest and most experienced provider of vocational education and training in the state, with a history of serving Queensland's communities for over 130 years. Each year TAFE Queensland enrolls over 100,000 students across a network of over 50 campuses in Queensland, in employers' workplaces, online and in markets offshore. Our offering spans foundation skills and entry level qualifications to higher education degrees across more than 500 programs.

The corporate office and principal place of business is 1030 Cavendish Road, Mount Gravatt QLD 4122.

(b) Compliance with Prescribed Requirements

TAFE Queensland has prepared these financial statements in compliance with section 39 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2020.

TAFE Queensland is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

(c) Currency and Rounding

Amounts included in the financial statements are presented in Australian dollars, which is the Group's functional currency and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Foreign currency income and expenses are translated to the functional currency using the average exchange rates prevailing each month in which the transactions occur, assets and liabilities are translated at the closing rate at the end of the reporting period. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in the foreign currencies at year end are generally recognised in the profit or loss.

(d) Comparatives

Comparative information reflects the audited 2019-20 financial statements which has been restated where necessary to be consistent with disclosures in the current reporting period.

(e) Current / Non-Current Classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or TAFE Queensland does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

(f) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chairperson, TAFE Queensland Board, the Chief Executive Officer, and the Chief Financial Officer at the date of signing the Management Certificate.

1 Basis of Financial Statement Preparation (continued)

(g) Basis of Measurement

Historical cost is used as the measurement basis in this financial report except for the following:

- Debt and equity financial assets that have been measured at fair value;
- Inventories which are measured at the lower of cost and net realisable value;
- Buildings which are measured at fair value;
- Right-of-use assets which are measured at an amount equal to the minimum expected liabilities arising from leases discounted by TAFE Queensland's incremental borrowing rate; and
- Provisions expected to be settled 12 or more months after reporting date which are measured at their present value.

Historical Cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

Fair Value

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 under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique. Fair value is determined using one of the following three approaches:

- The market approach uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities, such as a business.
- The cost approach reflects the amount that would be required currently to replace the service capacity of an asset. This method includes the current replacement cost methodology.
- The income approach converts multiple future cash flows amounts to a single current (i.e. discounted) amount. When the income approach is used, the fair value measurement reflects current market expectations about those future amounts.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categories within the following fair value hierarchy based on the data and assumptions used in the most recent specific appraisals:

- Level 1: quoted prices in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, directly or indirectly
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

Where fair value is used, the fair value approach is disclosed.

Present Value

Present value represents the present discounted value of the future net cash inflows that the item is expected to generate (in respect of assets) or the present discounted value of the future net cash outflows expected to settle (in respect of liabilities) in the normal course of business.

Net Realisable Value

Net realisable value represents the amount of cash or cash equivalents that could currently be obtained by selling an asset in an orderly disposal.

(h) The Reporting Entity

The consolidated financial statements include all income, expenses, assets, liabilities and equity of the 'economic entity' comprising TAFE Queensland and the entities it controls where these entities are material (refer to Note 2). All transactions and balances internal to the economic entity have been eliminated in full.

The parent entity financial statements include all income, expenses, assets, liabilities and equity of the parent only.

2 Controlled Entities

The following entities are controlled by TAFE Queensland:

Directly Controlled

Name	Purpose and Principal Activities	% Interest in Entity & Basis for Control	Total Assets \$'000		Total Liabilities \$'000		Total Revenue \$'000		Operating Result \$'000	
			2021	2020	2021	2020	2021	2020	2021	2020
TAFE Queensland International Education Pty Ltd	Delivery training services and international development assistance	100% interest in ordinary share capital enabling control of majority voting rights	2,116	2,011	950	967	5,154	5,922	120	252
TAFE Queensland Scholarship Foundation	Registered charity providing financial support to students	100% interest in units of the trust and shares of the trustee company	391	387	49	54	13	142	10	10
Aviation Australia Pty Ltd	Support the development and growth of the aviation and aerospace industries both in Australian and international markets	100% interest in ordinary share capital enabling control of majority of votes	80,052	79,746	65,612	65,624	22,298	21,562	181	9

Note: the amounts provided for TAFE Queensland Scholarship Foundation in the above table are based on full year results and balances.

Disclosure about Wholly-Owned Controlled Entities

TAFE Queensland International Education Pty Ltd

TAFE Queensland International Education Pty Ltd (TQIE) was established in July 2016 as a company limited by shares. TQIE's registered office is in Brisbane, Queensland, and its purpose is delivering training services and providing international development assistance and support to the Commonwealth Department of Foreign Affairs and Trade (DFAT) and to any other entity engaged in the provision of such services from time to time.

The predominant source of revenue for TQIE is earned through sub-contracting from TAFE Queensland for the delivery of services under the Australia Pacific Training Coalition (APTIC) (formerly known as Australia-Pacific Technical College) contract with DFAT. In 2020-21 TQIE recognised revenues totalling \$5.145 million (2020: \$5.910 million) in relation to services provided to TAFE Queensland.

TAFE Queensland controls 100% of the share capital and voting rights in the company. The transactions and balances of TQIE are immaterial to TAFE Queensland and the economic entity and therefore have not been consolidated in these financial statements.

TAFE Queensland Scholarship Foundation

TAFE Queensland Scholarship Foundation (the Foundation) was acquired on 25 September 2020. The Foundation is a charitable trust which was previously known as TAFE Directors Australia National Scholarships Foundation. TAFE Queensland Scholarships Foundation Limited acts as the trustee company of the trust.

The Foundation's principal purpose is the provision of money for scholarships, bursaries prizes to be provided to promote recipients' vocational education and training and higher education in approved Australian courses and/or overseas study.

The transactions and balances of the Foundation are immaterial to TAFE Queensland and the economic entity and therefore have not been consolidated in these financial statements.

Aviation Australia Pty Ltd

Aviation Australia Pty Ltd was formed in October 2001 to provide aviation training. Aviation Australia Pty Ltd prepares and publishes separated financial statements, which are audited by the Auditor-General of Queensland. All shares in Aviation Australia were transferred to TAFE Queensland effective from 1 October 2017.

2 Controlled Entities (continued)

Given the activities of the company, no dividends or other financial returns are received by TAFE Queensland. Apart from the restricted cash balance of \$1.39 million classified as other non-current assets, there are no significant restrictions on TAFE Queensland's ability to access the company's assets or settle its liabilities.

The assets, liabilities, revenues and expenses of Aviation Australia have been consolidated in these financial statements.

Aviation Australia Pty Ltd (AA) has a 51% shareholding in Aviation Australia Riyadh College of Excellence LLC (AARCOE), with Shamal Commercial Investment LLC (SCI), a Saudi Arabian limited liability company holding the remaining 49% of the shares.

In accordance with an agreement between the shareholders, Aviation Australia is entitled to a 20% share of the profits or liable for 20% of the losses in that company.

3 Joint Arrangements

Joint arrangements exist when two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Since 2016-17 TAFE Queensland has partnered with Sunshine Coast Hospital and Health Service (SCHHS), University of the Sunshine Coast (USC) and Griffith University for the operation of the Sunshine Coast Health Institute (SCHI). SCHI operates as a joint operation under an unincorporated joint venture agreement, based at the Sunshine Coast University Hospital. The primary aims of SCHI are to advance the education of trainee medical officers, nurses, midwives, and other health care professionals, while providing outstanding patient care and extending research knowledge. Each partner has rights and obligations to the assets, liabilities, revenue and expenses of SCHI.

TAFE Queensland has accounted for its interest in the joint arrangement, including recognising its share of assets, liabilities and expenses jointly held/incurred, in accordance with AASB 11 *Joint Arrangements*.

TAFE Queensland's share of the joint operation is 23.7% (2020: 23.7%).

4 Sales of Goods and Services

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Student fees and charges	129,053	125,058	124,311	119,158
Fees for training services	129,274	102,899	128,329	100,260
Sales of goods and ancillary services	3,146	2,473	3,146	2,473
Total	261,473	230,430	255,786	221,891

4 Sales of Goods and Services (continued)

Revenue arising from agreements that are 'enforceable' and contain 'sufficiently specific performance obligations' are recognised as revenue when TAFE Queensland has satisfied the performance obligations. Where funding is received in advance, a contract liability is recognised until the services are delivered. The following table provides information about the nature and timing of the satisfaction of performance obligations and revenue recognition:

Type of good or service	Nature and timing of satisfaction of performance obligation	Revenue recognition policies
Student fees and charges	Student fees and charges relating to the provision of course tuition. Performance obligations are fulfilled progressively as tuition services are provided.	Revenue is recognised over time as students receive the tuition services.
Fees for training services	Fees received directly from organisations in relation to training services provided. Performance obligations predominantly relate to the delivery of training and are fulfilled progressively as delivery occurs.	For standard training contracts, revenue is recognised over time as training delivery occurs. Non-standard contracts are recognised in accordance with the delivery of contractual performance obligations.
Sales of goods and ancillary services	Other non-course fees and charges include sales of student products / service provided during training, restaurant/bistro sales, sales of merchandise/consumables and student fees for services provided.	Revenue is recognised as at the time the goods are transferred/services are provided to the purchaser.

Refer notes 10 and 19 for disclosures about contract assets and liabilities outstanding at year end.

5 Grants and Contributions

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Queensland Government grants and contributions				
- Queensland Government subsidised training	199,909	171,456	195,299	166,272
- State Contribution grant	168,838	173,302	164,022	168,624
- Other grants and contributions	23,857	11,999	23,602	11,795
Australian government grants and contributions	3,851	2,902	3,740	2,874
Other donations, sponsorships and contributions	840	1,144	827	1,045
Total	397,295	360,803	387,490	350,610

5 Grants and Contributions (continued)

Grant or funding agreements that are 'enforceable' and contain 'sufficiently specific performance obligations' are recognised as revenue when the group has satisfied the performance obligations. Where funding is received in advance, a contract liability is recognised until the services are delivered. The following table provides information about the nature and timing of the satisfaction of performance obligations and revenue recognition:

Type of good or service	Nature and timing of satisfaction of performance obligation	Revenue recognition policies
Queensland Government subsidised training	Queensland Government subsidised training relates to the component of course fees that is received for eligible students from the Queensland Government. Performance obligations relate to the delivery of tuition services and are fulfilled progressively as tuition services are provided.	Revenue is recognised over time as students receive the tuition services.
State Contribution Grant	The State Contribution grant is aimed at supporting quality training and skills delivery by subsidising public providers in areas of competitive disadvantage in comparison to private providers. Performance obligations relate to being a premium provider of Vocational Education and Training (VET), demonstrated by exceptional compliance with the Queensland VET Quality Framework, more specifically quality of training products and outcomes, sound corporate governance structures and operating models that support Queenslanders accessing quality training in priority skill areas. All of these performance obligations are continuing obligations.	Revenue is recognised over time on a straight-line basis.
Donations	TAFE Queensland receives donations of cash and equipment. Performance obligations may or may not exist depending on the individual transaction.	Revenue is recognised on receipt if there are no specific performance obligations attached to the donation (in accordance with AASB 1058), or, where a performance obligation exists, as TAFE Queensland satisfies performance obligations (in accordance with AASB 15).
All other grants and contributions	TAFE Queensland enters into a range of agreements for various purposes. Performance obligations may or may not exist depending on the individual agreements.	Each agreement is reviewed individually with regard to the enforceability and sufficiently specific performance obligations criteria to determine whether AASB 15 or AASB 1058 applies.

Refer notes 10 and 19 for disclosures about contract assets and liabilities outstanding at year end.

During the financial period, TAFE Queensland utilised facilities under the control of the Department of Employment, Small Business and Training to deliver vocational education and training services. Access to the facilities is provided without charge or for a cost that may not be fair value. AASB 1004 *Contributions* requires that contributions of goods and services be recognised where they would have been purchased if they had not been donated, and the fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and expense. TAFE Queensland would not in all cases otherwise purchase the goods and services, and costs relating to the sites due to location, condition and caveats pertaining to them. The sites are not able to be reliably measured due to the aforementioned caveats. Therefore no notional value has been estimated.

6 Employee Expenses

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Salaries and wages	322,949	312,241	312,912	302,344
Annual leave levy/expense	30,827	30,982	30,915	30,887
Long service leave levy/payable	8,495	8,160	8,408	8,051
Employer superannuation contributions	43,547	41,863	42,630	40,959
Other employee benefits	21,879	22,058	21,877	22,058
Payroll tax and fringe benefits tax	20,000	16,776	19,429	16,339
Other employee related expenses	4,717	5,032	4,571	4,895
	452,414	437,113	440,742	425,533

The number of employees as at 30 June 2021, including both full-time employees and part-time employees measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is 4,098 (2020: 3,924).

Salaries, wages and sick leave

Salaries and wages due but unpaid at reporting date are recognised as a liability at current salary and wage rates. Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. As sick leave is non-vesting, a liability for unused sick leave entitlements is not recognised. An expense is recognised for this leave when taken.

Salaries and wages during 2021 includes \$2,586,286, being one-off pro-rata payments of \$1,250 paid to 2,064 full-time equivalent employees in accordance with the *TAFE Queensland (TAFE Services Employees) Certified Agreement 2019* (2020: \$2,285,024 paid to 1,828 full-time equivalent employees in accordance with the *TAFE Queensland Educators Certified Agreement 2019*).

Annual leave and long service leave

TAFE Queensland employs people in Australia under state-based awards and it also employs people overseas in connection with APTC in accordance with the laws of the local jurisdictions in which APTC operates - Fiji, Samoa, Vanuatu, Papua New Guinea, and Solomon Islands.

For employees of the parent engaged on Queensland-based conditions of employment, TAFE Queensland is a member of the Queensland Government's Annual Leave Central and Long Service Leave Central Schemes. A levy is payable to these schemes to cover the cost of employees' annual leave (including leave loading and part of the on-costs) and long service leave. These levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed back from the schemes quarterly in arrears. TAFE Queensland does not recognise a provision for annual leave or long service leave in the financial statements as these liabilities are held, and reported, on a whole-of-government basis.

For employees employed by subsidiaries or employed under foreign conditions of employment, a liability for annual leave accrued up to the end of the reporting period is recognised based on current salary and wage rates, and includes employer related on-costs. The liability for long service leave is recognised in the provision for long service leave and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to the expected future wage and salary levels, experience of employee departures, and periods of service.

Expected future payments are discounted using marked yields at the reporting date on government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

6 Employee Expenses (continued)

Superannuation schemes

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined Contribution Plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined Benefit Plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by TAFE Queensland at the specified rate following completion of the employee's service each pay period. TAFE Queensland's obligations are limited to those contributions paid.

Payroll tax

Payroll tax and fringe benefits include a refund of \$2,908,000 (parent \$2,830,000) received from the Office of State Revenue (Queensland) in 2020 as part of the payroll tax relief measures introduced to alleviate the impacts of COVID-19.

Workers compensation

TAFE Queensland pays premiums to WorkCover Queensland in respect of its obligation for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. It is not employment benefits and is recognised separately as employee related expenses.

Key management personnel and disclosures are detailed in note 27.

7 Supplies and Services

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Contractors	35,574	27,559	33,666	26,366
Property rental	16,714	16,430	16,579	16,430
Employee housing	175	175	175	174
Lease expenses	1,128	627	982	448
Property, information technology support services, and transport	64,803	64,337	63,051	62,382
Travel and accommodation	3,652	5,261	3,550	5,007
Agents' commissions	4,154	4,801	3,945	4,492
Advertising and promotions	9,010	9,169	8,610	8,803
Training materials	8,591	7,446	8,548	7,349
Printing and stationary	3,992	4,187	3,952	4,131
Minor equipment purchases	12,132	7,557	12,019	7,477
Subscriptions, books and publications	4,948	4,448	4,717	4,178
Finance, human resources, and support services	677	702	677	702
Other supplies and services	19,600	16,098	19,414	15,877
	185,150	168,797	179,885	163,816

Lease expenses

Lease expenses include lease rentals for short-term leases, leases of low value and variable lease payments. Refer to Note 18 for a breakdown of lease expenses and other lease disclosures.

8 Other Expenses

Audit fees

Other expenses includes remuneration to auditors. Total audit fees quoted by the Queensland Audit Office relating to the 2021 financial statements are \$210,000 (2020: \$210,000).

Special payments

Special payments represent ex gratia expenditure and other expenditure that TAFE Queensland is not contractually or legally obligated to make to other parties. No special payments were made during 2021. Special payments of \$21,300 are included in other expenses for 2020.

9 Cash and Cash Equivalents

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash at bank and in hand	158,202	174,219	148,005	162,171
Total	158,202	174,219	148,005	162,171

Cash and cash equivalents comprise cash on hand, cheques receipted but not yet banked, and other short term highly liquid investments

10 Receivables and Contract Assets

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Trade debtors	12,094	23,461	10,785	22,230
Loss allowance	(2,411)	(3,382)	(2,358)	(3,329)
Total	9,683	20,079	8,427	18,901
GST receivable	1,974	1,898	1,877	1,831
Accrued revenue	150	1,985	150	1,980
Contract assets	84,126	64,815	83,417	64,171
Other receivables	6,535	4,653	6,535	4,653
Total	102,468	93,430	100,406	91,537

Receivables are measured at amortised cost which approximates their fair value at reporting date.

Trade debtors are recognised at amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Trade debtors are generally due for settlement 30 days from invoice date or, for student course fees, 30 days from start of study. Other receivables are due in accordance with their contractual terms.

The loss allowance for trade debtors reflect the lifetime expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast economic changes expected to impact TAFE Queensland debtors. TAFE Queensland has established a provision to measure the expected credit losses on trade debtors according to debtor type. The calculations reflect historical observed default rates based on past sales transactions for each of the groups and the 2021 and 2020 loss allowance include an additional allowance for possible default arising from hardship experienced by customers as a result of COVID-19.

Receivables and payables are stated with GST included. The net amount of GST recoverable from the Australian Taxation Office is included as a current asset.

Accrued revenue relates to revenue that does not arise from contracts with customers.

10 Receivables and Contract Assets (continued)

Contract assets are recognised over the performance obligations that have been met whereby the invoice is not yet raised or the funds have not been received. Significant changes in contract asset balances during the year include:

- \$10.6m increase in contract assets relating to VET Student loans due to delays in implementing system changes for the new Tertiary Collection of Student Information (TCSI) system which has resulted in delays in payment;
- An increase in contract assets relating to Government subsidised training, which are recognised over time as students receive the tuition services, of \$5.5m.

Impairment group - receivables from sales of goods and services

Consolidated

Aging	2021			2020		
	Gross Receivable \$'000	Loss Rate ¹ %	Expected Credit Losses \$'000	Gross Receivable \$'000	Loss Rate ¹ %	Expected Credit Losses \$'000
Current	5,170	4%	(212)	7,394	7%	(542)
1 to 30 days overdue	1,260	7%	(91)	7,124	1%	(100)
31 to 60 days overdue	766	12%	(91)	766	15%	(116)
61 to 90 days overdue	443	18%	(80)	752	15%	(115)
> 90 days overdue	4,454	43%	(1,937)	7,425	34%	(2,509)
Total	12,094		(2,411)	23,461		(3,382)

Parent

Aging	2021			2020		
	Gross Receivable \$'000	Loss Rate ¹ %	Expected Credit Losses \$'000	Gross Receivable \$'000	Loss Rate ¹ %	Expected Credit Losses \$'000
Current	4,929	4%	(212)	7,394	7%	(542)
1 to 30 days overdue	832	11%	(91)	6,457	2%	(100)
31 to 60 days overdue	478	19%	(91)	523	22%	(116)
61 to 90 days overdue	289	27%	(80)	701	16%	(115)
> 90 days overdue	4,257	44%	(1,884)	7,155	34%	(2,456)
Total	10,785		(2,358)	22,230		(3,329)

¹ Loss rate is not applied to amounts expected from the Queensland State Government. Loss rate quoted for consolidated receivables is weighted average of parent and controlled entities.

Commentary on financial risk disclosures are included in Note 23.

Movement in loss allowance for trade debtors

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Loss allowance as at 1 July	(3,382)	(3,362)	(3,329)	(3,325)
(Increase) / decrease in allowance recognised in operating result	(475)	(1,659)	(467)	(1,642)
Amounts written-off during the year	1,446	1,707	1,438	1,704
Amounts recovered during the year	-	(68)	-	(66)
Closing loss allowance at 30 June	(2,411)	(3,382)	(2,358)	(3,329)

11 Other Assets

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Prepayments	14,360	5,970	13,658	5,701
Other current assets	172	183	158	168
Total	14,532	6,153	13,816	5,868
Non-current				
Restricted Term Deposit	1,139	1,139	-	-
Total	1,139	1,139	-	-

12 Property, Plant and Equipment

Closing balances and reconciliation of carrying amount

	Buildings at Cost 2021 \$'000	Buildings at Valuation 2021 \$'000	Plant & Equipment 2021 \$'000	Work in Progress 2021 \$'000	Total 2021 \$'000
Consolidated					
Gross	4,727	7,064	129,456	7,109	148,356
Less: Accumulated depreciation	(2,433)	(3,719)	(90,737)	-	(96,889)
Carrying amount at 30 June 2021	2,294	3,345	38,719	7,109	51,468
<i>Represented by movements in carrying amount:</i>					
Carrying amount at 1 July	2,388	3,297	39,197	3,754	48,636
Acquisitions (including upgrades)	-	-	3,996	7,315	11,311
Increase in asset revaluation surplus	-	195	-	-	195
Disposals	-	-	(189)	-	(189)
Transfers between asset classes	-	-	3,960	(3,960)	-
Depreciation expense	(94)	(148)	(8,241)	-	(8,483)
Impairment losses recognised in operating result	-	-	(3)	-	(3)
Carrying amount at 30 June 2021	2,294	3,345	38,719	7,109	51,468
	Buildings at Cost 2020 \$'000	Buildings at Valuation 2020 \$'000	Plant and Equipment 2020 \$'000	Work in Progress 2020 \$'000	Total 2020 \$'000
Consolidated					
Gross	4,727	6,652	119,650	3,754	134,784
Less: Accumulated depreciation	(2,339)	(3,355)	(80,453)	-	(86,147)
Carrying amount at 30 June 2020	2,388	3,297	39,197	3,754	48,636
<i>Represented by movements in carrying amount:</i>					
Carrying amount at 1 July	2,482	3,459	42,236	1,676	49,853
Acquisitions (including upgrades)	-	-	662	6,529	7,190
Transfers between asset classes	-	-	4,451	(4,451)	-
Depreciation expense	(94)	(162)	(8,133)	-	(8,389)
Impairment losses recognised in operating result	-	-	(19)	-	(19)
Carrying amount at 30 June 2021	2,388	3,297	39,197	3,754	48,636

12 Property, Plant and Equipment (continued)

Closing balances and reconciliation of carrying amount

	Buildings at Cost 2021 \$'000	Buildings at Valuation 2021 \$'000	Plant & Equipment 2021 \$'000	Work in Progress 2021 \$'000	Total 2021 \$'000
Parent					
Cost	-	7,064	116,223	6,975	130,262
Accumulated depreciation	-	(3,719)	(83,411)	-	(87,130)
Carrying amount at 30 June 2021	-	3,345	32,812	6,975	43,132
Represented by movements in carrying amount:					
Carrying amount at 1 July	-	3,298	33,174	3,604	40,077
Increase in asset revaluation surplus	-	195	-	-	195
Acquisitions (including upgrades)	-	-	3,423	7,315	10,738
Disposals	-	-	(189)	-	(189)
Transfers between asset classes	-	-	3,944	(3,944)	-
Depreciation expense	-	(148)	(7,540)	-	(7,687)
Carrying amount at 30 June 2021	-	3,345	32,812	6,975	43,132
	Buildings at Cost 2020 \$'000	Buildings at Valuation 2020 \$'000	Plant & Equipment 2020 \$'000	Work in Progress 2020 \$'000	Total 2020 \$'000
Parent					
Gross	-	6,653	113,534	3,604	123,791
Less: Accumulated depreciation	-	(3,355)	(80,359)	-	(83,714)
Carrying amount at 30 June 2020	-	3,298	33,174	3,604	40,077
Represented by movements in carrying amount:					
Carrying amount at 1 July	-	3,459	36,394	1,332	41,185
Acquisitions (including upgrades)	-	-	154	6,388	6,542
Transfers between asset classes	-	-	4,116	(4,116)	-
Depreciation expense	-	(161)	(7,490)	-	(7,650)
Carrying amount at 30 June 2020	-	3,298	33,174	3,604	40,077

Basis of capitalisation and recognition thresholds

Items of property, plant and equipment with a historical cost or other value equal to or exceeding the following thresholds in the year of acquisition are reported as property, plant and equipment in the following classes:

Buildings	\$10,000
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for TAFE Queensland. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

12 Property, Plant and Equipment (continued)

Acquisition of property, plant and equipment

Acquisitions of property, plant and equipment are initially recorded at historical cost. Historical cost is determined as the fair value of consideration given to acquire the asset plus costs incidental to the acquisition, including design fees and all other establishment costs.

Measurement

Plant and equipment is measured at historical cost in accordance with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. Buildings are measured at fair value and reported at the revalued amounts, being the fair value at the date of valuation less any subsequent accumulated depreciation, with the exception of buildings held by Aviation Australia which are recorded at historical cost less accumulated depreciation and impairment.

Buildings measured at fair value are revalued on an annual basis either by appraisals undertaken by an independent professional valuer, or by the use of appropriate and relevant indices.

Revaluations using independent professional value appraisals are undertaken at least once every five years. However, if a particular asset class experiences significant and volatile changes in fair value, that class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal.

Where assets have not been specifically appraised in the reporting period their previous valuations are materially kept up-to-date via the application of relevant indices. TAFE Queensland ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. Indices used are tested for reasonableness by applying sensitivities and analysing the trend of changes in values over time. Through this process management assesses and confirms the relevance and suitability of indices provided based on TAFE Queensland's own particular circumstances.

The fair values reported are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs. Materiality is considered in determining whether the difference between the carrying amount and the fair value of an asset is material.

The effective date of the last specific appraisal was 30 June 2019, conducted by Gray Robinson & Cottrell (GRC) Quantity Surveyors. The replacement cost estimate was prepared from plans and elevations together with available schedules and specifications. Where this standard of supplied information was not available, GRC determined appropriate information from site surveys that were conducted. GRC applied a combination of pricing methodologies all of which were adjusted to reflect the anticipated construction market as at the effective reporting date. Detailed estimates were also used to determine the cost of replacing the existing assets with a modern equivalent asset.

The building asset class was not specifically appraised in the reporting period, however previous valuations have been materially kept up-to-date via the application of relevant indices. TAFE Queensland ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. The effect of the indexation in 2020 was immaterial and as such was not applied to TAFE Queensland's buildings in that year. In 2021 TAFE Queensland applied an index of rate of 6.19% incorporating the cumulative change in index rates prepared by quantity surveyor firm GRC for the Department of Education for similar educational facilities.

GRC employs market driven indexation factors, such as Locality and Building Price Index, as mechanisms to ensure that estimates are reflective of the construction market at any point in time.

The fair value measurement is categorised as a Level 3 in the fair value hierarchy (refer to Note 1(g)).

Accounting for Changes in Fair Value

Any revaluation increment arising on the revaluation of an asset is credited to the revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

For assets revalued using a cost valuation approach (e.g. current replacement cost) accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount, after taking into account accumulated impairment losses. This is generally referred to as the 'gross method'.

12 Property, Plant and Equipment (continued)

Depreciation Expense

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset progressively over its estimated useful life to TAFE Queensland.

Straight line depreciation is used as that is consistent with the consumption of service potential of these assets over their useful life to TAFE Queensland.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the life of the asset.

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is earlier. These assets are then reclassified to the relevant class within property, plant, and equipment.

For TAFE Queensland's depreciable assets, the estimated amount to be received on disposal at the end of their useful life (residual value) is determined to be zero.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment are reviewed annually and adjusted if appropriate. The estimated useful lives for each class of depreciable assets are:

<u>Class of Fixed Asset</u>	<u>Useful life</u>
Buildings	15 – 83 years
Plant and equipment	2 – 63 years

Impairment

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, TAFE Queensland determines the asset's recoverable amount under AASB 136 *Impairment of Assets*. Recoverable amount is equal to the higher of the fair value less costs of disposal and the asset's value in use.

An impairment loss is recognised immediately in the statement of comprehensive income.

13 Right-of-use Assets

Closing balances and reconciliation of carrying amount

	Consolidated		Parent	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Buildings				
Gross	67,918	66,861	14,071	13,685
Less: Accumulated depreciation	(6,842)	(3,262)	(2,908)	(1,379)
Carrying amount at 30 June 2021	61,076	63,599	11,164	12,307
<i>Represented by movements in carrying amount:</i>				
Carrying amount at 1 July	63,599	65,474	12,307	12,976
Additions	1,608	1,387	893	710
Depreciation expense	(3,961)	(3,262)	(1,892)	(1,379)
Other adjustments	(169)	-	(145)	-
Closing balance at 30 June 2021	61,076	63,599	11,164	12,307

The value of right-of-use assets has been determined based on the expected costs arising out of the lease (this includes lease payments net of incentives, initial set-up costs and any other known costs). Right-of-use assets are subsequently depreciated over the lease term and are subject to impairment testing on an annual basis. The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indexes/rates of a change in lease term.

Lease liabilities are disclosed in Note 18.

The Group has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than \$10,000 when new.

TAFE Queensland has entered into an Agreement for Lease relating to premises under construction at reporting date located at Acuity Business Park, Robina. The lease is expected to commence in May 2022, the estimated cost of the asset to be recognised in the financial statements is \$80-\$90 million and the expected occupancy term is thirty years. In addition to the right-of-use asset, a lease liability of similar value will be created.

14 Intangible Assets

Closing balances and reconciliation of carrying amount

	Intellectual Property 2021 \$'000	Software Purchased 2021 \$'000	Software Internally Generated 2021 \$'000	Other Intangible Assets 2021 \$'000	Work in Progress 2021 \$'000	Total 2021 \$'000
Consolidated						
Gross	19,555	29,626	4,122	1,812	15,427	70,542
Less; Accumulated amortisation	(19,088)	(9,890)	(908)	(1,475)	-	(31,361)
Carrying amount at 30 June 2021	467	19,736	3,214	337	15,427	39,181
Year ended 30 June 2021						
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	2,777	20,477	2,635	373	7,379	33,641
Acquisitions (including upgrades)	161	245	-	337	10,827	11,571
Transfers between asset classes	-	1,834	944	-	(2,778)	-
Impairment losses recognised in operating result	3	-	-	-	-	3
Amortisation expense	(2,474)	(2,820)	(367)	(373)	-	(6,034)
Carrying amount at 30 June 2021	467	19,736	3,214	337	15,427	39,181
Consolidated						
Gross	19,399	34,751	3,402	1,475	7,379	66,406
Less; Accumulated amortisation	(16,622)	(14,274)	(767)	(1,102)	-	(32,764)
Carrying amount at 30 June 2020	2,777	20,477	2,635	373	7,379	33,641
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	5,828	23,388	2,921	800	980	33,918
Acquisitions (including upgrades)	25	-	-	-	6,417	6,442
Transfers between asset classes	-	-	18	-	(18)	-
Amortisation expense	(2,982)	(2,911)	(303)	(428)	-	(6,623)
Disposal / Write off	(95)	-	-	-	-	(95)
Carrying amount at 30 June 2021	2,777	20,477	2,635	373	7,379	33,641

14 Intangible Assets (continued)

	Intellectual Property 2021 \$'000	Software Purchased 2021 \$'000	Software Internally Generated 2021 \$'000	Other Intangible Assets 2021 \$'000	Work in Progress 2021 \$'000	Total 2021 \$'000
Parent						
Gross	18,894	28,969	4,122	1,475	15,082	68,542
Less; Accumulated amortisation	(18,784)	(9,604)	(908)	(1,475)	-	(30,771)
Carrying amount at 30 June 2021	110	19,365	3,214	-	15,082	37,771
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	2,495	20,254	2,637	373	7,040	32,798
Acquisitions (including upgrades)	-	-	-	-	10,821	10,821
Transfers between asset classes	-	1,834	944	-	(2,778)	-
Amortisation expense	(2,385)	(2,723)	(367)	(373)	-	(5,848)
Carrying amount at 30 June 2021	110	19,365	3,214	-	15,082	37,771
	Intellectual Property 2020 \$'000	Software Purchased 2020 \$'000	Software Internally Generated 2020 \$'000	Other Intangible Assets 2020 \$'000	Work in Progress 2020 \$'000	Total 2020 \$'000
Parent						
Gross	18,894	34,270	3,402	1,475	7,040	65,081
Less; Accumulated amortisation	(16,399)	(14,016)	(766)	(1,102)	-	(32,283)
Carrying amount at 30 June 2020	2,495	20,254	2,637	373	7,040	32,798
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	5,503	23,090	2,922	800	980	33,295
Acquisitions (including upgrades)	-	-	-	-	6,077	6,077
Transfers between asset classes	-	-	18	-	(18)	-
Amortisation expense	(2,913)	(2,836)	(303)	(428)	-	(6,479)
Disposal / Write off	(95)	-	-	-	-	(95)
Carrying amount at 30 June 2021	2,495	20,254	2,637	373	7,040	32,798

14 Intangible Assets (continued)

Intangible assets with a cost greater than \$100,000 are capitalised. Intangible assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

Costs associated with the development of intangible assets are capitalised and amortised on a straight-line basis over its estimated useful life. The cost of intangible assets includes the cost of all materials, direct labour, other directly attributable costs, and an appropriate proportion of overheads attributable during development.

Amortisation

Amortisation is recognised on a straight-line basis over the estimated useful lives of intangible assets from the date that they were available for use. The useful lives of intangible assets are reviewed annually and adjusted if appropriate.

The estimated useful lives of assets are:

<u>Class of Intangible Asset</u>	<u>Useful life</u>
Intellectual property	3 years
Software purchased	3 - 10 years
Software internally generated	5 - 7 years
Other intangibles	4 - 7 years

Impairment

All intangible assets are reviewed annually for indicators of impairment. An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount.

Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by TAFE Queensland. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and amortised replacement cost.

15 Investments Accounted for using the Equity Method

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Interest in joint venture partnership	6,155	3,694	-	-
Total	6,155	3,694	-	-

TAFE Queensland through its subsidiary, Aviation Australia holds a 51% interest in the shares of Aviation Australia Riyadh College of Excellence LLC (AARCOE). The shareholders have agreed that Aviation Australia Pty Ltd is entitled to 20% of the profits or is liable for 20% of the liabilities.

16 Payables

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Trade creditors	38,324	28,863	36,853	28,081
Other creditors	2,252	2,187	2,214	2,071
Total	40,576	31,050	39,067	30,152

Trade and other payables represent the value of goods and services provided to TAFE Queensland prior to the end of the financial year that remain unpaid. Trade and other payables are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase price less any applicable discounts. Amounts owing are unsecured.

17 Employee Benefits

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Accrued salaries and wages	1,140	12,456	869	12,323
Annual leave levy / provision	9,587	9,330	8,964	8,640
Long service leave levy / provision	2,746	2,579	2,313	2,139
Total	13,473	24,365	12,146	23,102
Non-Current				
Long service leave levy / provision	345	251	-	-
Total	345	251	-	-

No provision for annual leave or long service leave is recognised in the parent's financial statements for staff employed in Australia on state-based awards as the liability is held on a whole of government basis and reported in those financial statements pursuant to AASB 1049 *Whole-of-government and General Government Sector Financial Reporting*. A provision is recognised for annual leave and long service leave relating to non-Australian based employees and subsidiary employees (refer also to Note 6).

18 Lease Liabilities

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Lease liabilities	2,699	2,010	1,773	1,359
Total	2,699	2,010	1,773	1,359
Non-Current				
Lease liabilities	70,054	71,871	10,220	11,683
Total	70,054	71,871	10,220	11,683

Lease liabilities are initially recognised at the present value of lease payments over the lease term (including extension or renewal options that the Group is reasonably certain to exercise).

When measuring lease liabilities, TAFE Queensland uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of TAFE Queensland's leases. To determine the incremental borrowing rate, TAFE Queensland uses load rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

The lease liabilities of TAFE Queensland and its subsidiaries mainly relate to premises used for training. Lease terms vary from 1 year to 31 years. In accordance with AASB16 *Leases*, the value of the liability is inclusive of option periods where we believe the options are likely to be exercised.

TAFE Queensland has entered into an Agreement for Lease relating to premises in construction at reporting date located at Acuity Business Park, Robina. The lease is expected to commence in May 2022, the estimated value of the liability to be recognised in the financial statements is \$80-90 million and the expected occupancy term is thirty years. In addition to the Lease Liability, a Right-of-Use Asset of similar value will be created.

18 Lease Liabilities (continued)

The Department of Communities, Housing and Digital Economy (DCHE) (previously known as Department of Housing and Public Works up to 12 November 2020) provides TAFE Queensland with access to employee housing and motor vehicles under government-wide frameworks. These arrangements are categories as procurement of services rather than as leases because DCHE has substantive substitution rights over the assets. The related service expenses are included in Note 7.

	Consolidated Entity		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<i>Amounts recognised in profit or loss</i>				
Interest expense	2,243	2,160	358	247
Breakdown of 'lease expenses' included in note 7				
- Expense relating to short-term leases	1,128	542	982	448
- Expense relating to variable lease payments	-	85	-	-
Total cash outflows for leases	3,371	2,787	1,340	695

19 Other Liabilities

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Contract liabilities	39,569	28,952	39,474	28,952
Other unearned revenue	7,399	8,151	5,854	6,013
Other current liabilities	2,374	1,306	2,374	1,306
Total	49,342	38,409	47,702	36,271
Non-Current				
Contract liabilities	580	1,819	580	1,819
Total	580	1,819	580	1,819

Contract liabilities arise from contracts with customers while other unearned revenue arise from transactions that are not contracts with customers.

Of the amount included in the contract liability balance at 1 July 2020, \$23.8 million has been recognised as revenue in 2021.

20 Commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	Consolidated		Parent	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Property, Plant & Equipment				
Within one year	1,181	1,286	1,181	1,286
Later than one year, less than five years	-	-	-	-
Later than five years	-	-	-	-
Total	1,181	1,286	1,181	1,286
Intangible Assets				
Within one year	456	1,427	456	1,427
Later than one year, less than five years	-	2,428	-	2,428
Later than five years	-	-	-	-
Total	456	3,855	456	3,855
Total Commitments	1,637	5,140	1,637	5,140

21 Contingencies

At 30 June 2021 TAFE Queensland has 51 active claims with WorkCover Queensland and 5 claims with the Queensland Government Insurance Fund (2020: 45 claims with WorkCover Queensland and 5 claims with the Queensland Government Insurance Fund). These claims are not considered to be material in value.

22 Climate Change

The Group has not identified any material climate related risks relevant to the financial report at reporting date, however constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

23 Financial Risk Disclosures

Categorisation of financial instruments

Financial instruments are recognised in the Statement of Financial Position when TAFE Queensland becomes party to the contractual provisions of the financial instrument. TAFE Queensland has the following categories of financial assets and liabilities:

Category	Notes	Consolidated		Parent	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial Assets					
Cash and cash equivalents	9	158,202	174,219	148,005	162,171
Receivables and Contract Assets	10	102,468	93,430	100,406	91,537
Total Financial Assets		260,670	267,649	248,411	253,708
	Notes	Consolidated		Parent	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial Liabilities					
Financial liabilities measured at amortised cost – comprising:					
Payables	16	40,576	31,050	39,067	30,152
Borrowings		-	235	-	-
Lease Liabilities	18	72,753	73,881	11,993	13,042
Total Financial Liabilities at amortised cost		113,329	105,165	51,060	43,194

No financial assets and financial liabilities have been offset and presented in the Statement of Financial Position.

23 Financial Risk Disclosures (continued)

Financial Risk Management

The TAFE Queensland Board has the overall responsibility for the establishment and oversight of the risk management framework. The Board established the Audit, Finance and Risk Management Committee, which is responsible for developing and monitoring risk management policies. The Committee reports regularly to the Board on its activities.

TAFE Queensland's activities expose it to a variety of financial risks as set out in the following table:

Risk	Definition	Exposure	Measurement Method	Risk Management Strategy
Credit risk	Credit Risk exposure refers to the situation where TAFE Queensland may incur a financial loss as a result of another party to a financial instrument failing to discharge their obligation.	TAFE Queensland is exposed to credit risk in respect of its receivables (Note 10). The maximum exposure at balance date is the gross carrying amount of receivables inclusive of any allowance for impairment.	Ageing analysis, earnings at risk	TAFE Queensland manages credit risk through its credit and debt management policies. These policies aim to reduce the exposure to credit default by ensuring that the TAFE Queensland invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity risk	Liquidity risk refers to the situation where TAFE Queensland may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or other financial asset.	TAFE Queensland is exposed to credit risk in respect of its payables (Notes 16 and 18).	Sensitivity analysis	TAFE Queensland ensures that minimal, but sufficient, levels of cash are held within various bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market risk	The risk that the fair value or future cash flows of financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	TAFE Queensland has limited exposure to currency, interest rate and other price risk.	Interest rate sensitivity analysis	TAFE Queensland ensures that minimal, but sufficient, levels of cash are held within various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

23 Financial Risk Disclosures (continued)

Contract maturity of financial liabilities

The following tables sets out the liquidity risk of financial liabilities held by TAFE Queensland. They represent the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the statement of financial position that are based on discounted cash flows.

Consolidated	2021				2020			
	Total	< 1 Year	1 - 5 Years	> 5 Years	Total	< 1 Year	1 - 5 Years	> 5 Years
Financial liabilities	\$'000	\$'000	\$'000	[\$'000]	\$'000	\$'000	\$'000	[\$'000]
Payables	40,576	40,576	-	-	31,050	31,050	-	-
Borrowings	-	-	-	-	235	235	-	-
Lease liabilities	72,753	2,652	9,021	61,079	73,881	2,010	6,623	65,248
Total	113,329	43,228	9,021	61,079	105,166	33,295	6,623	65,248

Parent	2021				2020			
	Total	< 1 Year	1-5 Years	> 5 Years	Total	< 1 Year	1-5 Years	> 5 Years
Financial Liabilities	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payables	39,067	39,067	-	-	30,152	30,152	-	-
Lease liabilities	11,993	1,726	5,311	4,955	13,042	1,359	4,719	6,964
Total	51,060	40,793	5,311	4,955	43,194	31,511	4,719	6,964

24 Events After the Balance Date

There were no events or transactions that arose between the end of the financial year and the date of this report that were of a material or unusual nature that would significantly affect the operations of TAFE Queensland.

25 Future Impacts of Accounting Standards Not Yet Effective

At the date of authorisation of the financial report, there are no expected impacts of new or amended Australian Accounting Standards.

26 Budget vs Actual Comparison

Statement of Comprehensive Income	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000
Income			
Sale of goods and services	237,491	261,473	23,982
Grants and contributions	423,318	397,295	(26,023)
Share of profits of joint ventures accounted for using the equity method	4,091	3,739	(352)
Interest	156	69	(87)
Other income	5,040	5,526	486
Total income	670,096	668,102	(1,994)
Expenses			
Employee expenses	450,368	452,414	2,046
Supplies and services	191,594	185,150	(6,444)
Depreciation and amortisation	19,658	18,454	(1,204)
Finance/borrowing costs	2,253	2,236	(17)
Other expenses	6,223	7,623	1,400
Total expenses	670,096	665,877	(4,219)
Operating result for the year	-	2,225	2,225
Other comprehensive income			
<i>Items that will not be reclassified to operating result</i>			
Increase in asset revaluation surplus	-	195	195
Total other comprehensive income	-	195	195
Total comprehensive income/(loss)	-	2,420	2,420

Explanation of major variances - Statement of Comprehensive Income:

<i>Sales of goods and services</i>	This variance mainly relates additional revenue recognised under the Adult Migrant Education Program and Skills for Education and Employment program resulting from temporary increases in payment rates from the Commonwealth during COVID-19 in 2020 as well as high student retention by TAFE Queensland in these programs (\$22.2m).
<i>Grants and contributions</i>	This variance mainly relates to a deferral of State funding from 2020-21 to 2021-22 to support TAFE Queensland with COVID related challenges (\$15.3m) and a reduction in revenues from Government subsidised training programs mainly due to the timing of Job Trainer implementation in the second half of 2020-21 (\$9.3m).
<i>Supplies and services</i>	This variance mainly relates to general reductions and savings across a range of supplies and services categories including marketing, labour hire/contractors, transport and travel.

27 Key Management Personnel Disclosures

(a) Ministerial Remuneration

TAFE Queensland's responsible Minister is identified as part of TAFE Queensland's key management personnel, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Honourable Diana Farmer Minister for Employment and Small Business and Minister for Training.

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Member's Remuneration Handbook. TAFE Queensland does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

(b) Board Members

TAFE Queensland is governed by an independent board.

Board Members' fees include fees paid for membership of TAFE Queensland's Board and relevant Board committees. Details of the appointment and remuneration for each Board Member are:

Remuneration	2021 \$'000	2020 \$'000
Annabel Dolphin *	55	60
Andrew Dettmer	39	38
Peter Dowling *	35	38
Kay Giles	39	38
Trina Hockley	40	40
Noela L'Estrange *	36	39
Deborah Wilson *	35	38
Jane Seawright **	6	-
Bron Davies **	4	-
Peter Price **	-	-
Dr Valerie Cooms **	4	-
Total	293	292

* Ceased 27 May 2021

** Appointed 27 May 2021

27 Key Management Personnel Disclosures (continued)

(c) Key Executive Management Personnel

The following details for key management personnel reflect those positions that had authority and responsibility for planning, directing and controlling the activities of TAFE Queensland during 2021 and 2020.

Position	Position Responsibility
Chief Executive Officer	Strategic and operational management of TAFE Queensland.
Chief Financial Officer (previously Chief Financial and Operations Officer)	Financial strategy and planning, financial systems and reporting functions, financial policies and procedures, procurement functions, and the evaluation of investment decisions. Operational performance and the translation of organisational strategy into operational plans.
Chief Financial and Operations Officer (role ceased 1/10/2020)	Financial strategy and planning, financial systems and reporting functions, financial policies and procedures, procurement functions, and the evaluation of investment decisions. Operational performance and the translation of organisational strategy into operational plans.
Chief Information Officer	Information and communications technology (ICT) strategy development, ICT contract management and procurement functions and ICT operational services.
Chief Academic Officer	Academic strategy, teaching governance, learning and quality, and digital product services.
Chief Human Resources Officer	Strategic Human Resources direction and delivery of Human Resources services.
Director, Legal Services and General Counsel	Legal advice to the Board, Executive and operating regions on contract, risk, compliance, right to information and governance matters.
Executive Director Business Development	Lead the development of innovative and sustainable business development strategies.
Regional General Managers	Directing the activities at TAFE Queensland campuses in each region in alignment with TAFE Queensland's commercial and strategic direction.
General Manager Operations (previously Executive Director Enterprise Operations)	Operational planning and reporting, business intelligence (BI), contract and data management, TAFE Queensland Scholarship Foundation and government funded initiatives
Executive Director Enterprise Operations (role ceased 12/07/2020)	Lead a range of strategic and operational priorities that will positively impact sustainability.
General Manager International	Directing the activities of TAFE Queensland International operations in alignment with TAFE Queensland's commercial and strategic direction.

Remuneration for key executive management personnel

Key executive management personnel of TAFE Queensland are appointed under the *TAFE Queensland Act 2013*. Remuneration and other terms of employment are formalised in individual contracts of employment. These contracts of employment make a provision for an appropriate combination of competitive fixed and variable remuneration components. Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses which include:
 - Salaries, allowances and leave entitlements earned for the year or for that part of the year during which the employee occupied the specified position
 - Performance payments recognised as an expense during the year.
 - Non-monetary benefits including fringe benefits tax applicable to that benefit.

27 Key Management Personnel Disclosures (continued)

- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned

Performance payments

Key management personnel remuneration packages allow for a variable component of remuneration to be provided to executive managers through an annual incentive performance scheme subject to the discretionary approval by the TAFE Queensland Board. The TAFE Queensland Board has declared that the annual incentive performance scheme is not in effect from 2021. The annual incentive performance scheme was not activated in 2020.

Remuneration expenses

The following disclosure focus on the expenses incurred by TAFE Queensland attributable to KMP during the respective reporting periods. The amounts disclosed below are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

2021

Role	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary	Non-monetary				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	334	-	8	44	-	386
Chief Financial Officer (from 2/10/2020) / Acting Chief Financial and Operations Officer (to 1/10/2020)	256	-	6	31	-	293
Chief Information Officer	276	-	6	34	-	316
Chief Academic Officer	256	-	6	34	-	296
Chief Human Resources Officer	219	-	5	22	-	246
Director, Legal Services and General Counsel	195	-	5	20	-	220
Executive Director Business Development	193	-	5	26	-	224
General Managers						
Brisbane (to 25/06/2021)	263	-	6	34	-	303
East Coast	241	-	5	30	-	277
Gold Coast	223	-	5	29	-	257
North	232	-	5	30	-	268
SkillsTech	228	-	6	29	-	263
South West	232	-	5	22	-	259
Operations (from 13/07/2020) / Executive Director Enterprise Operations (to 12/07/2020)	271	-	6	33	-	310
International Education	160	-	4	22	-	186

27 Key Management Personnel Disclosures (continued)

2020

Role	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary \$'000	Non-monetary \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	364	-	8	46	-	418
Chief Financial and Operations Officer (to 26/06/20)	351	-	11	33	113	509
Acting Chief Financial and Operations Officer (from 24/02/20)	85	-	2	8	-	95
Chief Information Officer	278	-	6	34	-	318
Chief Academic Officer	276	-	6	32	-	314
Chief Human Resources Officer	236	-	5	23	-	264
Director, Legal Services and General Counsel	220	-	5	21	-	245
Executive Director Business Development	210	-	5	27	-	242
Executive Director Enterprise Operations (from 9/12/19)	153	-	3	18	-	174
General Managers						
Brisbane	279	-	7	36	-	321
East Coast	224	-	6	31	-	261
Gold Coast	250	-	6	30	-	286
North	240	-	6	30	-	275
SkillsTech	249	-	6	31	-	286
South West	236	-	6	24	-	267

28 Related party transactions

Transactions with people / entities related to KMP

Related Party Declarations have been received from KMP with no material amounts required to be reported.

Transactions with other Queensland Government - controlled entities

TAFE Queensland's primary ongoing sources of funding from Queensland Government for its services are grants and contributions via the Department of Employment, Training and Small Business as disclosed in Note 5.

Subsidiaries and joint arrangements

Transactions with TQIE (controlled entity) and SCHI (joint arrangement) are disclosed in Notes 2 and 3 respectively.

29 First Year Application of New Accounting Standards and Changes in Accounting Policy

AASB 1059 *Service Concession Arrangements: Grantors* is applicable to financial reporting period 2020-21. The standard defines service concession arrangement and applies a new control concept to the recognition of service concession assets and related liabilities. TAFE Queensland is not a grantor of any service concession arrangements, therefore this standard will have no impact on the financial statements.

MANAGEMENT CERTIFICATE

FOR THE YEAR ENDED 30 JUNE 2021

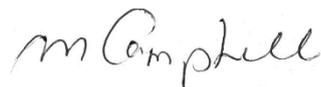
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with the prescribed accounting standards, of the transactions of TAFE Queensland for the financial year ended 30 June 2021, and of the financial position of TAFE Queensland at the end of that year; and

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Jane Seawright
Chairperson
TAFE Queensland
Date: 25 August 2021



Mary Campbell
Chief Executive Officer
TAFE Queensland
Date: 25 August 2021



Simon Pritchard
Chief Financial Officer
Date: 25 August 2021

INDEPENDENT AUDITOR'S REPORT

To the Board of TAFE Queensland

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of TAFE Queensland (the parent) and its controlled entities (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 30 June 2021, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 30 June 2021, the statements of comprehensive income, statements of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

Responsibilities of the entity for the financial report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- Identify and assess the risks of material misstatement of the financial 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. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group'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 parent's or group'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. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

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.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



Bhavik Deoji
as delegate of the Auditor-General

26 August 2021

Queensland Audit Office
Brisbane

APPENDIX A: COMPLIANCE CHECKLIST

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	Letter of compliance
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	Contents Glossary of terms
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	About our Annual Report
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	About our Annual Report
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	About our Annual Report
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	N/A
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10.1	Message from the Chairperson and Chief Executive Officer
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 10.2, 31 and 32	N/A
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	Message from the Chairperson and Chief Executive Officer
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	Our organisation
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 11.1	Message from the Chairperson and Chief Executive Officer Year in review
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	Year in review
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	Our performance Year in review
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	Our performance
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	Financial performance
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	Our organisation - Executive Management
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	Our organisation - Executive Management
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	Governance - Our governing body
	<ul style="list-style-type: none"> Public Sector Ethics 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Governance - Public sector ethics
	<ul style="list-style-type: none"> Human Rights 	<i>Human Rights Act 2019</i> ARRs – section 13.5	Governance - Human rights

Summary of requirement	Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6 Message from the Chairperson and Chief Executive Officer Our organisation Governance - Public sector ethics
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1 Governance - Audit, Finance and Risk Management Committee
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2 Governance - Audit, Finance and Risk Management Committee
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3 Governance - Internal audit
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4 Governance - External scrutiny
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5 Governance - Information systems and recordkeeping
	<ul style="list-style-type: none"> Information Security attestation 	ARRs – section 15.1 N/A
Governance – human resources	<ul style="list-style-type: none"> Strategic workforce planning and performance 	ARRs – section 15.1 Governance - Strategic workforce planning and performance Governance - Employee relations framework
	<ul style="list-style-type: none"> Early retirement, redundancy and retrenchment 	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2 N/A
Open Data	<ul style="list-style-type: none"> Statement advising publication of information 	ARRs – section 16 About our Annual Report
	<ul style="list-style-type: none"> Consultancies 	ARRs – section 33.1 https://data.qld.gov.au
	<ul style="list-style-type: none"> Overseas travel 	ARRs – section 33.2 https://data.qld.gov.au
	<ul style="list-style-type: none"> Queensland Language Services Policy 	ARRs – section 33.3 https://data.qld.gov.au
Financial statements	<ul style="list-style-type: none"> Certification of financial statements 	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1 Management Certificate
	<ul style="list-style-type: none"> Independent Auditor’s Report 	FAA – section 62 FPMS – section 46 ARRs – section 17.2 Independent Auditor’s report

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

GLOSSARY OF TERMS

Advancing Our Training Infrastructure (AOTI)

A comprehensive Queensland Government strategy aimed at modernising TAFE facilities across Queensland making them competitive in a contestable market while providing high-quality facilities for students to carry out their training.

Apprenticeship

A system of training, regulated by law or custom, which combines on-the-job training and work experience with formal off-the-job training, while in paid employment.

Aviation Australia (AA)

Aviation Australia Pty Ltd was formed in October 2001 to support the development and growth of aviation and aerospace industries both in Australian and international markets. Aviation Australia became a subsidiary of TAFE Queensland effective from 1 October 2017.

Back to Work

The Back to Work program is a Queensland Government initiative designed to give businesses confidence to employ jobseekers who have experienced a period of unemployment.

Certificate 3 Guarantee (C3G)

The Queensland Government funding program designed to assist Queensland students to complete their first post school certificate III level qualification to gain a job or improve their employment status.

COVID-19

The novel coronavirus - referred to as COVID-19 by the World Health Organisation - is a part of a family of coronaviruses that cause illness ranging from a cold, to more severe diseases i.e. Severe Acute Respiratory Syndrome (SARS-CoV). CO from Coronavirus, VI from virus, and D from disease. The reference to 19, is due to it being discovered on the last day of 2019. COVID-19 had not previously been identified by humans.

Free Apprenticeships for under 25s

Queenslanders, up to the age of 25, may be eligible to undertake a high priority apprenticeship and traineeship qualification for free.

Free TAFE for under 25s

Free TAFE for under 25s is an extension of the former Free TAFE for Year 12 graduates program in 26 priority qualifications for under 25s.

Higher Level Skills

The Higher Level Skills program provides a government subsidy in selected certificate IV or above qualifications and priority skill sets to help individuals gain the higher level skills required to secure employment or career advancement in a priority industry.

JobTrainer Fund

To help Queensland's economy to recover from the impacts of COVID-19, the JobTrainer Fund is delivering additional training places in short courses, certificate and diploma qualifications to Queensland job seekers, school leavers and young people.

Key Performance Indicator (KPI)

Tracking indicator used to measure the achievement of outputs against goals.

National Centre for Vocational Education Research (NCVER)

Australia's principal provider of VET research and statistics.

Queensland Audit Office (QAO)

The Queensland Audit Office is the independent auditor of the Queensland public sector.

Reconciliation Action Plan (RAP)

TAFE Queensland's Reconciliation Action Plan (RAP) demonstrates our commitment to closing the gap to ensure our First Australians are afforded the same opportunities for learning and prosperity that everyone enjoys in Australia.

Revitalising our TAFE Campuses Across Australia

The Federal Government has committed \$50 million over two years from 2020-21 to 2021-22 for the Revitalising TAFE Campuses Across Australia program, in partnership with state and territory governments. This initiative aims to improve vocational education infrastructure ensuring TAFEs are equipped to deliver training to the standards expected by industry and students.

Service Delivery Statement (SDS)

Budget papers prepared on a portfolio basis by agencies reporting to each minister and the Speaker. The document comprises a section for each departmental portfolio and one for the Legislative Assembly of Queensland. It is produced annually and provides budgeted financial and non-financial information for the budget year. The SDS sets out the priorities, plans and financial statements of agencies.

Skills Boost

Skills Boost is a training subsidy under the Skills for Queensland plan, which provides a second training subsidy for eligible individuals who want to update their skills. Eligible applicants who already hold a VET qualification can access a training subsidy to upskill in identified courses in their region.

Strategic Plan

The document which provides TAFE Queensland's purpose and direction. It outlines overall objectives (including contributions to whole-of-government objectives, ambitions and targets) and how it will know if it has achieved those agency objectives (performance indicators).

User Choice (apprenticeship and traineeship funding)

The User Choice program provides public funding for the delivery of accredited, entry level training to apprentices and trainees.

Vocational education and training (VET)

Post-compulsory education and training which provides people with occupational or work-related knowledge and skills.