

Chisholm

chisholm.edu.au

On campus | Online
Workplace | International

Annual Report 2022

TAFE VICTORIA

Our values



Collaboration

We are one united team, working together with each other and our partners to meet the needs of our students, customers and government.



Accountability

We take responsibility for our work, focusing on the best outcomes for the student, customer, Chisholm and its people.



Integrity

We always do the right thing, guided by our values and ethical principles even when faced with difficult decisions.



Respect

We respect our organisation, its people and its guiding principles in all our interactions.

Our ambition

At Chisholm, we transform lives through relevant and responsive high-quality education and training.

Our purpose

Educating and skilling our communities and industries for generations to come.

Womin Djeka, welcome to Chisholm

Chisholm acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the Country on which our campuses are located. We recognise their continuing connection to land and waters and thank them for protecting the Country and its ecosystems that we enjoy today. We pay our respects to Elders, past and present, and extend that respect to all First Nations people.

Chisholm is committed to supporting and empowering our Aboriginal and Torres Strait Islander workforce, students and their communities through providing quality teaching and learning opportunities.



Contents

| | | | |
|--|----|--|-----|
| About Chisholm | 1 | Board and Committees | 35 |
| About this report | 3 | Board Committees chart and membership | 39 |
| Board Chair's message | 4 | Controlled entities | 40 |
| CEO's message | 5 | Corporate governance | 41 |
| Chisholm strategic plan | 7 | Executive Directors Group | 42 |
| Awards, events and achievements | 9 | People, Culture and Safety | 43 |
| Professional Educator College | 13 | Workforce data | 48 |
| Higher Education College | 14 | Financial performance summary | 50 |
| Foundation College | 16 | Attestation | 52 |
| Youth Pathways Strategy | 19 | Consolidated financial statements | 53 |
| Student support | 20 | Contents of the notes to the consolidated financial statements | 61 |
| Caroline Chisholm Education Foundation | 22 | Performance statement | 120 |
| Skills and Jobs Centre | 24 | Disclosure index | 121 |
| Social responsibility | 26 | Additional compliance reports | 123 |
| Campus Services and Infrastructure | 28 | Environmental performance | 130 |
| Commercial | 30 | Acronyms | 133 |
| Casey Tech School | 32 | | |
| Global engagement | 33 | | |



About Chisholm



At Chisholm, we transform lives through relevant and responsive quality education and training across Victoria, nationally and internationally, collaborating with our strategic partners.

We are a Victorian Government-owned TAFE provider established under the *Education and Training Reform Act 2006*. The responsible Minister is the Hon. Gayle Tierney MP, Minister for Training and Skills and Higher Education.

In 2022, we employed more than 1200 people and enrolled almost 36,000 students across our campus locations at Dandenong, Frankston, Berwick, Cranbourne, Mornington Peninsula and Bass Coast, and through Chisholm Online, workplace training and offshore delivery.

We are driven by our purpose to educate and skill our communities and industries for generations to come and deliver a range of qualifications – including certificates, diplomas, degrees and postgraduate study.

We offer more than 300 courses that have been designed to be accessible, flexible and relevant for students, employers, industry and our community, and place people at the centre of everything we do.

As one of Victoria's largest training organisations, we are committed to supporting and enhancing culturally diverse communities in Melbourne's fast-growing south east region through the provision of outstanding education and training programs and positive student and employer experiences.



About this report

This document reports on the 2022 operations of Chisholm Institute, TAFE Online (trading as Chisholm Online) and the Caroline Chisholm Education Foundation.

It provides a consolidated financial statement, performance statement and other information required under the Standing Directions 2018 under the *Financial Management Act 1994*.

It is based on the model Annual Report issued with the guidelines, in accordance with the Financial Management Act, the Standing Directions, Australian Accounting Standards, Statement of Accounting Concepts, authoritative pronouncements of the Australian Accounting Standards Board and other legislative requirements.

All financial information presented in this report is consistent with the consolidated financial report for Chisholm Institute.

Enquiries about this report can be addressed to:

Head of Marketing and Communications
E: marketing@chisholm.edu.au.

More information about Chisholm is available at chisholm.edu.au.



STEPHEN VARTY
Director and Chief Executive Officer

Date: 27 February 2023
Place: Melbourne



TONIANN STITZ
Chief Finance Officer

Date: 27 February 2023
Place: Melbourne



Board Chair's message

On behalf of Chisholm Institute and the Board, I am pleased to present the Chisholm Annual Report for 2022.

This year we enrolled almost 36,000 students, and supported over 8000 students to complete their secondary, vocational and higher education qualifications with Chisholm. I offer my sincere congratulations to our graduating students who have demonstrated commitment to their studies, as well as family and friends who supported their efforts.

Many of our graduates will be joining the workforce in areas of critical skills shortages. As one of Victoria's largest training organisations, we continue to play a significant role in skilling industry and communities in Melbourne's southern metropolitan region. In 2022, we worked closely with the Victorian Skills Authority and Office of TAFE Coordination and Delivery to align our education offerings to meet workforce demands and local priorities. We look forward to strengthening collaborative relationships with government and the TAFE network as the Victorian Skills Plan evolves over the coming years.

A central focus for the Board and Executive team this year has been the delivery of Chisholm's Strategic Plan in alignment with the Victorian Government skills reforms. We continued to invest in a range of projects to support student experience and education quality, including refreshing the student orientation experience, improving communications and engagement, and investing in courseware development. Our Higher Education College is now well established, and we were delighted to become the first TAFE higher education provider in Australia to receive accreditation for our psychology pathway degree.

In 2022, we commenced a range of transformational infrastructure projects as part of our Master Plan to design inviting and inspiring campus experiences. In April, the Hon. Daniel Andrews MP, Premier of Victoria, the Hon. Gayle Tierney MP, Minister for Training and Skills and Higher Education, and Paul Edbrooke MP, State Member for Frankston, celebrated the first day of construction for the stage 2 \$67.6 million Frankston Redevelopment Project. This exciting project will deliver a new multi-level education facility with industry-specific work environments and the latest learning technologies at our Frankston campus. We also commenced work to revitalise our Dandenong campus. The first stage of this multi-year program will deliver an enhanced Plumbing Industry Examination Centre and building refurbishments in early 2023.

The Board was pleased to see strong employee engagement and increased employee satisfaction with work in 2022. I wish to sincerely thank our employees for their efforts this year in supporting our students and employers and consistently demonstrating the Chisholm values of collaboration, accountability, integrity and respect. Our culture, our shared passion for education and our drive for continuous improvement will continue to provide the foundations for our success.

This year, the Caroline Chisholm Education Foundation provided financial support and scholarships for over 360 students across a range of age groups and campus locations. I wish to thank the Foundation's Board of Trustees, as well as employees who supported our scholarship recipients throughout this year. The Foundation expanded its reach to meet further demand caused by increased daily living costs. We are very appreciative of the immense support that the Foundation provides to our students who face financial hardship.

I would like to acknowledge the Chisholm Institute Board Directors and co-opted members of Board Committees for the oversight and support they provided this year. We are incredibly fortunate to have a diverse and knowledgeable range of experts guiding Chisholm forward. I also wish to thank Chisholm's CEO, Stephen Varty, and his leadership team, for their efforts in managing the organisation's operations and making the most of the opportunities available to us in 2022.

At the end of February 2023, I will be retiring from the Chisholm Institute Board. It is with great pride that I reflect on the achievements of 2022 and the past 10 years of service. I have every confidence that Chisholm is well placed to continue educating and skilling industry and communities for now and generations to come.

STEPHEN G. MARKS
Board Chair

Date: 27 February 2023
Place: Melbourne



CEO's message

Chisholm's organisational values of collaboration, integrity, accountability and respect, and the guiding principles of our Strategic Plan, underpinned our achievements in 2022.

The 2022 year began with continued COVID-19 restrictions and remote working and learning for many in our community. Our committed employees managed to balance supporting students through the start of an academic year while also planning for future on-campus learning. From the start of term 2, students and employees welcomed the further return of in-person classes for most students. Additional training and increased placement support was provided during this time to accelerate learning for students affected by the pandemic. The focus was on supporting students to complete their qualifications to enter or re-join the workforce and kick start their careers.

As students returned, we also noticed a distinct increase in the personal support required, particularly support for increased mental health issues. I am proud of the way we were able to collaboratively support our students and broader community as we all adapted to diverse ways of working, teaching and learning.

At Chisholm, we are committed to continuously improving our education quality and relevance. This year we invested considerable effort in reviewing our education offering to focus on improving the student and employer experience, addressing skills shortages in Melbourne's south east, and delivering on the Victorian Government skills priorities. We have strengthened our analytics capability to make evidence-based decisions, strengthened the quality of our courseware, refreshed policies and procedures, and embedded improved practices.

These changes are signals of a broader cultural change afoot at Chisholm to place our customers at the centre of everything that we do. We are deeply committed to focusing on the best outcomes for our students, employers, industry and workforce. I am confident that we established the foundations in 2022 to be an outstanding training provider and workplace for all.

During the year, we continued to enhance our pathways for continuous learning. We expanded our VET delivered to secondary students offering in alignment with the Victorian Government senior secondary pathway reforms. In late 2022, our Board approved the next phase of our Higher Education College expansion, and I am delighted that we are increasing the breadth of practical, skill-focused higher education pathways available to students in Melbourne's south east.

In 2022, we progressed significant infrastructure and campus management improvements. The Stage 2 \$67.6 million Frankston Redevelopment Project and multi-year program to revitalise our Dandenong campus are being delivered at pace, so that we can provide inviting and inspiring campus experiences that are centred around our specialisations of health, trades and education. We also delivered a substantial program of work to provide a new student support hub, and improve information security and management to protect our workforce and our students.

At Chisholm, our people and culture are our greatest asset. I am incredibly proud of the way our organisation has worked together this year, as a collective and united team, to support each other and our students. A shining example of this is the support provided by teachers and pathways officers to Afghan students enrolled in our Adult Migrant English Program. We have encouraged community support, healing and recovery in response to the pandemic and civil unrest in Afghanistan. In recognition of our efforts, our Institute was announced as winner of the Victorian Multicultural Award for Excellence in VET (accredited training) in 2022.

At Chisholm, our people and culture are our greatest asset. I am incredibly proud of the way our organisation has worked together this year, as a collective and united team, to support each other and our students.

In 2022, we partnered with WHISE and the Integrated Family Violence Committees of Bayside Peninsula and Southern Melbourne to host the Family Violence Lived Experience Conference, which provided a space for the family violence sector to reflect and explore how to recognise, integrate and support lived experience within the workforce. We were delighted to welcome the Hon. Ros Spence, Minister for Prevention of Family Violence, who spoke at the event. This is yet another example of our people connecting and engaging with industry and communities to support improved outcomes for Melbourne's south east.

I wish to thank the Chisholm Institute Board and its Committees for their guidance and insight this year, as we progressed with our ambitious transformation agenda. I would also like to acknowledge the contributions of our Board Chair, Mr Stephen Marks, who has dedicated over 10 years of service to Chisholm and its community. I wish Stephen all the best as he concludes his term as Board Chair and a Director of the Institute.

In 2023, we will embark upon the third year of implementing our Strategic Plan, with increased investment in our student and employer experience and education quality. Our values and strategy will continue to guide us as we adapt and respond to the emerging opportunities ahead.



STEPHEN VARTY
Director and Chief Executive Officer

Date: 27 February 2023
Place: Melbourne



Chisholm strategic plan

Chisholm’s ambition is to transform lives through relevant and responsive high-quality education and training.

We strive to make a positive difference to the industries and communities we serve in Melbourne’s south east through our commitment to excellence in teaching and training provision.

We are committed to delivering outstanding experiences that empower students, employers and industry to reach their full potential.

To achieve our strategic intent, we put the needs of our students and our customers at the centre of everything we do.

Guiding principles

Ten guiding principles form the basis for our strategic decision making now and into the future.

1. Focus on the south east
2. Deliver a responsive and reliable experience
3. Partner for outcomes
4. Connect and engage with industry for the long term
5. Continuously improve education quality and relevance
6. Retain a broad education offer
7. Focus on areas of strength and opportunity
8. Invest in our people
9. Maintain financial sustainability
10. Promote agility and nimbleness.

Strategic pillars

Our strategic pillars describe our primary focus and strategic direction, as well as the processes, resources and capabilities we need to achieve our objectives. These strategic pillars include:

- > Deliver on student and employer expectations
- > Provide consistent, high-quality education
- > Extend our influence to grow our markets
- > Engage our communities and industries in the south east
- > Develop our people and nurture a collaborative culture
- > Design inviting and inspiring campus experiences
- > Ensure modern and reliable technology platforms
- > Achieve sustainable financial and investment performance.

Values

The Chisholm values are at the core of our strategy and drive our interactions with students, each other and our external partners. Our values guide the decisions we each make in our roles and shape our culture at Chisholm.



Collaboration

We are one united team, working together with each other and our partners to meet the needs of our students, customers and government.



Accountability

We take responsibility for our work, focusing on the best outcomes for the student, customer, Chisholm and its people.



Integrity

We always do the right thing, guided by our values and ethical principles even when faced with difficult decisions.



Respect

We respect our organisation, its people and its guiding principles in all our interactions.

2022 highlights

In 2022, we progressed a large proportion of projects to deliver on our 2021–2024 Strategic Plan.

Deliver on student and employer expectations

- > Launched a refreshed orientation experience for all students.
- > Opened a dedicated student support hub at Dandenong campus.
- > Implemented improvements to student support services.
- > Increased mentoring and work experience opportunities for women enrolled in business, finance and technology courses.
- > Installed feedback stations and posted QR codes around campus to make it as easy as possible for students to provide feedback
- > Launched a online queuing system in the Enrolment Hub.
- > Commenced work on reinvigorating the Library and Learning Centres.

Provide consistent, high-quality education

- > Achieved registration with the Australian Skills Quality Authority (ASQA) for seven years.
- > Implemented courseware and student experience improvements for blended delivery.
- > Delivered early childhood education and care courseware, as well as other priority resources for the TAFE sector.
- > Designed the next evolution of our Professional Educator College.

Extend our influence to grow our markets

- > Commenced training of 100 priority job seekers for engineering roles in Melbourne's south east.
- > Commenced delivery of our Early Childhood Educator Traineeship Program.
- > Partnered with government and industry to deliver training to address critical skills shortages.

Engage our communities and industries in the south east

- > Developed a Youth Pathways strategy to focus our engagement, support and educational success of students aged 16 to 19 years.
- > Established the foundations for a new team to champion our organisation's engagement with industry and communities.
- > Expanded our support for potential students, job seekers and employers through the Chisholm Skills and Jobs Centre.
- > Implemented a strategic communications campaign to promote participation in education.

Develop our people and nurture a collaborative culture

- > Launched our Gender Equity Action Plan.
- > Refreshed induction programs for our employees.
- > Implemented our Operational Resilience Framework and program.
- > Embedded the Chisholm values.
- > Continued our ongoing commitment to Child Safe standards.

Design inviting and inspiring campus experiences

- > Commenced construction of the stage 2 \$67.6 million Frankston Redevelopment Project.
- > Commenced a multi-year program to revitalise our Dandenong campus.
- > Implemented a range of improvements to assets and facilities across Chisholm campuses.

Ensure modern and reliable technology platforms

- > Implemented the first phase of Chisholm's IT security and information management transformation program.
- > Enhanced audiovisual equipment across campuses as part of a multi-year investment in classroom technology.
- > Commenced preparations to transform systems to improve student and employer experiences.
- > Implemented additional training to improve cyber security awareness.

Achieve sustainable financial and investment performance

- > Implemented a procurement governance framework (including social procurement).
- > Implemented new dashboards and reporting to support evidence-based decisions.
- > Implemented improved procure to pay and contract management systems.

Awards, events and achievements

It was another year of success for our students and teachers, with many people acknowledged through good news stories and awards.

Chisholm Education Awards

The Chisholm Education Awards provide an opportunity to celebrate our students – their successes and their inspiring journeys. It is also a time to recognise exceptional employee achievements. The awards are traditionally held in the first half of each year, with our flagship gala evening attended by government, industry, the Chisholm Board, guest speakers, students and invited guests.

In 2022, approximately 170 people attended, including:

- > 80 finalists and guests
- > 20 industry representatives
- > 15 VIP guests.

Among the guests were Paul Edbrooke MP Member for Frankston; Lill Healy, Deputy Secretary of the Higher Education and Skills Group; Xavier Csar, CEO of the Office of TAFE Coordination and Delivery; Cameron Baker, Executive Director of Apprenticeships Victoria; Craig Robertson, CEO of the Victorian Skills Authority; Dan Mabilia from the Victorian TAFE Association; and representatives from St John of God, Greater Dandenong Chamber of Commerce, PWC and Toyota Material Handling Australia.



Winner – Educator of the Year, Nic Van Wamel (centre) with Stephen G Marks, Board Chair (left), Stephen Varty, Chisholm CEO (right)

The night's MC was Jennifer Adams, with entertainment provided by magician Vyom Sharma.

The 2022 winners were:

- > Bill Norling Awards Winner: Jonathan Wolf
- > International Student of the Year: Muhammad Mehdi
- > Secondary Student of the Year: Matua Tufuga
- > Trainee Student of the Year: Mariah Kendle
- > Vocational Student of the Year: Brooke Thompson
- > Apprentice of the Year: William McCallum
- > Higher Education Student of the Year: Fahmida Yasmin
- > Educator of the Year: Nic van Wamel.



Finalists for Trainee of the Year 2022 (left to right) Stephen G. Marks (Board Chair), Annalyse Palladini, Alysha Stannage, Mariah Kendle, Claire Bartlett, Stephen Varty (Chisholm CEO)



Finalists for Apprentice of the Year 2022 (left to right) Stephen G. Marks (Board Chair), Joshua West, Joshua Taylor, William McCallum, Dylan Johns, Tuscani Closter, Stephen Varty (Chisholm CEO)

Finalist for Victorian Trainee of the Year

Chisholm student Claire Bartlett from Poowong was a finalist in the Trainee of the Year category at the Department of Education and Training's Victorian Training Awards, which recognise outstanding student, employee and provider achievements across the state.

Due to illness, Claire left school before completing Year 12. After leaving home and working at an abattoir for a while, she found the perfect traineeship for her – a Certificate III in Business at Chisholm. It meant a job at Lee Property Valuers & Advisors in Traralgon while completing her education.

Going against gender stereotypes, this highly motivated 20 year old also had a weekend side hustle detailing cars. Starting with friends and family, word of mouth has now led to Claire establishing her own successful small business – Bedazzled Car Detailing. She finds the tools she's learnt through Chisholm invaluable, not just in her day job but also in her own business. Claire's advice to other young people leaving school early is to consider a traineeship.

Claire's dream is to eventually have a car detailing workshop and co-own a dairy farm with her partner. With her determination to succeed, the skills she's learned through Chisholm and a commendable work ethic, we expect Claire will continue shining in business.



Victorian Trainee of the year winner, Claire Bartlett

Victorian Multicultural Awards win

Chisholm won the VET award in the Victorian Multicultural Awards for Excellence 2022 – Education Awards. This recognised our team's extraordinary efforts in supporting Afghani Adult Migrant English Program (AMEP) students through a very difficult time, including COVID-19 lockdowns. Diligent, thoughtful and ongoing innovation in both program delivery and support services gave many Afghanis – both new immigrants and our existing students – a welcoming and nurturing space to pursue their education, despite the uncertainty around them. Social responsibility is a big part of culture which made this award even more significant.

Housing Industry Association (HIA) awards

The HIA-Stratco Victorian Apprentice Awards celebrate the achievements of Australia's future tradespeople, while encouraging ongoing industry excellence.

Chisholm's Reed McLean, a fourth year cabinet maker at H&H Cabinets, won both best Fourth Year Cabinet Making Apprentice and the Alec Fuller Victorian Apprentice of the Year award. Judges recognised Reed's attention to detail, outstanding attitude, passion for learning and enthusiasm for helping and training others.

Three carpentry students also won awards:

- > Harry Waterfall, employed at Geoff Taylor Constructions, was nominated for the Second Year Carpentry Apprentice award and won the Judges Rising Star award
- > Thomas Harms, employed at Beach House Constructions, was a finalist for Alec Fuller Victorian Apprentice of the Year and won best First Year Carpentry Apprentice
- > Kyle Griffin, another Beach House Constructions employee, was also a finalist for the Alec Fuller award and won best Third Year Carpentry Apprentice.

Weld Australia's Excellence Awards

In December, Chisholm was awarded the 2022 Victorian Training and Education – Organisation Award at Weld Australia's Victorian and Tasmanian 2022 Welding Excellence Awards. Showcasing and celebrating the world-class work of local welders, fabricators and educators, the awards are the most prestigious event on the welding industry's calendar.

The Organisation Award recognises Chisholm's commitment to providing quality education and training programs for the manufacturing industry over many years. Our work with the South East Melbourne Manufacturers Alliance (SEMMA), the Australian Manufacturing Technology Institute Limited (AMTIL) and Ai Group over 2022 further reinforced our organisation's capacity to deliver short and sharp training programs to both increase the breadth and depth of skilled labour and help the welding industry fill its growing skills gaps.



From left to right – Mathew Baker (Chisholm), Geoff Crittenden (CEO-Weld Australia), Paul Konig (Chisholm), Sowatt Huynh (Chisholm)

WorldSkills competitions

The skills of Chisholm students were put to the test through the regional and Victorian WorldSkills competitions in 2022. Four students were successful and were shortlisted for the national WorldSkills competition being held in Melbourne in 2023.

The winners were:

- > Automotive Mechanics – Mitchell Ward
- > Fitting – Ben Mickelborough
- > Turning – Callum Robertson
- > VETiS Hairdressing – Kadek Ardiana.



World Skills winners (left to right) Callum Robertson (Silver in Engineering), Ben Mickelborough (Gold in Engineering), Caleb Paulsen (Silver in Automotive), Carlos Martin Macasarta (Gold in Carpentry), Mitchell Ward (Gold in Automotive)

South East Business Awards

Chisholm sponsors the Employer Engagement Award at the Greater Dandenong Chamber of Commerce's South East Business Awards. The award recognises workplaces in the south east that help support trainees and apprentices.

In 2022, the award went to iEnergi Australia, which designs and engineers custom heating and cooling solutions for high-end buildings.

AUS-TAFE Culinary Trophy

Chisholm student Leela Subramaniam, studying the Certificate III in Commercial Cookery, won the third year apprentice category at the regional AUS-TAFE Culinary Trophy held in Bendigo. Leela works at the Flinders Hotel and was supported to progress to the national AUS-TAFE culinary competition, where she took out a bronze medal.



Victorian winner of the AUS-TAFE Culinary Trophy, Leela Subramaniam (left), and Chisholm teacher Michael Villani (right)

Graduations

Our graduation ceremonies continue to be a highlight on the events calendar. They are an occasion for students to reflect on their journey at Chisholm and to celebrate their achievements with family, classmates and teachers. It is a time to acknowledge students all levels of study across all disciplines, with a particular focus on qualifications at diploma level and above.

After a disruptive two years due to the pandemic, graduation ceremonies and their accompanying photo shoots were again able to be held.

At the ceremony held in March, over 140 students received qualifications from Certificate III to bachelor degrees and graduate certificates.

Geraldine Bilston, a former student, inspired graduating students with her story of resilience and growth in the aftermath of domestic violence and encouraged them to find balance in their studies and careers.

At the September celebration, 132 students attended a ceremony at Frankston Arts Centre. They also received qualifications from Certificate III to bachelor degrees and graduate certificates.

The guest speaker was former student Fiona McQueen who now heads up the Community Relations Department at Frankston City Council and was recently appointed to the Board of the Caroline Chisholm Education Foundation (CCEF). She inspired students with her passion for equality in education and reinforced our pride in the CCEF scholarship program.



Certificate IV in Community Service graduate and Caroline Chisholm Education Foundation recipient, Beverley Curtis (centre), Stephen Varty, Chisholm CEO (left), Stephen G Marks, Board Chair (right)



Diploma of Justice graduates Kelly Selim (left) and Madison Selim (right)



Diploma of Nursing graduates Monique Morton (centre left) and Anthony Morton (centre right), with Stephen Varty, Chisholm CEO (far left) and Stephen G Marks, Board Chair (far right)

Professional Educator College

Our Professional Educator College has operated for seven years, with the overarching aim of addressing the professional development needs that underpin educational excellence.

Our **Educator Passport System** helps VET educators self-assure their ASQA defined professional development requirements. They can manage their teaching and industry currency activities so they can be tracked by supervisors and auditors. The passport ensures that educators have contemporary skills and knowledge as set out in the RTO standards.

Collaboration with others, who see the great benefits the passport brings to their organisations, has been critical to its success. This year we partnered with three institutes (regional and metro) and the consortium is proving to be greater than the sum of its parts. Working with like-minded educators to address challenges that are faced across the VET sector generally was a key feature of the year. We continue to:

- > coordinate regular community of practice meetings
- > share professional development resources and presenters
- > collaborate on professional development
- > jointly develop initiatives to enhance the passport app.

During our re-registration in 2022, external auditing confirmed that the passport system is robust and provides a comprehensive solution for capturing and monitoring educator currency – both vocational and professional. To develop the system further, a Chisholm-wide survey of educators, and focus groups, were conducted to further understand where future opportunities lie. Changes are in train to improve the experiences of educators, and therefore learners.

In 2022, a 12-month project was completed with Victoria Police. Our educational specialists observed Victoria Police educators in training sessions at the Police Academy. Each educator was provided with verbal and written feedback on their performance and given an individual development plan to help them uplift their capability. A report of overall results to Victoria Police command provided them with valuable workforce evaluation data. The project's success paved the way for potential ongoing collaboration between our two organisations.

The Professional Educator College also pursued other commercial opportunities in the accredited training space – securing new industry partners.

Training and assessment (TAE) qualifications were delivered domestically, commercially and internationally in China and Qatar.

2022 milestones

- > Completed the Victoria Police Educator Observation Project – 438 individual observations conducted
- > Delivered a professional development mini summit (one-day event) in collaboration with partner institutes and an international education presenter
- > Annual increase in vocational, professional currency completions
- > Professional development registrations for more than 300 learning journeys and 2400 electives
- > 500 mandatory module completions
- > 5900 teacher essentials kit (TEK) module completions by 530 individual educators
- > 125 Chisholm educator responses to the Educator Passport pulse survey
- > Professional Educator College focus groups attended by 20 individual educators and education managers
- > Hosted networking events to share knowledge and resources.

Higher Education College



The Higher Education College has been operating for two years. In 2022, we:

- > improved the higher education governance structures
- > increased the number of higher education qualifications from four to 10
- > ceased delivering third party degrees in business and information technology
- > maintained the strength of our nursing partnership degree with La Trobe University
- > implemented a Scholarship and Research Ethics Committee
- > engaged in scholarly activity, both internally and externally.

In 2022, a newly accredited pathway degree model was implemented that recognises diplomas as the first year of a three-year psychology or business degree.

The Graduate Certificate in Family Violence continued to grow in popularity and provided excellent graduate outcomes, with many students now employed in related roles. The Graduate Certificate is on track to have its largest ever intake in 2023.

The Tertiary Access Program, designed in conjunction with our Chisholm's Foundation College, supports students in academic writing, numeracy, referencing and academic integrity. Offered flexibly, it also aims to ensure that all higher education graduates are well informed and have an awareness of different cultures, including those of Australia's First Nations peoples.

A comprehensive professional development program was delivered to all higher education academics and included work on moderation and gender equity. Dr Karen Savage, one of Chisholm's higher education lecturers, delivered sessions at the Australian Academic Integrity Network conference. The higher education engineering team also ran the Engineering Student Expo and employees published peer-reviewed papers in health and engineering journals.

Higher education governance was strengthened by developing and implementing new policies, and encouraging continuous, sustained improvement in workflows and delivery. This was guided by recommendations made in a very positive external review of our academic governance processes.



The Higher Education Academic Board (HEAB) is responsible for academic quality and integrity, student outcomes, teaching and scholarship. Several external academic members were welcomed onto the Board this year.

Higher Education Academic Board membership

| Members | |
|--|---|
| Chair (HEAB) | Prof Bas Baskaran, Associate Dean (International and Partnerships), Faculty of Science, Engineering and Built Environment, Deakin University |
| Deputy Chair (HEAB) and Chair (AQCC)* | Dr Ilsa Evans, Course Coordinator (GCFV) [†] |
| Chair, Scholarship, Research and Ethics Committee (SREC) | Ms Nida Iqbal, Educator HEC [‡] |
| Elected internal academic members | Dr Ilsa Evans, Course Coordinator (GCFV) Mr Glen Davidson, Course Coordinator (BAcc, BIT) [§] |
| External academic members | Dr Sabi Kaphle, Central Queensland University Dr Louisa Lam, Australian Catholic University Dr Abdul Mazid, Central Queensland University |
| Student representative | Vacant |
| Members (ex officio) | |
| Chief Executive Officer | Mr Stephen Varty |
| Chief of Education | Mr Conor Mullan |
| Dean, Higher Education College | Dr Ben Allitt |
| Higher Education Course Coordinators | Ms Philippa Ashworth (BN) [#] Ms Georgina Hubbard (BCMHAOD) ^{**} Dr Tharshan Vaithianathan (BET) ^{**} |
| Chief of Student Success and Support | Ms Jane McLennan |
| Academic Registrar, Academic Administration | Mr Peter Smith |
| Head of Governance Audit and Risk | Mr Geoffrey Hardwicke |

* Academic Quality and Courses Committee

[†] Graduate Certificate Family Violence

[‡] Higher Education Council

[§] Bachelor of Accounting, Bachelor of Information Technology

[#] Bachelor of Nursing

^{**} Bachelor of Community Mental Health, Alcohol and Other Drugs

^{**} Bachelor of Engineering and Technology

Foundation College

English Language Studies

In 2022, over 3400 students participated in the AMEP, an increase of 30 per cent from 2021. Following political unrest internationally the English Language Studies team enrolled more than 700 students on humanitarian grounds.

Teaching was complemented by wraparound and support services to address the needs of existing students who were fearful for their families abroad, along with new arrivals who had experienced significant recent trauma. To help students cope and keep them engaged with their learning during this time, the teaching team created breakout sessions during online classes, allowing time for students to share, grieve and pray together as a community. The teachers worked very closely with our broader support services teams, to ensure individuals with critical needs received the referrals and support they required. Hundreds of laptop loans were also arranged so students trying to attend online school did not have to share devices with their families.

Students attending classes, and those who had stopped, were surveyed to find out what could be done to make studying easier. In response, teachers recreated timetables to deliver two-hour online workshops on topics across all levels of English abilities. These included:

- > citizenship classes
- > grammar
- > pronunciation
- > speaking skills
- > conversation classes
- > real life maths.

Outside the virtual classroom, support was provided to students trying to find out about family in Afghanistan. Chisholm employees visited classes and supported 493 individual pathway conversations with students. They collaborated with community organisations and attended network meetings. They gathered Asylum Seeker Resource Centre information sheets, identified food programs, sourced study pathway options and offered employment suggestions to the new arrivals. The support was extensive to ensure students had all the information they needed to settle in Victoria.

Youth focused English classes for 16 to 25 year old students were provided at Dandenong, Berwick and Cranbourne campuses. A partnership was established with Ucan2 from Foundation House to provide 10 and 16-week targeted programs for these students that addressed wellbeing, settlement and employment and helped them with recovery from trauma and social inclusion.

Collaboration also continued with:

- > Southern Migrant and Refugee Centre
- > Water Well Project
- > Deakin CREATE
- > Services Australia
- > Country Fire Authority
- > Life Saving Victoria
- > Legal Aid
- > Multicultural Centre for Women's Health
- > Migrant Workers Centre
- > City of Casey Waste and Recycling team
- > Community Hubs Australia
- > OurPlace at Doveton College.



Students new to Australia enjoy developing their English language skills

AMEP success story

Jane* came to Australia several years ago as a North African refugee. Due to experiences in her own country, this single mother of four was scared and worried about her daughter's safety. Unable to speak English, she was referred by her settlement agency to Chisholm where she enrolled in an English language course. At first, she lacked the confidence to use her new language skills outside class and would rely on interpreters.

Jane recently passed her Certificate II in Employment and will soon complete her Certificate III in EAL (Further Study). Having also completed the Safe Food Handling Skill-Set - Hospitality Industry, Jane is looking forward to getting a part time job so she can maintain her work, study and family commitments. "The best things I learned in my class were integrity with multicultural people, respecting each other and working together," she said. "I'm happy and feel confident... have many plans."

*Name changed for privacy reasons

International delivery included:

- > remote delivery to 875 students in China
- > a new industry-based program, Business English for Finance, to 14 students in Vanuatu and 10 in Melbourne.

Work Education

The Work Education course caters for students with a disability and with complex needs. Many have low self-esteem and mental health issues and require extensive support. Small class sizes are necessary to build strong relationships and offer individual assistance.

In 2022 four different certificates were offered, designed for people with specific learning needs or disabilities, which attracted 78 enrolments. Students were involved with various community organisations including Pantry 5000, Life Saving Victoria, Vinnies, Afri-Auscare and Savers.

Work education continues to provide extremely positive results and outcomes for students. Personal growth sees many go on to succeed in mainstream courses and employment.



Work education programs supporting students with special learning needs that are struggling in mainstream schools.

General Education

Our General Education programs develop literacy and numeracy skills in an adult learning environment, providing an entry point for young people who prefer an alternative setting to secondary school. More than 200 students engaged in these programs in 2022. We introduced mixed-age classes at Frankston and Dandenong campuses and younger students benefited from the older students' maturity.

Most students who enrolled in Certificate II progressed to Certificate III, gaining stronger literacy and numeracy skills. Many progressed to VCE Vocational Major (VM), apprenticeships and work.



General Education programs help students re-engage in education and develop literacy and numeracy skills.

Employability Skills Training

Jobs Pathways Employability Skills Training is an intensive program conducted in two three-week blocks to prepare young job seekers aged 17 to 24 for the workplace environment and equip them with necessary life skills. Between 2017 and 2022, training was delivered to just over 1200 students and approximately 25 per cent gained employment.



Employability skills training is offered to support students transitions into the workforce.

Trades

Mental Health Mondays

Our Engineering staff established a 'Mental Health Monday' program in 2022. This powerful program is designed to initiate discussion with apprentices and the broader community about their mental health and wellbeing.

Each Monday, our engineering staff wear eye-catching t-shirts designed by TradeMutt, and students are encouraged to discuss issues and seek support when they need it. Through the sale of their shirts, TradeMutt has created a not-for-profit organisation – This is a Conversation Starter (TIACS) which is a free and confidential counselling service for thousands of Australian truck drivers, tradies, rural and blue collar workers.

Any student who needs support is encouraged to access our free and confidential counselling services, and the broader community support available, including TIACS.

Manufacturing Industry Breakfast

We co-hosted 'Engineering Innovation' in partnership with the South East Melbourne Manufacturing Alliance (SEMMA) in 2022. This was a manufacturing industry breakfast held at the Dandenong campus and provided key market updates and networking opportunities. The presentation focussed on:

- > The launch of the Jobs Victoria Engineering project;
- > The revitalisation of the our Engineering facilities; and
- > Our Engineering pathways and higher education qualifications available.

We are working hard to support the local manufacturers with skilled workforce solutions.



SEMMA breakfast (left to right) Paul Konig (General Manager of Workforce Solutions), Peter Angelico (SEMMA President), Damien Van Eyk (Chisholm Chief Commercial Officer), Daniel Prins (Commercial Business Partner).

Bowens Building and Innovation Expo 2022

In September, over 5000 builders, trades and industry professionals attended the Bowens Building and Innovation Expo to see new and emerging products and technologies for the construction industry. Chisholm employees attended the expo and interacted with 1000 attendees, covering everything from apprentice training to becoming a TAFE teacher. Six hundred people registered to receive further course information.

Chisholm's attendance has led to a stronger industry partnership with Bowens and, in 2023, we will:

- > offer the first apprenticeship scholarship sponsored by Bowens
- > have employees trained in the latest industry innovations at the Bowens training centre
- > be part of the Bowens Women in Trade Event, an opportunity to support, promote and encourage women in the building and construction industry, which will provide a lead in to our 2023 trade tasters for women
- > have industry experts presenting at three campuses, with a strong focus on health and wellbeing in the construction industry.

Apprenticeship Hub

Employees in the Apprenticeship Hub supported the return to on-campus delivery and enrolment during 2022 and continued utilising the remote processes that provide employers and students with a seamless and efficient enrolment experience. Apprenticeship numbers were strong, particularly in carpentry, plumbing and electrotechnology, as more industries returned to business as usual.

A refresh of the employer portal was approved in 2022. The aim is to implement the improved system in early 2023 to further support the remote enrolment process, employer sign off and communication. We are committed to focusing on the employer experience, to ensure a strong and collaborative partnership in apprenticeship training. New initiatives will be introduced to further support students and employers.

Youth Pathways Strategy

With over a third of our student population aged 16–19 years, an investigatory project was initiated in 2022 to consider the pathway needs of these students to align with Chisholm Strategic Plan 2021–2024.

Extensive consultation was conducted across the organisation, which led to the development of Youth Pathways Strategy. The strategy comprises a suite of over 30 recommendations to help inform strategic decision making about our educational products, business operations and services – now and into the future. By design, the Youth Pathways Strategy also targets early entry points for youth enrolments across the broad range of programs offered in foundation courses, VCE, pre-apprenticeships and VET delivered to secondary students.

The aim of the strategy is to guide planning for improving student experience of young people through pathways, especially in regard to:

- > opportunity and access
- > educational quality
- > safety, wellbeing and support when learning and working on our campuses.

VCE: VCAL to VCE VM transition

As a result of the Victorian Government's Review into Vocational and Applied Learning Pathways in Senior Secondary Schooling (2020) it was found that major changes were needed to the VCE to ensure all Victorian secondary students had better access to high-quality vocational training – relevant to their needs and those of employers. To this end, from 2023 the new VCE VM will replace VCAL as a major step towards Victoria having a new, fully integrated 'One VCE' model.

From 2024, senior secondary students will be able to build a tailored and flexible course by selecting units of study from the traditional VCE and the new VCE VM. Essentially, VCE students will be able to choose a more flexible program of subjects that aligns with their preferred study and career pathway.

As a TAFE-based non-school senior secondary provider (NSSSP) of the VCE, we are well placed to deliver new VCE VM units to over 500 senior secondary students. Importantly, the existing vocational aspects of the program will continue to be strong in comparison to schools and other VCE providers due to expert teachers and VET trainers, specialist training facilities and strong alignment with Victorian industry.

In preparing for the new VCE VM, significant development occurred in 2022, both in curriculum improvement and in building employee capability to deliver the VCE VM. A continuing emphasis remains on designing programs that engage young people in their studies, many of whom have experienced educational disengagement in their recent past. A focus is to provide young people with clear vocational pathways to careers in high priority industries. In further support of the Review's recommendations for VCE reforms, the Department of Education and Training's Senior Secondary Pathways Reform Taskforce provided Chisholm NSSSP with grant funding to:

- > employ additional employee to support student success and the wellbeing of all senior secondary students
- > assist with the development of the transition to VCE VM
- > develop strategies to enhance enrolments, improve retention and facilitate attendance.

The funding allowed us to appoint a Student Success and Wellbeing Coordinator and, from the start of 2023, new student wellbeing officers and a Pathways Officer will also be recruited to support VCE and VCE VM students. These new roles will focus on reducing barriers and providing support to young people so that they can succeed in their VCE studies.

Student support

Post the extended lockdown in Melbourne, students required more support than ever. For many, pre-existing difficulties like mental health problems, social isolation, financial issues and family violence challenges had worsened.

Due to long wait times in community agencies, there was a strong focus on rebuilding awareness of our broad range of free and confidential services. At the same time, opportunities were created for connection with students through workshops, events, face-to-face support and other activities aimed at building a sense of community and belonging.

Fast facts

- > Individual support was provided to over 1800 students.
- > Wellbeing and counselling services were the most in demand.
- > Over 520 workshops were delivered.
- > Group support and events were attended by over 13,000 students.

Student success and retention

Our student success and retention model provided proactive communication with students in priority courses and cohorts at critical intervention points during their study. Over 5900 check-ins were conducted via text and phone with priority cohorts, ensuring support throughout the student journey.

An online site was developed as a key channel for support and service awareness in 2022, allowing students to book online for individual, careers and wellbeing support.

Student counselling and wellbeing

Significant counselling and wellbeing support was provided to students across critical areas including study skills, time management, financial management and budgeting, housing and mental health.

Counselling services were in high demand as students returned to campus, with individual support needs growing significantly in the second half of 2022. These included tailored support through the Chisholm On-Track program to key cohorts including Foundation and VCAL students, and those at-risk.

Equitable learning and disability support

Students diagnosed with a long-term illness, disability and/or a mental health condition were supported with their studies from commencement through to graduation. Support employees also presented at the DisabilityCo webinar, discussing post high school pathways and supports available at Chisholm for students living with disability.

Koorie support and engagement

In 2022 the Koorie team grew, welcoming two new Aboriginal team members and expanding the services offered to First Nations students. The team offered ongoing, regular connection and support groups/networks, working towards a culturally safe and supportive environment and fostering connection with supports, peers and culture.

The expansion of the team has set a new benchmark in engaging our First Nations students, developing new programs including:

- > the Tidda Girls Working Group: an on-campus group empowering Koorie students who identify as female through holistic support and connection to community, culture and each other
- > monthly excursions to local Aboriginal Gathering Places: the first excursions were piloted with **Nairm Marr Djambana** – (Gathering by the bay) in Frankston.

The team now has more capacity to engage and listen to the Koorie student voice, which will help shape and design supports into the future.

Careers

The Careers team delivered workshops aimed at setting students up for success during their placement, along with individual support sessions for completing students. Tailored support was also provided to students who identify as women in business, finance and technology courses – part of a joint program between Chisholm, the National Careers Institute and EQUANS Australia.

The most popular event of 2022 was a highly successful Kickstart Your Career pilot, which included external organisations such as Groomed to Go, Indigenous Employment Partners and Brotherhood of St Laurence. Students could receive a free professional LinkedIn photo for their profiles.

Student life

A significant number of student life activities were held across our campuses for occasions including Wear It Purple, Harmony and R U OK? days. A calendar highlight was Chisholm's Join the Dots event, an annual celebration of Aboriginal and Torres Strait Islander culture. A Welcome to Country and Smoking Ceremony was conducted, dance performances were held and students participated in cultural immersion through native foods and Indigenous Australian artefacts. Welcome to Country and Smoking Ceremony, dance performances and cultural immersion through native foods and Indigenous Australian artefacts. The event was live streamed across other Chisholm campuses for the first time, allowing more students to be part of it.

Further opportunities were provided for emerging student leaders, with Student Ambassadors taking on paid, flexible on-campus work. These roles, combined with career development support, enhance students' employability. Our Student Ambassador Program continued to see high numbers transition into employment both within Chisholm and externally.

The Student Experience Committee also recruited eight representatives across a range of courses to provide a student voice. The Committee is essential in shaping the student experience now and into the future. Student representatives had access to leadership training as part of the Committee and also connected directly with our Executive and senior leadership teams in a formal setting.

Library and Learning Centres

Library and Learning Centre services saw a gradual increase in student engagement as students returned to campus, with more students appearing to prefer digital engagement over visiting physical spaces. Extensive support was provided throughout the year.

- > There were over 200 orientations and workshops.
- > More than 3300 students were provided with information literacy, research skills and referencing sessions, with most sessions offered on campus.
- > Frontline employees answered over 10,000 enquiries from students – either in person, via the Online Chat Service, through email or by phone.
- > The Library and Learning Centre's website had extensive usage, with access to databases, IT Help and subject resource sites being the most popular.

A review of Library and Learning Centre services was undertaken and a range of recommendations implemented to ensure relevant, student centric, contemporary and future focused services.



Caroline Chisholm Education Foundation

The mission of the Caroline Chisholm Education Foundation (CCEF) is to help students in financial hardship receive a high-quality vocational educational qualification.

Established in 2007, the CCEF is a registered independent charity with the Australian Charities and Not-for-profits Commission. Gifts are tax deductible. Chisholm covers the Foundation's administration so 100 per cent of donations are allocated to its purpose.

The CCEF has granted over 2700 scholarships at a cost of more than \$2.5 million since its establishment. These scholarships allow students to make positive changes and achieve rewarding outcomes that impact on their future education or employment opportunities. With increased self-esteem and self-worth, they become better role models for family and community.

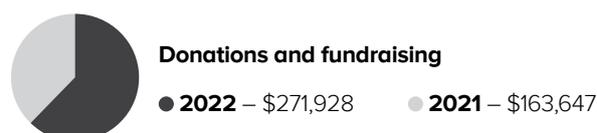
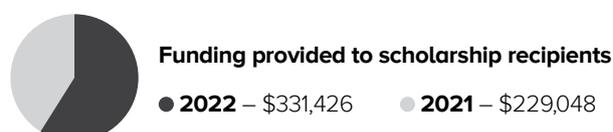
In 2022 support was received from Rotary Clubs, local government, business and private donations. Grants were secured from Mornington Peninsula Shire and a new donor, Peninsula Kingswood Community Foundation. Over \$330,000 was awarded in scholarship funding to students.

Governance

The Board of Trustees are all volunteers. Many hold, or held, senior management, CEO or Board level positions in companies. In 2022, members included:

- > David Willersdorf (Chair)
- > David Mann AM (Chisholm Board)
- > Aleksandar Vasiljevic OAM
- > Robert Hill APM
- > Ian Predl AM
- > Shaun Fox
- > Lisa Ping
- > Fiona McQueen
- > Stephen Varty (CEO of Chisholm)
- > Jane McLennan
- > Kirsty Schade.

Achievements for 2022



Caroline Chisholm birthday employees morning tea

In May, almost 80 Chisholm employees attended a morning tea to celebrate Caroline Chisholm's legacy and fundraise for future scholarships. The event raised over \$600.

The CCEF teamed up with online charity raffle Play for Purpose. Run by the 50-50 Foundation, over 200 prizes are on offer, including a car worth up to \$250,000. The raffle is entirely not for profit, so all funds raised go towards foundation scholarships. Play for Purpose has been very successful with over \$2500 raised.



William Harmelin (teacher) and hospitality students who catered the Caroline Chisholm birthday morning tea.

Did you know?

Caroline Chisholm (1808–1877) was a 19th century humanitarian and philanthropist who set up:

- > employment centres in country towns to assist migrants looking for work
- > an education centre
- > a home for women.

Her 38 years of philanthropic efforts helped over 400,000 people.

Annual golf charity day

The annual CCEF golf day, held in early 2022 at the Commonwealth Golf Club, raised over \$50,000.



CCEF golf charity day.

Spring Carnival morning tea fundraiser

Nearly 40 Chisholm guests enjoyed a high tea, prepared by Chisholm students studying Certificate II in Hospitality and raising \$560.



Spring carnival morning tea attendees.

Christmas in July fundraiser lunch

On 29 July, more than 40 guests enjoyed a delicious three-course lunch, prepared by Chisholm students studying Certificate II in Hospitality. A generous \$3292 was raised.



Christmas in July fundraiser.

Student story



CCEF sponsorship recipient – Wayne Darling

Wayne Darling, a CCEF recipient from Phillip Island, says studying at TAFE has been 'a light at the end of a dark tunnel'. He was awarded a scholarship following a series of personal difficulties that began with the death of his mother and included losing his driving licence and job, as well as serious health issues that led to partial disability.

Completing a Certificate III in Pathology Collection at our Frankston campus has given this father of four 'a pathway to dignity' and provided new social opportunities with peers and teachers. From feeling worthless, Wayne hopes to work at local clinical labs so he can give 'give back to the local community'. He says financial support to take on study has helped him regain a sense of value and changed his life.

Skills and Jobs Centre

This year was one of positive change, with the Chisholm Skills and Jobs Centre becoming an integral part of the Victorian Skills Authority. The Skills and Jobs Centre is now the official entry point for job seekers, career transition explorers and prospective students who need up to date information on Victorian Government priority areas.

With the south east Melbourne catchment enjoying record low unemployment, the client base for the Skills and Jobs Centre has changed. The current shortage of skilled local workers has required the team to focus on building new talent pipelines for local industry and working with cohorts facing great disadvantage. A range of services, including career counselling, training advice and job ready skills, continue to be offered.

In 2022, new community partnerships and pop up centres were established to support the following groups:

- > **AMES settlement services** – AMES Australia is appointed by the Australian Department of Home Affairs to help settle newly arrived refugees and humanitarian entrants. More than 2000 refugees from Afghanistan have an urgent need for job ready education and access to local employment opportunities. Our Chisholm Skills and Jobs Centre operated a weekly pop up service on the AMES site to engage, inform and support this cohort.
- > **AMEP classes** – Complementing the work undertaken by our Foundation College with Afghan refugees, a pop up service was provided every Monday.
- > **Refugee minor program** – Children entering Australia on a refugee or humanitarian visa, without a parent or legal guardian, are eligible for accommodation and support services under the Department of Home Affairs' Unaccompanied Humanitarian Minors program. Job ready and resume development services were provided to this cohort, with 50 per cent of participants finding part time or casual jobs.

- > **Wise Woman** – Wise Woman is an employment program run by women for women as part of Wise Employment's Workforce Australia contract. The program was created to counter the detrimental impact that COVID-19 had on women's workforce participation. A weekly career exploration course was delivered onsite at Wise to:
 - > enable women to become more engaged in their search for sustainable work
 - > inform them of the many educational options available.
- > **Dandenong Drug and Alcohol Court** – The Department of Justice's Dandenong Drug and Alcohol Court team administers Drug and Alcohol Treatment Plans, which include treatment and supervision orders customised for current and former offenders. Weekly pop up career counselling and job ready training programs were delivered to this group.

The Chisholm Skills and Jobs Centre continued to work alongside existing partners including:

- > **Lookout Centre School Support Division and Mackillop Family Services**

Lookout is a Department of Education and Training unit overseeing the education of children in care, including engagement with their case workers.

Mackillop Family Services is the agency that provides accommodation and wraparound support services for children and young people temporarily (or long term) unable to live at home.

Work was undertaken this year to support young clients from both organisations with career advice over a full day in August.

- > **SELLEN transition program**

The South-East Local Learning and Employment Network (SELLEN) Young Parents Education Program is a south east based education support program for pregnant and parenting young people. It aspires to deliver inclusive education and advocates for young people. This is a collaborative program, designed to empower young parents to enter training and find employment.

> **Springvale Learning and Activity Centre – pop up partner**

Skills and Jobs Centre employees work in partnership with the team from the Springvale Learning and Activity Centre to deliver career counselling, training advice and job ready skills to English for Work students.

> **Groomed to Go – pop up partner**

Groomed to Go is a volunteer-based, not for profit organisation that offers a free styling and clothing service for people who lack access to appropriate clothing for life events. In 2022, the Skills and Jobs Centre celebrated a five year partnership to support those in need of Groomed to Go services.

AMTIL Job Ready program

A collaborative job ready program was developed to support delivery of a mechanical engineering program for AMTIL. As students included long term unemployed job seekers from culturally and linguistically diverse (CALD) and disadvantaged backgrounds, the program had a significant emphasis on expected workplace behaviours, interview skills and resume building techniques. An impressive 70 per cent of the job seekers landed a role with AMTIL members.

Recruitment

Over 630 job seekers were presented to employers for consideration and 118 were placed into ongoing employment. Most of the job seekers were Chisholm construction trade students.

Operations

Our Chisholm Skills and Jobs Centre team delivered:

- > 215 job ready workshops
- > 47 Chisholm classroom briefings
- > 23 community engagement sessions
- > 478 career counselling appointments for Big Build potential job seekers
- > 517 career counselling appointments for local community members.

Community engagements

In 2022, our team participated in a range of community committees and alliances, including:

- > AMES Continuous Improvement Group
- > Casey Skills and Jobs Network
- > City of Greater Dandenong (CGD) Game Change Committee
- > CGD Pasifika Network
- > CGD Revitalising Committee
- > CGD Skills and Jobs Network
- > CGD Youth Network
- > Frankston Skills and Jobs Network
- > South-Eastern Melbourne and Peninsula Employment Taskforce CALD sub-committee
- > Southern Melbourne Area Afghan Strategic Advisory Group
- > TAFE and Learn Local network
- > Whitelion.

The Chisholm Skills and Jobs Centre team



Social responsibility

Animating alcohol culture change among male hospitality students and workers

Our long partnership with Monash University and Turning Point resulted in **five short, animated documentaries** that will arm many hospitality students with a better understanding of safe and sensible alcohol consumption.

In 2019, **VicHealth funded research** conducted by Monash University, Turning Point and Chisholm found that metropolitan-based male hospitality workers had the highest proportion of high-risk drinkers and also drank more regularly than those in the other male social groups surveyed.

The grant saw the partnership working toward the 'Hospo Drinking Cultures' campaign. Almost 300 hospitality workers and students were surveyed and 40 in-depth interviews conducted to gain a better understanding of the experiences, settings, shared meanings, skills and practices around alcohol consumption in hospitality.

The campaign describes workplace-driven stressors, raises awareness of the danger of high-risk drinking and tells real stories about people finding other ways to debrief, bond and relax after a demanding shift. This project can make a real difference, encouraging more informed drinking behaviour, especially among students as they transition from education into the hospitality industry.

Frankston social enterprise hub

As part of our broader commitment to the south east Melbourne community, we partnered with Peninsula Health and Frankston Foundry in 2022 to create a social enterprise hub. The Hub aims to help social enterprises obtain the resources (people, information, energy, capital and time) they need to build financial sustainability, achieve growth and scale social impact; as well as access market opportunities. The hub hosted, events throughout 2022 with both local and federal Members of Parliament and local council members attending.

With Victorian Government support, the Hub offers free co-working opportunities, mentoring, coaching, workshops and networking. It also operates a social procurement network and Buy Local Buy Social campaigns. Many organisations have benefited, including:

- > Doughing Nuts Donuts – training people with autism, and others on NDIS plans
- > Groomed to Go – a not-for-profit providing situation-appropriate clothing for people in need
- > Homeground Cafe – offering traineeships to unemployed young people.

Mysa pamper day

In July, our hair and barbering students collaborated with Certificate IV Disability students and teachers, to provide a group of people with disability a day of pampering. Visitors from Focus Individualised Support Services were treated to free haircuts, colours and styles at Mysa Salon and Spa, Frankston campus. The day was a rewarding, inclusive and connecting experience for everyone involved.

Young Parents Program

Since 2013, the Young Parents Program (YPP) has been helping transform the lives of vulnerable young people. Participants are 15 to 25 years old, disengaged from secondary education and either have a child under five or are expecting a child. The YPP is co-funded by Anglicare and Chisholm as part of a Communities for Children federal funding agreement with Frankston Mornington Peninsula Local Learning Employment Network (FMPLLEN) as the lead agency. Each young parent receives two years of funding support to complete their VCE VM at Year 11 or Year 12 level.

The YPP includes responsible service of alcohol, safe food handling, barista and first aid training, volunteering, excursions, incursions and pathways to further study or employment. On campus with their children three days a week, young parents share their learning space with a VCE VM educator, a 3A Abecedarian early childhood educator and a family support worker. The partnership model means increased connections for participants and access to a wide range of community resources.

Highlights in 2022 included:

- > **Teen Mental Health First Aid** – Run by Mornington Peninsula Shire, the three-day certificate course taught students about mental illness, how to identify signs that someone is becoming unwell, how to offer support, and where to get help for themselves or a friend.
- > **Orange Sky (Sudsy Challenge)** – Students learned about the challenges facing homeless people and, for the third year in a row, YPP helped raise money for Orange Sky. By wearing highly visible bright orange Sudsy t-shirts for three days, talking to friends and family and posting to social media, current (and former) YPP students raised \$1462. These funds will assist in providing free access to laundry and shower services for those in need, in a safe place where they can also have non-judgemental conversations.



Young Parents Program visiting The Funky Farm.

- > **FMPLLEN VCAL Cook Off** – This event included 17 teams from 12 local schools taking part in a cooking competition at our Frankston campus. The student cooks received advice and tips from judge Kobi Watson, owner and chef of Kobi Jacks restaurant. Eboni Permezer and Sharni Lacy-Warne, from one of our two Chisholm YPP teams, presented the opening safety and hygiene briefing and were also runners up, losing by a half point to Padua College. Thanks to Kobi and judges Andrew Bylart, owner Ridge Estate Olive Oil and member, Peninsula VCAL Association and Jacqui Lanarus, owner Lil's Yolky Dokey Eggs.
- > **Swimming Lessons** – Peninsula Aquatic Recreation Centre, generously offers Chisholm students a reduced rate with children of Chisholm YPP parents having access to free swimming lessons for a term. The sessions are a fun introduction to water safety and often become an activity that our YPP families continue enjoying together after the program.

In 2022 two YPP graduates were the first members of their families to complete secondary education, which is a great outcome both individually and for the broader family. It also reaffirms the YPP's value in the wider community context. Participants regularly tell our employees how important the program is for themselves and their families.

Family Violence Lived Experience Conference

The inaugural Family Violence Lived Experience Conference was held at the Frankston campus in 2022. The conference sought to implement and apply the recent reforms in the family violence sector with a view to encouraging organisations and workers to focus on lived experience.

Featuring panel discussions and breakout sessions, 110 conference participants heard from family violence sector professionals, many of whom have lived experience of family violence, domestic and sexual abuse.

The Hon. Ros Spence MP, Minister for Prevention of Family Violence, attended the conference and shared her own experiences with conference delegates.

The conference was hosted and organised by a committee comprising Chisholm, WHISE and the Integrated Family Violence Committees of Bayside Peninsula and Southern Melbourne.

The purpose of the conference was to recognise that lived experience of family violence is already in the sector's workforce and understand the richness it brings to the sector's work, while enabling the right services to be delivered to communities. The conference also focused on how lived experience and expertise can be recognised, integrated and supported to help the sector retain and grow its workforce.

The event was supported by a group of community and social services family violence students, who assisted on the day of the event.



Campus Services and Infrastructure

Our focus is always on ensuring that students and employers have a truly customer-centric experience. The current Chisholm Strategic Plan 2021–2024 recognises the important role that inviting and inspiring campus experiences can have on students, workforce, community and industry partners. They expect high quality amenities and facilities, and social, recreational, open and quiet spaces. We are committed to providing campuses that are welcoming, inspiring, consistent, sustainable and vibrant.

To create and maintain contemporary education facilities, the following aspirations were identified:

- > achieve minimum campus standards for the design, safety and security, function and performance of campuses to all future development activities and, where feasible, retrospectively to existing campuses
- > revitalise our assets by implementing the *Chisholm Campus Master Plan: Building for tomorrow's growth, today*
- > lift return on assets by strengthening alignment of delivery and asset planning to make best use of land and buildings
- > be proactive in addressing underutilised space, including through alternative uses
- > invest for sustainability by establishing and implementing the sustainability plan.

A greater presence at strategic locations in the south east catchment area will also help maximise the visibility of our brand, to provide better connection with industry partners.

Frankston Redevelopment Project

In April, Premier Daniel Andrews; Minister for Training and Skills and Higher Education the Hon. Gayle Tierney; local Member for Frankston, Paul Edbrooke; Chisholm Board Chair Stephen Marks; CEO Stephen Varty; Director Campus Services, Infrastructure and IT Richard Pratten; and other officials were part of a ceremonial sod turn at the Frankston campus. This marked the commencement of our Frankston Redevelopment Project Stage 2 – \$67.6 million for a three-storey learning facility – replacing the oldest buildings (C and E) to deliver 9600 square metres of contemporary learning space.

Stage 2 will connect with Stage 1 facilities (state-of-the-art facilities for allied health, early childhood education, hair and beauty, plumbing, construction and electrical courses) completed in 2019, adding new learning spaces for community and social services; VCE, VCE VM, Foundation College courses, cyber security, art and design.

Stage 2 will also provide a consolidated student support hub, including, counselling spaces, student enrolments, informal learning areas, design studios and workshop spaces.

In addition to the new learning spaces, the redevelopment includes significant investment in new outdoor spaces for on-campus recreation, as well as connections to nearby Peninsula Aquatic Recreation Centre and Frankston Station.

Scheduled for completion at the end of 2023, Frankston campus will soon be transformed into a world-class training precinct, helping thousands of locals get the skills they need for the jobs they want.

Art and design relocation – Frankston

Another part of the Frankston Redevelopment Project Stage 2 is the relocation of the Art and Design Print Shop along with the pottery, screen printing and sculpture workshops. Aligned to the Master Plan, these specialist areas were relocated to Buildings B and T, adjacent to the new outdoor learning area as part of the Trade Precinct. Completed in March, the move allows for more efficient management of trade supplies and resources.

Dandenong Redevelopment Project

Aligned to the Chisholm Campus Master Plan (2021), the Dandenong Redevelopment Project is aimed at ‘consolidating and enhancing’ the student and employee experience, while meeting growing industry and compliance requirements. Aiming for an overall revitalisation of our Dandenong campus, it includes expanding and diversifying course offerings and pathways while improving the safety and security of our most vulnerable cohorts.

Stage 1 commenced recently with the appointment of APM Group as the construction partner. The old Plumbing Industry Examination Centre will be demolished with a new purpose-built facility located adjacent to Building K within the recently revitalised Trade Centre. This will increase alignment to current industry practice and standards and improve the working conditions of employees, students and industry. The location of the previous Plumbing Industry Examination Centre (part of Building C) will be refurbished to provide new employee accommodation.

Chisholm’s investment in these demolition, refurbishment and relocation activities form an enabling package of works in anticipation of Stages 2 and 3 of the Dandenong Redevelopment Project.

TAFE Asset Maintenance Program

The TAFE Asset Maintenance Program provides funding for ongoing asset maintenance, driving longer term sustainability and reduction in overall maintenance backlogs. In 2022, key initiatives included improvements to building automation services, building refresh projects, window replacements, roof repair and safety works, and campus landscaping enhancements.

Dandenong student support hub and Trades Centre

A \$1.1 million student support hub and \$6.235 million Trade Centre refurbishment were officially opened by the Hon. Gayle Tierney, Minister for Training and Skills and Higher Education; and Gabrielle Williams MP, Member for Dandenong, in May. Both were funded through the TAFE Asset Maintenance Fund.

- > The student support hub is helping to deliver against the our Student Experience Plan.
- > The Trade Centre is delivering relevant, best practice industry-simulated training that aligns to industry needs and expectations, and helping position Chisholm as one of Victoria’s largest providers of apprenticeship training.

Commercial

Ramsay cadetship

Ramsay Health Care's Nursing and Midwifery Academy employed 10 Chisholm students at Peninsula Private Hospital. From a concept developed by Chisholm's Workforce Solutions in April 2022, these student nurses are the first in Ramsay Health Care's new undergraduate cadetship program. The Academy assists enrolled and registered nursing and midwifery cadets during their undergraduate studies, providing them with paid, valuable hands-on clinical experience and offering the support and supervision they need to complete their qualification. On graduating, students are guaranteed an interview at a Ramsay facility.

Cadetships are available for nursing assistants, undergraduate enrolled nurses, and registered nurses in areas including operating suites, maternity, mental health, cardiac services and rehabilitation.

Mechanical engineering program for AMTIL

AMTIL, a national peak engineering body, approached our commercial team to deliver mechanical skill sets to 45 people. The aim of the program was to combat severe skill shortages in the sector and to meet increasing demands for local manufacturing production.

The federal Department of Education, Skills and Employment provided funding for us to offer a four-week skills-based program. With assistance from the Chisholm Skills and Jobs Centre, the program led to improved jobs and employability within the sector. Pathways were created to employment, apprenticeships, traineeships and further study. The AMTIL program assisted women, youth, mature aged people, those from CALD backgrounds and First Nations peoples.

Regional and Specialist Training Fund Traineeship – Virtual Welding

During 2022, we were awarded funding through the Victorian Government's Regional and Specialist Training Fund. The funding will help address a critical need for skilled welders and fabricators in south east Melbourne's manufacturing sector by providing virtual welders to assist with training in the local area. Unprecedented regional manufacturing growth has led to a desperate need for multiple solutions to fill more than 2000 vacancies and reduce barriers to entry.

Virtual reality training systems are student focused and allow self-paced learning in an interactive environment. Students can learn welding procedures and techniques and gain hands-on experience in a way that offers more accuracy and control than was traditionally possible, with the benefit of greater safety. The new virtual welding equipment will be used to deliver tailored and targeted accredited and non-accredited training, aligned to local employer skill requirements and industry needs. It will improve capacity for onsite delivery to small and medium sized businesses and enable local peak industry bodies AMTIL and SEMMA to upskill member organisations on all levels.

The virtual welding equipment will also boost our growing footprint in manufacturing, promote local employment, offer greater alignment with industry requirements and address critical workforce needs across the state. Importantly, virtual training will upskill the digital literacy of new and existing workers, improve skill development for our Certificate III fabrication apprentices and support other key Chisholm projects such as the Defence Force and Naval Ship Building College.

Victorian Skills Set Development

In late 2022, the following skill sets were developed to support training required of industry partners:

> **Automotive air conditioning**

In partnership with the Victorian Automotive Chamber of Commerce, we developed a new automotive air conditioning skills set to meet industry needs. This skill set has provided a streamlined pathway for trade qualified technicians to upskill and become licensed.

> **Introduction to hospitality**

We worked closely with the Victorian Tourism Industry Council to create an Introduction to Hospitality skill set. The aim of the skill set is to create a pipeline of people with entry level skills to fill critical skill shortages in the tourism and hospitality workforce post COVID-19.

> **Pool lifeguard**

We continue to strengthen delivery in the aquatics sector by being a listed training provider for two new government backed initiatives:

- > A partnership with VICSWIM to create 150 new jobs to help train and upskill swimming teachers where they are needed most. The aim of the partnership was to have a ready workforce for the start of VICSWIM's Summer Kidz program in January, to continue educating the community on swim safety in pools and open water.
- > The Next Wave grant program which aims to create 300 jobs within the Victorian aquatic industry. This program provides industry training, engagement and support to ensure effective and sustainable employment opportunities.

Early Childhood Educator Traineeship Program

In conjunction with Jobs Victoria, we implemented the Early Childhood Educator Traineeship Program statewide.

As a program lead, we collaborated with TAFE partners to recruit 150 priority job seekers, match them with a Victorian early childhood service and assist them to enrol in the Certificate III in Early Childhood Education and Care with their closest partner TAFE. The program was designed to support the state's Best Start, Best Life reform, which provides free kindergarten to three and four-year-old children, while helping create jobs and assisting with the current skills shortage.

The success of the program had led to a \$1.7 million boost to extend the program by 50 more places. Over 130 trainees are currently employed with an aim to recruit another 70 trainees by 30 June 2023.



Casey Tech School

Casey Tech School continues to have a positive impact on students in the local community. Secondary students from partner schools are solving wicked problems – using creative and critical design thinking to consider complex, interdependent factors and develop prototype solutions for local industry partners.

Throughout 2022, almost 1000 students participated in a three-day Enterprise program that provided skills and knowledge for tackling complex problems. One of these involved Year 9 students working with representatives of the City of Casey to understand the complexities around having more 15 to 25 year old people involved in local decision making. Over the three days, Casey Tech School employees taught skills in app development and marketing, robotics, computer-aided design, 3D printing and laser cutting. These skills allowed students to develop prototype solutions that were pitched to visiting City of Casey staff on the last day. Many of their ideas will be implemented in 2023.

The combination of the Enterprise and other one day programs resulted in more than 31,000 student hours and 1,050 teaching hours. This enabled students to identify potential industries and career pathways for themselves in the local area.

Local teachers were also supported to develop their science, technology, engineering, arts and mathematics (STEAM) and pedagogy skills through programs such as Design2Innovate. Throughout 2022, 375 local teachers developed their skills in STEAM equipment and design thinking pedagogy via mentoring, conferences and a three-day program.

Through a new Remote and Virtual program, Casey Tech School expanded its reach. Schools outside Casey benefited from STEAM related equipment, teacher training, student resources and links to regional industry partners who helped them build and test energy efficient home features via passive house design. New partner industries and equipment will be added in 2023.

Holiday programs, after school clubs and community events ran throughout the year and the International Women's Day event was held on site for the first time since 2020. The 'Break the Bias' theme was approached by rethinking preconceptions about women who work in STEM. This was supported by speaker Jackie Bondell from the Australian Research Council's Centres of Excellence in both Gravitational Wave Discovery and Dark Matter Particle Physics.

Global engagement

Chisholm's international operations help strengthen two foundational pillars – 'extending influence to grow our markets' and 'engaging our communities and industries in the south east'.

Chisholm's international students add cultural depth and educational richness to our campuses, while the education and training offshore aids developing economies and provides a global platform for Chisholm's brand.

International student recruitment and admissions

In 2022, significant time and effort was invested into the re-registration process with ASQA and CRICOS to ensure high quality and compliant offering of courses to international students. Considerable effort also went in to developing strategies to support international students to enrol at Chisholm in an environment of increased competition for international students, overall shifts in their course preferences, travel restrictions and visa processing delays.

In September, Chisholm staff flew to countries in south and south east Asia as part of an international student recruitment drive, for the first time since 2019.

The introduction of new higher education qualifications in 2022 and 2023 provides greater opportunities to attract international students.

International projects and partnerships

Transnational programs faced many obstacles throughout 2022. These included renewed travel restrictions and political influences, impacting the ability to deliver services as efficiently as possible or to the expected standard. In addition, unsettled geo-political settings resulting from financial stressors and poor exchange rates for clients provided greater challenges.

In 2022, transnational partnerships were a key focus under the educational excellence framework. New strategies to build on current policies and processes were introduced to further enhance support and academic compliance. Oversight continued to be provided through the Transnational Education Governance Group. For the first time since early 2020, Chisholm was able to send team members and project advisers to the Middle East, the Pacific and south east Asia.

Key projects and partnerships for 2022

China – Educational colleges partnerships

In 2022 the long-term partnership with 10 colleges across China continued to deliver power systems, engineering, accounting and individual support programs. Chisholm specialist teachers customised delivery to more than 2400 enrolled vocational students in partner colleges; along with remote delivery of English programs and English testing services for over 900 participants. Additional services included remote English Language Intensive Courses for Overseas Students (ELICOS) provision and English skills preparation to nominated students across all qualification areas.

Chisholm's Professional Educator College provided support and education for the trainers, who also had access to virtual classrooms and a teachers' assistant or translator. Training and Assessment (TAE) programs were delivered remotely to 46 teachers from Chinese partner colleges.

Middle East – Qatar Technical Schools

The education partnership with Qatar's Ministry of Education and Higher Education, continued by supporting the development of staff in Qatar Technical School (QTS) for Boys and now also QTS for Girls. Chisholm's role is to ensure consistent, high-quality training and resources so students gain the preparatory skills and knowledge they need to pursue further studies in their chosen fields.

In May 2022, four Chisholm staff travelled to Qatar to verify student assessments and engage in industry and currency discussions.

The partnership contributes to Qatar's economic growth and helps fulfil their National Vision 2030.

Pacific Islands – Kiribati Institute of Technology

Chisholm's consultancy and RPL assessment services continued in 2020 with Kiribati Institute and in August 2022, Chisholm employees flew to the Pacific Island and completed RPL assessments for over 2000 units of competency, in nine different courses for 171 candidates.

Sri Lanka – CINEC campus

The Diploma of Mental Health was launched successfully at CINEC in 2022 and completing CINEC students aspire to enrol in the Bachelor of Psychology at Chisholm.

The first cohort of 30 students in the Certificate III in Individual Support completed most of their studies by year end, with plans for graduation in February 2023. It is anticipated that some of these students will continue into our Diploma of Nursing in 2023.

Vietnam

Digital Transformation of Technical Vocational Education and Training project

In early 2022, we were selected by the Australian Government to undertake a collaborative activity with the College of Agricultural Mechanics in Vietnam. We delivered online professional development to their trainers through our Professional Educator College, covering topics such as designing and facilitating engaging webinars, fine tuning online student engagement and session planning. The aim was to improve participants' understanding and skills in online teaching and learning platforms and to enhance online teacher-student dialogue skills.

Ba Ria – Vung Tau College of Technology (BCTECH)

We signed an agreement with Ba Ria – Vung Tau College of Technology (BCTECH) in 2022, to deliver engineering courses to students in Vung Tau, Vietnam.

BCTECH was one of 25 colleges that participated in a successful trial implementation project, in conjunction with Vietnam's Department of Vocational Education and Training. This project received acclaim and all colleges were invited and encouraged to continue the partnership.

A site visit in August was undertaken to meet with staff and potential students and to liaise with Australian industry based in Vung Tau.

REACH

REACH is a non-profit organisation specialising in vocational training, career advice and job placement services for disadvantaged youth in Vietnam.

The partnership with REACH is a philanthropic undertaking by Chisholm, demonstrating a significant commitment to Vietnam. We will provide RPL for a group of REACH hospitality graduates each year – an internationally recognised Statement of Attainment for units achieved.

The initiative supports REACH in meeting its strategic objectives and provides further development opportunities for students and local industry.

Chisholm employee from the International Projects and Partnerships team visited REACH at its Hanoi campus in August to award certificates to four of its instructors.

Business growth

Strategies to manage risks

Our Risk Management Plan outlines specific strategies to mitigate risk in two categories:

- > strategic risk: risks beyond the control of the Board and Executive require changes in strategic direction to protect our business
- > operational risk: downstream risks able to be mitigated through operational management.

Our leadership and management carefully review and evaluate the mitigation measures, including the Australian Skills Quality Authority requirements for offshore delivery and the *Education Services for Overseas Students Act 2000*.

Management undertakes to:

- > implement activities to deliver on the approved Chisholm Commercial Plan
- > provide regular reports to the Board regarding offshore activities
- > undertake frequent consultation with senior management and relevant government departments on strategic direction to minimise potential risk factors.

Performance measures and targets

Strict quality and project management environments determine offshore opportunities and contracted partnership projects. Assessments and reviews are undertaken at all stages of a project's lifecycle to promote optimum performance and outcomes.

A strong focus on quality assurance supports international project operations and provides opportunities for strengthening partnerships and building on existing international activities.

Detailed financial planning and management ensure that projects are commercially viable and managed to maximise commercial return and benefit:

- > assessment of pipeline activities to determine risk profile, commercial viability and alignment to organisational capability and strategic purpose
- > review of contracts and agreements in the drafting phase to ensure they are fit for purpose with the scope of services
- > assessment of performance against customer requirements.

Board and Committees

Chisholm is one of the largest Victorian TAFE providers. Campuses are prominently located across Melbourne's south east industrial heartland and residential growth corridors.

The organisation is structured to encourage innovative and responsive leadership from within and across all levels. Business groups, made up of teaching and professional business areas, are organised under the responsibility of members of the Executive Directors Group.

2022 Board members

| Full name | Category | Term |
|-------------------|---|--------------------|
| Stephen Marks | Ministerial Appointed Director, Elected Board Chair | Full year |
| Stephen Varty | Director and Chief Executive Officer | Full year |
| John Bennie | Ministerial Appointed Director | Full year |
| Dr Anne Jones | Ministerial Appointed Director | Full year |
| Dr Mei Ling Doery | Ministerial Appointed Director | Until 30 June 2022 |
| Prue Digby | Ministerial Appointed Director | Full year |
| Nyadol Nyuon | Ministerial Appointed Director | From 1 July 2022 |
| Lisa Norman | Board Co-opted Director | Full year |
| David Mann | Board Co-opted Director | Full year |
| Geoffrey Cullen | Board Co-opted Director | Full year |
| Sue Wyatt | Staff Elected Director | Full year |



Stephen G. Marks

Ministerial Appointed Director, Elected Board Chair

Stephen is a Fellow of the Institute of Chartered Accountants in Australia with over 40 years' experience. He was formerly National Chairman of Sothertons Chartered Accountants. He has also acted as a probity auditor and advisor to various state and federal governments. Stephen is now a professional director, having been a director of numerous companies and organisations throughout his career. He currently acts as a board member of The Production Company.



Stephen Varty MAICD

Director and Chief Executive Officer

Stephen has over 20 years' experience in vocational and higher education, having worked closely with government, industry and community to meet and deliver on the strategic needs and objectives of the tertiary education sectors. Before being appointed CEO of Chisholm Institute, Stephen held the position of Chief of Education, having joined Chisholm in 2015. He has held a number of senior leadership and managerial positions across the VET and higher education sectors, both in the UK and Australia. Stephen holds a Bachelor of Education – VET, a Graduate Certificate in Educational Leadership and a Master of Education. He is a member of the Australian Institute of Company Directors.



Prue Digby

Ministerial Appointed Director, Board Deputy Chair

Prue has over 35 years' experience working in senior executive roles providing community and public related services to Melbourne and regional Victoria in the state, local and non-government sectors. Prue was formerly CEO of the Victorian Building Authority, Deputy Secretary of Planning and Local Government in Victoria and CEO of the City of Yarra. She currently serves on statutory and charitable boards and as a state-appointed municipal monitor.



Dr Mei Ling Doery

Ministerial Appointed Director (until 30 June 2022)

Mei is a physician strategist and founder of MDMD, a boutique strategy and design practice operating at the intersection of health and innovation. Mei has a particular interest in the emotional factors that impact decision making relating to health and performance. Her mission is to better align capital with people and businesses that serve the creation of long-term human value. Mei's perspective on contemporary health challenges is informed by her role as medical advisor to the Department of Veterans' Affairs and past roles – with the Australian Defence Force, as doctor for an AFL football team, as executive physician at BUPA Wellness, as a board member at the Victorian Health Promotion Foundation and as independent advisor to several organisations including the Parliament of Victoria and CSIRO. She is currently an expert advisor to GoodLight – an early-stage venture capital firm purpose-built to invest in and scale mission-driven tech companies, led by women and other founders from traditionally underrepresented communities and cultures.



Dr Anne Jones

Ministerial Appointed Director

Anne is a researcher and consultant in VET and higher education policy and practice. She is an Emeritus Professor at Victoria University. Her work has included 16 years in senior executive roles – Deputy Vice-Chancellor (Academic and Students), Deputy Vice-Chancellor and Director TAFE at Victoria University; and Executive Director, Learning and Academic Affairs at Box Hill Institute. Anne has also worked at Flagstaff College of TAFE, the former Bendigo College of Advanced Education, RMIT and the University of Adelaide.



John Bennie PSM

Ministerial Appointed Director

From 2006 until the end of November 2022, John was CEO of Greater Dandenong City Council. He was previously CEO of Manningham City Council. John is a former director of the South East Melbourne Manufacturers' Alliance; non-executive director of MAV Insurance; past Chair of Southern Melbourne Regional Development Australia Committee; past President of LGPro; and past National President of Local Government Managers Australia. He is currently Chair of MannaCare Inc. and President of the Rotary Club of Templestowe.



Lisa Norman

Board Co-opted Director

Lisa is General Manager of St John of God South East Melbourne Hospitals. This includes St John of God Berwick Hospital, Frankston Rehabilitation Hospital and Langmore Centre in Berwick. Lisa has worked in the health industry for over 30 years and in executive leadership roles for 20 years. Initially qualifying as a registered nurse, she went on to gain qualifications in critical care nursing – specialising in emergency and trauma nursing. Lisa holds a Graduate Certificate in Catholic Leadership and Culture and is a board member of The Bays Healthcare Group.



David Mann AM KSJ FAICD

Board Co-opted Director

David is Chairman of Entertainment Assist, the Victoria Police Blue Ribbon Foundation, the Victoria Police Blue Ribbon Day Community Council and the Mount Macedon Memorial Cross Community Committee of Management. David is also a board member of The Production Company and Connected Communities Melbourne, and an independent director of the Freemasons Commercial Council. David is Managing Director, Mann Promotions Pty Ltd – a company focused on promotions, marketing, public relations and crisis management.



Geoffrey Cullen

Board Co-opted Director

Geoffrey is a finance professional with over 40 years' experience in banking, finance and risk management. He has held senior executive positions in Australia, New Zealand, the UK and the USA. Geoffrey has worked in the not-for-profit sector in risk management, governance, compliance and finance, including serving as a director and chair of risk and finance for an education foundation. He currently chairs a risk committee in the private sector and is an independent member on the investment committees of two unlisted property finance funds.



Sue Wyatt

Staff Elected Director

Sue is an early childhood teacher with many years of experience in the TAFE sectors of both New South Wales and Victoria. She commenced her VET career as a teacher with TAFE NSW in 2008 after 20 years in the early childhood and community services industry. On relocating to Victoria, Sue worked in both regional and metropolitan TAFE institutes, moving her way through the roles of teacher, senior educator, partner lecturer and manager. Sue has managed a variety of areas including business, hospitality, higher education, horticulture, hairdressing, community services, massage, professional writing, short courses and engineering. She has managed Chisholm's Early Childhood Education department for the last five years, including Education Support and now Training and Assessment delivery.



Nyadol Nyuon OAM

Ministerial Appointed Director (from 1 July 2022)

Nyadol became Director of Victoria University's Sir Zelman Cowen Centre in January 2022, after more than a decade in community development and advocacy. Her work focuses on legal reform, social justice, human rights and multiculturalism. A refugee to Australia, Nyadol went on to complete a Bachelor of Arts at Victoria University and a Juris Doctor at the University of Melbourne, before spending six years in commercial law at Arnold Bloch Liebler. She is a regular media commentator, having appeared on the ABC's *The Drum* and *Q&A*; and has written for publications like *The Age*, *Guardian Australia* and *The Saturday Paper*. Nyadol has won several prestigious awards, including the 2019 Victorian Premier's Award for Community Harmony and the 2019 Diversity and Inclusion Award in the Financial Review's 100 Women of Influence Awards. In June 2022, Nyadol received a Medal of the Order of Australia (OAM) for service to human rights and refugee women.

Board Committees chart and membership

Audit and Risk Management Committee

| | |
|------------------------|------------------------------------|
| Prue Digby | Board Director and Committee Chair |
| Robert Comelli | Co-opted Independent Member |
| Geoffrey Cullen | Board Director |
| Geoff Harry | Co-opted Independent Member |
| Dr Anne Jones | Board Director |

Education Committee

| | |
|----------------------|------------------------------------|
| Dr Anne Jones | Board Director and Committee Chair |
| Bas Baskaran | Co-opted Member |
| Sue Wyatt | Board Director |
| Stephen Varty | Board Director and CEO |

Membership Committee

| | |
|----------------------|---------------------------------|
| Stephen Marks | Board Chair and Committee Chair |
| Dr Anne Jones | Board Director |
| David Mann | Board Director |
| Stephen Varty | Board Director and CEO |
| Prue Digby | Board Deputy Chair |

Infrastructure, Systems and Planning Committee

| | |
|--------------------------|-------------------------------------|
| Lisa Norman | Board Director and Committee Chair |
| John Bennie | Board Director |
| Dr Mei Ling Doery | Board Director (until 30 June 2022) |
| Robert Johnson | Co-opted Member |
| John Papatheohari | Co-opted Member |

Remuneration Committee

| | |
|----------------------|---------------------------------|
| Stephen Marks | Board Chair and Committee Chair |
| John Bennie | Board Director |
| Dr Anne Jones | Board Director |
| Prue Digby | Board Deputy Chair |

Controlled entities

Directors of TAFE online Pty Ltd (Chisholm Online)

Stephen Marks
Chisholm Online Chair

Geoffrey Cullen (from 8 June 2022)
Director

Dr Mei Ling Doery (until 30 June 2022)
Director

Stephen Varty
Managing Director

Trustees of Caroline Chisholm Education Foundation

David Willersdorf
Chair

David Mann AM
Chisholm Board Member

Stephen Varty
Chisholm Institute CEO

Kirsty Schade
Chisholm Institute Staff Member

Shaun Fox (from 27 May 2022)
Community Member

Robert Hill APM
Community Member

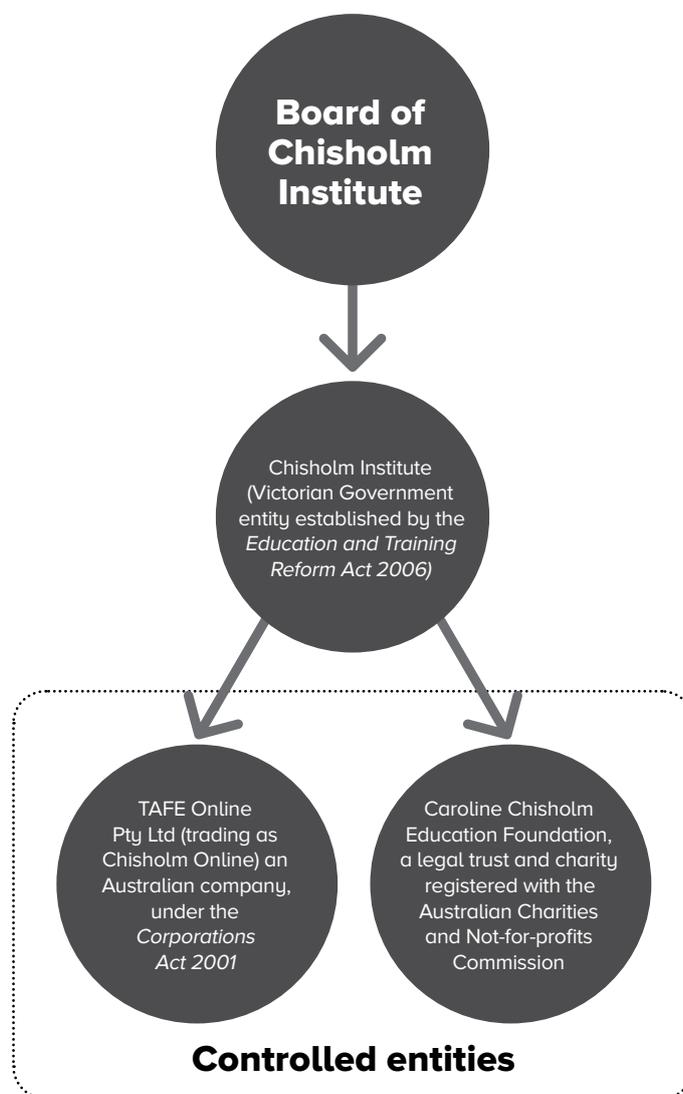
Jane McLennan
Chisholm Institute Staff Member

Fiona McQueen (from 5 August 2022)
Community Member

Lisa Ping (from 5 August 2022)
Community Member

Ian Predl AM
Community Member

Aleksandar Vasiljevic OAM
Community Member



Corporate governance

Chisholm Institute and the governing Board of Chisholm Institute are established by the *Education and Training Reform Act 2006* (Vic).

Chisholm is governed by a Board representative of the Victorian Government, industry and community. The Board's governance structure includes several committees that support the work of the Board in executing its governance responsibilities:

- > Audit and Risk Management Committee
- > Education Committee
- > Infrastructure, Systems and Planning Committee
- > Remuneration Committee
- > Membership Committee.

The Board is ultimately responsible to the Victorian Government for the governance and management of Chisholm and its controlled entity Chisholm Online (TAFE Online Pty Ltd) and is accountable to The Hon. Gayle Tierney MP, Minister for Training and Skills and Higher Education.

Objectives, functions, powers and duties

The objectives of the organisation established by the Act and the Chisholm Institute Constitution are:

- > to perform its functions for the public benefit by operating its businesses, delivering educational services and utilising assets that it manages on the state's behalf as efficiently as possible and ensuring that it is sustainable in the medium to long term
- > ensuring that its procedures, policies and practices are consistent with prudent commercial practice and endeavouring to maximise its contribution to the economy and wellbeing of the communities and industries served by the organisation and the state as a whole
- > to facilitate student learning, knowledge acquisition, skills for employment and vocational education and training through excellent teaching, innovation and educational leadership that delivers quality outcomes
- > to collaborate as part of a strong public training provider network which is mutually and commercially beneficial to enable the organisation to offer or provide educational services that meet the needs of industry partners and communities, including persons and groups that have particular education needs
- > to facilitate higher education through excellent teaching, innovation and educational leadership that delivers quality outcomes

- > to facilitate increasing opportunities for apprenticeships and traineeships across the relevant Australian industry sectors.

The functions of Chisholm are:

- > to provide the communities and industries serviced by the organisation with efficient and effective technical and further education programs and services
- > to confer vocational training awards
- > to offer and conduct courses of study leading to the conferral of higher education awards
- > to confer higher education awards
- > subject to the requirements of the Act, to operate as a group training organisation that employs apprentices and other trainees and places them with host employers.

Chisholm has the power to do all things that are necessary or convenient to be done for or in connection with, or as incidental to, meeting its objectives or performing its functions. However, the powers of Chisholm are subject to and must be exercised in accordance with the functions, duties and obligations conferred or imposed on the organisation by:

- > the Act and other laws
- > the Constitution
- > Ministerial and government directions and guidelines under the Act and other legislation, laws and conventions
- > the general administrative, social and economic directives and policies established by the Victorian Government from time to time.

The Chisholm Institute Board must take all reasonable steps for the advancement of the objectives of the organisation, while operating in accordance with the economic and social objectives and public sector policy established from time to time by the Minister. While meeting its objectives, the Board is also required to comply with the Chisholm Institute Constitution and provide all assistance and information to the Minister or the Minister's delegates.

Audit and Risk Management Committee

The Audit and Risk Management Committee is tasked with responsibilities to assist the Board in ensuring that appropriate governance is implemented across Chisholm and relevant controlled entities in relation to internal control and risk management, and external and internal audit, and to independently review the financial statements prior to recommending them to the Board for adoption and approval and release to Parliament.

Executive Directors Group

Chief Executive Officer

The CEO is responsible for providing strategic and operational leadership to Chisholm and its entities. The position contributes to achieving our vision of educating and skilling our communities and industries for generations to come through relevant and responsive, high quality education and training. The CEO leads and drives the achievement of Chisholm's Strategic Plan.

1 January 2022 – 31 December 2022: Stephen Varty

Chief Finance Officer

The Chief Finance Officer is responsible for providing leadership, strategic direction and advice on Chisholm's financial plan and investments, financial operations and activities. The role ensures that a financial governance framework is in place and that policies, accounting standards and sound financial management practices are adhered to. The role also leads the functions of risk, audit and legal advice.

1 January 2022 – 31 December 2022: Toniann Stitz

Chief People Officer

The Chief People Officer leads the development and implementation of our workforce's people strategy, including organisational development, workforce planning, human resource management, employee relations, health, safety and wellbeing, diversity/inclusion, and operational resilience. The position is responsible for driving a high performing organisation and supporting cultural change. The role focuses on our people and their capability profile and is responsible for realising potential for greater organisational effectiveness.

1 January 2022 – 31 December 2022: Delia McIver

Chief of Education

The Chief of Education leads the development and implementation of the educational strategy, aligned to Chisholm's vision. The position provides strategic educational leadership and expertise across all aspects of educational delivery, planning and performance for students and partners, allowing best-in-class outcomes for students. This includes all sectors of educational delivery – vocational, higher education and senior secondary, both domestically and internationally. The Chief of Education also drives innovative educational initiatives to ensure delivery remains at the forefront of current and future organisational needs.

1 January 2022 – 31 December 2022: Conor Mullan

Chief of Staff

The Chief of Staff supports the Chief Executive's office and is a crucial point of contact for interaction with external stakeholders, particularly government relations. The position manages the Office of the CEO and plays a critical role in supporting the functions of the Executive team, contributing strategic analysis of Chisholm's program profile and strategic projects.

1 January 2022 – 31 December 2022: Jessica Corbett

Chief of Academic Excellence and Innovation

The Chief of Academic Excellence and innovation provides strategic and operational leadership in developing and implementing teaching and learning excellence. The role fosters approaches that support our education delivery areas to strive for excellence through innovation and responsive education that continuously meets the needs of our students, employers and industry.

1 January 2022 – 31 December 2022: Margaret Fixter

Chief Commercial Officer

The Chief Commercial Officer is accountable for providing strategic and operational leadership to our commercial functions domestically and internationally. The role identifies business opportunities aligned to Chisholm's vision to drive growth and deliver revenue targets. The position focuses on business development, operational delivery and management of projects. It plays a crucial role in supporting international students.

1 January 2022 – 31 December 2022: Damien Van Eyk

Chief of Student Success and Support

The Chief of Student Success and Support has a key focus on ensuring seamless and enriching end-to-end student service provision. Focusing on our vision, the role drives revenue growth and student retention in an increasingly competitive national and international marketplace. The role covers the full range of functions covered in Student Enquiry and Enrolment Services, Marketing and Communication, Student Support and Engagement and Academic Administration.

1 January 2022 – 31 December 2022: Jane McLennan

People, Culture and Safety

Our People Plan

Focused effort was undertaken to improve employee engagement in 2022 to build on the success of the previous Action Plan. The impact of people initiatives has been seen in consecutive People Matter Surveys, where participation and key indicators continue to improve. A commitment to supporting diversity and providing an inclusive, respectful, and safe workplace and place of study was demonstrated through the initiatives implemented in 2022.

Positive and Diverse

In 2022 broad consultation was undertaken to create the Gender Equity Action Plan and Social Justice Charter. Collaboration occurred with stakeholders to deliver key initiatives to support Chisholm's diverse community including specific events such as a Women's Forum and Join the Dots celebration. We and continued our commitment to LGBTQIA+ employees by celebrating Wear It Purple day and attending the Pride March.

Attract and Welcome

Our onboarding and induction programs were strengthened and a welcome video was developed for all new employees. Training was also provided to all employees in areas of gender equity, reportable conduct and respectful workplace behaviour.

The Chisholm values became more prominent through a range of activities including designing a series of posters and canvases depicting Chisholm people and values that are prominently displayed across our campuses.

People Matter Survey results

This year, we showed sector leading engagement with 81 per cent of our employees participating in the People Matter Survey. The results showed consistent improvement in many areas of the employee experience, including engagement and reduction in instances of negative behaviours.

The highest scoring and most improved categories year on year include:

- > job enrichment
- > meaningful work
- > safe to speak up
- > workgroup support
- > organisational integrity
- > manager leadership.

Information technology improvements

In line with our People Plan and results from employee engagement surveys, investment was prioritised in improving people systems and processes across the employee lifecycle, including developing a seamless onboarding experience and a new learning and development platform.

Policy and governance review

The People, Culture and Safety governance structure and suite of policies were reviewed in 2022 to ensure effective practice and enable the Chisholm's Strategic Plan as well as meet obligations under our regulatory and legislative frameworks.

Workforce capability

During the year we continued to invest in workforce capability, with a suite of training programs designed and delivered to support the People Plan. As part of our ongoing commitment to invest in our people, they were offered with a blend of remote, in-person and eLearning options across a strong and diverse range of programs including:

- > Respectful Workplace Behaviours
- > SharePoint/Teams
- > Child Safety and Reportable Conduct
- > Employee Assistance Program Awareness
- > Mental Health First Aid
- > MS Office Excel
- > Performance and Development Review platform
- > Speaking Up Awareness
- > Core Induction, People Leader Induction, Teacher Induction
- > Support Staff Essentials
- > Business Partner Program (five modules)
- > Gender Impact Assessment
- > Holding Individual Meetings
- > People Centred Change workshop
- > Recruitment and Selection
- > Triage Complaints around Sexual Harassment
- > Fraud Awareness
- > Manslaughter and OHS Law Briefing
- > Unconscious Bias
- > Education Manager Development
- > Sexual Harassment Investigation
- > New and Emerging Leaders.

Our staff conference was held at Dandenong campus in September. It was the first in-person conference since 2019. In keeping with our People Plan, the theme was Positive and Diverse.

Child Safe program

With new Child Safe Standards coming into effect, our commitment to providing a child safe environment was reaffirmed to continuously improve processes. The intranet and website were refreshed to make child safety information accessible. Employees are now trained in child safety and reportable conduct and work was undertaken to improve visibility and access to our child safety reporting officers.

Work health, safety and wellbeing

Under the People Plan theme of Safe and Well, we focused on delivering initiatives to support workplace health, safety and wellbeing.

An OHS Responsible Officer program was developed and implemented for the Executive team, providing clarification of an officer's OHS obligations, responsibilities and liabilities, and the need to demonstrate due diligence.

An internal Health, Safety and Wellbeing audit program was implemented across our business units to ensure safety systems are in place in line with our health and safety policies and OHS legislation and to support continuous improvement. Our practices and processes were found to be generally well implemented in the business units audited.

Good representation was experienced at Health and Safety Committee meetings, which foster dialogue between management and employees on continuous improvement of the health and safety of our students and employees.

Based on our People Plan and results from the People Matter survey, a mental health first aid (MHFA) network was established, taking a formalised approach to responding to mental health issues. The network of accredited MHFA Officers can assist employees early, helping them understand and access internal and external mental health support.

The partnership with the Springday Community Hub continued, with a steady increase in online platform registrations. The platform offers a range of wellbeing initiatives, including various exercise programs and sessions, nutrition tips, meditation and relaxation guides. Employees can access different interactive wellbeing sessions, hosted by experts.

The corporate fitness program – Fitness Passport – remained strong in 2022. The program offers subsidised gym memberships for employees and their immediate families.

As part of 'living with COVID' the following was provided:

- > support for employees through remote working and returning to campus, focusing on wellbeing arrangements while complying with government directions and guidelines
- > a Chisholm COVID-19 Vaccination Requirements Policy
- > implementation of our Vaccination Requirements Policy
- > conducted contact tracing and risks assessment for exposure events, including completing the COVID-19 Exposure Register for record-keeping purposes and, when necessary, notifying affected students, employees and regulatory authorities.

Operational resilience

Under Safe and Well, further improvements were undertaken on operational resilience capabilities, including:

- > combined operational resilience with OHS, appointing an Operational Resilience Business Partner who supports the development, implementation and maintenance of the Operational Resilience Management System
- > development of an Operational Resilience Framework to provide a consistent, whole-of-organisation approach to prevention, preparedness, response and recovery from an incident, emergency, business continuity event, IT disaster recovery event or crisis
- > supported initiation of the Emergency Planning Committee, which oversees and ensures that measures, processes and controls are in place, in accordance with Australian Standard 3745
- > finalised and implemented our Business Continuity Plan
- > incorporated operational resilience into our core induction program, with new employees provided an overview of our Operational Resilience Management System
- > planned, developed and conducted training on emergency management, business continuity and crisis management processes for employees and key stakeholders.

Gender Equity Action Plan

As a result of significant work and consultation, our first Gender Equity Action Plan (GEAP) was approved and made available publicly in August. Since the launch of the plan, the following GEAP outcomes have been achieved:

- > unconscious bias training provided to all people leaders
- > Respectful Workplace Behaviour training delivered to all business areas
- > Belonging and Inclusion Statement and Acknowledgement of Country statement updated
- > Gender Impact Assessment Policy established and training delivered to progress gender equity at Chisholm
- > free training offered to all employees through our Gender Equity course
- > Women in Leadership forum delivered that provided opportunities for skill set development and a network of support
- > two belonging and inclusion days conducted for employees, including Wear It Purple in August and Join the Dots in November
- > a Belonging and Inclusion Plan developed to continue and expand the GEAP commitments
- > Barring Djinang Leadership Program promoted to First Nations employees and support offered to encourage participation
- > partnered with Get Skilled Access as they launched the Field job platform – this actively connects Chisholm with talented community members living with disability.

Domestic violence support programs

At Chisholm we are committed to providing a safe and respectful workplace and place of study for all employees and students. Family violence can occur in many forms and can significantly affect lives in many ways. Following the embedding of the Family Violence Response Policy, the Family Violence Support Officers and the approval of the GEAP, policies and processes were reviewed to ensure they continue to support employees and students. As a result of the review, the following was undertaken:

- > the Domestic and Family Violence Policy was renamed to recognise all impacted community groups
- > support resources and referral services in the Domestic and Family Violence Information Guide were updated
- > Family Violence Support Officers were provided with identifying badges to improve awareness of support for employees and students
- > Family Violence Support Officers were provided with opportunities to attend information and training forums to support them in their roles
- > employee awareness was promoted through *PeopleTalk* articles.

Social responsibility

As part of the ongoing efforts throughout 2022 to provide an employee experience that is positive and diverse, People, Culture and Safety commenced consultations toward the development of Chisholm's first Social Justice Charter. All our employees were asked for their input between July and October, while further small, facilitated focus groups allowed participants to share their perspectives on the principles we might adopt and how they would like the Social Justice Charter to be used.

Having synthesised all data and feedback, the project group is in the final stages of establishing the themes, principles and achievements that will inform the Charter.

Employee awards

Our organisation is dedicated to recognising and rewarding its employees for their hard work, commitment and valuable contributions. One way of celebrating outstanding people is through the Chisholm Stars and Service Milestones programs and events.

Chisholm Stars is a formal, corporate recognition program that empowers employees to nominate their colleagues for a job well done and show their appreciation for role modelling and championing values driven behaviours. Employees who are nominated by their peers and supervisors are celebrated twice a year in a dedicated event.

In 2022, we saw a total of 290 nominations, 52 Shining Stars and two CEO award recipients.

Service Milestones is another Chisholm initiative that celebrates the longevity and commitment of our employees. Employees who reach milestones in their service with Chisholm are recognised for their dedication and hard work, and are presented with a special award to commemorate their achievement. In 2022 there were 110 recipients receiving a milestone:

| Milestone year | Number of recipients |
|----------------|----------------------|
| 5 | 52 |
| 10 | 16 |
| 15 | 22 |
| 20 | 8 |
| 30 | 9 |
| 40 | 3 |

Our reward and recognition programs have had a significant impact on employee morale, motivation and retention. The programs help to foster a positive and supportive work environment, and encourage employees to strive for excellence in their work. They are designed to be inclusive and to recognise the contributions of all employees, regardless of their role or seniority.

Hazards, incidents and WorkCover

| | 2022 | 2021 | 2020 | 2019 |
|---|-----------|-------------|-------------|-------------|
| Total hazard and incident reports* | 165 | 175 | 124 | 287 |
| Total 'lost time' standard WorkCover claims | 7 | 6 | 10 | 5 |
| Total cost of all 'lost time' WorkCover claims** | \$145,247 | \$1,809,476 | \$1,433,030 | \$173,843 |
| Number of hazard and incident reports*** | 16.06 | 15.53 | 11.28 | 25.72 |
| Number of 'lost time' standard WorkCover claims**** | 0.63 | 0.53 | 0.91 | 0.45 |
| Accepted WorkCover claims | 5 | 7 | 12 | 9 |
| Accepted and rejected WorkCover claims | 8 | 8 | 13 | 11 |
| Total cost of WorkCover claims ***** | \$20,645 | \$2,003,884 | \$2,179,272 | \$1,517,774 |
| Average costs per WorkCover claim | \$5958 | \$18,788 | \$68,102 | \$16,888 |

Notes:

- * All Chisholm related incidents for employees, students, contractors and visitors
- ** Total cost includes total compensation paid and Statistical Case Estimate (SCE)
- *** Number of hazard and incident reports per 100 FTE (annualised)
- **** Number of lost time standard WorkCover claims per 100 FTE (annualised)
- ***** All premium sensitive claims

2022

| | |
|---|---|
| Number of new claims for WorkCover | 8 |
| Accepted claims | 5 |
| Rejected claims | 3 |
| Pending WorkCover decisions | - |
| Conciliation after the rejection of claim | - |

WorkCover/return to work

Of the five accepted claims in 2022, all claimants have returned to work but are receiving ongoing support.

Chisholm's Workcover employer performance rating is 1.18% which is slightly lower than the industry rate.

In 2022 we strengthened our focus on early and proactive injury management by increasing the size of the team and training our wellbeing team in early interventions such as ergonomic assessments.

Workforce data

Performance and Accountability Framework full time equivalent (FTE)

| Dec 2022 | Full time | | Part time | | Casual | | Total |
|--------------|--------------|--------------|--------------|-------------|--------------|------------|---------------|
| | Ongoing | Fixed term | Ongoing | Fixed term | Teacher | Other | |
| PACCT staff | 219.2 | 149.6 | 43.7 | 29.0 | - | 6.3 | 447.8 |
| Executive | - | 8.2 | - | - | - | - | 8.2 |
| Other | - | - | - | - | - | - | 0.0 |
| Teacher | 241.1 | 112.6 | 72.5 | 36.3 | 101.2 | - | 563.7 |
| Total | 460.3 | 270.4 | 116.2 | 65.3 | 101.2 | 6.3 | 1019.7 |

Dec 2021

| | | | | | | | |
|--------------|--------------|--------------|--------------|-------------|--------------|-------------|---------------|
| PACCT staff | 220.0 | 131.7 | 48.2 | 26.7 | - | 29.8 | 456.3 |
| Executive | - | 16.7 | - | 0.9 | - | - | 17.6 |
| Other | - | - | - | - | - | - | - |
| Teacher | 222.2 | 76.9 | 52.8 | 17.4 | 277.8 | - | 647.1 |
| Total | 442.2 | 225.3 | 101.0 | 45.0 | 277.8 | 29.8 | 1121.0 |

Workforce disclosures

| Dec 2022 | All employees | | Ongoing | | | Fixed term and casual | |
|------------------------|--------------------|---------------|-----------------------|-----------------------|--------------|-----------------------|--------------|
| | Number (headcount) | FTE | Full time (headcount) | Part time (headcount) | FTE | Number (headcount) | FTE |
| Gender | | | | | | | |
| Women executives | 5 | 5 | 0 | 0 | 0 | 5 | 5 |
| Women (total staff) | 960 | 595.2 | 226 | 173 | 313.6 | 561 | 281.6 |
| Men executives | 3 | 3 | 0 | 0 | 0 | 3 | 3 |
| Men (total staff) | 612 | 422.5 | 254 | 45 | 262.6 | 313 | 159.9 |
| Self-described | 3 | 2 | 0 | 1 | 0.3 | 2 | 1.7 |
| Age | | | | | | | |
| 15–24 | 37 | 17.0 | 9 | 5 | 6.2 | 23 | 10.9 |
| 25–34 | 197 | 120.7 | 67 | 23 | 65.6 | 107 | 55.1 |
| 35–44 | 384 | 244.4 | 107 | 54 | 125.7 | 223 | 118.8 |
| 45–54 | 466 | 306.9 | 145 | 63 | 177.7 | 258 | 129.2 |
| 55–64 | 366 | 259.7 | 112 | 56 | 151.0 | 198 | 108.6 |
| Over 64 | 125 | 70.9 | 40 | 18 | 50.3 | 67 | 20.6 |
| Total employees | 1575 | 1019.7 | 480 | 219 | 576.5 | 876 | 443.2 |

Workforce disclosures (continued)

| Dec 2021 | All employees | | Ongoing | | | Fixed term and casual | |
|------------------------|-----------------------|---------------|--------------------------|--------------------------|--------------|------------------------------|--------------|
| | Number (headcount) | FTE | Full time (headcount) | Part time (headcount) | FTE | Number (headcount) | FTE |
| Gender | | | | | | | |
| Women executives | 11 | 7.4 | 0 | 0 | 0 | 11 | 7.4 |
| Women (total staff) | 1019 | 655.9 | 255 | 146 | 334.1 | 602 | 321.8 |
| Men executives | 12 | 10.2 | 0 | 0 | 0 | 12 | 10.2 |
| Men (total staff) | 665 | 465.1 | 245 | 39 | 258.1 | 366 | 207.0 |
| Self-described | - | - | - | - | - | - | - |
| Age | | | | | | | |
| 15–24 | 36 | 17.2 | 3 | - | 3.8 | 31 | 13.4 |
| 25–34 | 246 | 150.3 | 65 | 22 | 71.0 | 162 | 79.3 |
| 35–44 | 394 | 268.4 | 116 | 42 | 133.5 | 228 | 134.9 |
| 45–54 | 484 | 329.1 | 150 | 46 | 177.9 | 270 | 151.2 |
| 55–64 | 400 | 284.4 | 134 | 57 | 167.3 | 202 | 117.1 |
| Over 64 | 124 | 71.6 | 32 | 18 | 38.7 | 75 | 33.0 |
| Total employees | 1684 | 1121.0 | 500 | 185 | 592.2 | 968 | 528.8 |

Financial performance summary

Chisholm Group, comprising Chisholm Institute, Caroline Chisholm Education Foundation and TAFE Online Pty Ltd (trading as Chisholm Online) recorded a net surplus of \$10.5 million (2021: \$2.9 million deficit) compared to a Board approved budget net surplus of \$30.9 million.

The negative financial outcome in 2022 compared to budget, was primarily due to lower revenue recognised for the Frankston Redevelopment stage 2 project due to timing, but also lower than expected new enrolments during the year. This was offset by business continuity funding from State government, lower expenses achieved through cost constraint measures, and lower salary related costs.

The other economic flows included in the comprehensive result consist of the formal revaluation of land and buildings, conducted by the Valuer-General Victoria. A formal revaluation of land holdings was required for the 2022 as per the 5 year valuation cycle.

Chisholm Group is focused on its strategic priorities of quality training and education, its people and student experience, while continuing to improve efficiency and productivity, and continuing investment in capital initiatives where viable.

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---------------|----------------|--------------|------------|---------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated | | | | | |
| Summary of financial results | | | | | |
| Total income from transactions | 183,969 | 171,216 | 175,726 | 174,449 | 175,735 |
| Total expenses from transactions | 173,809 | 171,457 | 166,370 | 173,607 | 150,205 |
| Net result from transactions (net operating balance) | 10,160 | (241) | 9,356 | 842 | 25,530 |
| Other economic flows included in net result | 323 | (2,608) | 101 | 58 | (23) |
| Net result | 10,483 | (2,849) | 9,457 | 900 | 25,507 |
| Other economic flows – other comprehensive income | 35,667 | 8,870 | - | - | - |
| Comprehensive result | 46,150 | 6,021 | 9,457 | 900 | 25,507 |

As at 31 December 2022, Chisholm Group's consolidated net assets were \$462.6 million, up from \$416.5 million in 2021. The increase in net assets is primarily due to the formal revaluation of land and buildings during 2022, which added \$35.7 million to the value of the land and buildings, as well as the continued investment in the Frankston Redevelopment stage 2 project. The increased cash position is driven by the receipt of cash for the Frankston Redevelopment project, which \$48.9 million of current cash holdings is reserved for.

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated | | | | | |
| Summary of financial position | | | | | |
| Total assets | 543,890 | 494,973 | 455,183 | 443,268 | 431,765 |
| Total liabilities | 81,249 | 78,482 | 44,713 | 42,255 | 31,652 |
| Net assets | 462,641 | 416,491 | 410,470 | 401,013 | 400,113 |

Attestation

I, Stephen G Marks, on behalf of the Responsible Body, certify that for the period 1 January 2022 to 31 December 2022, the Chisholm Institute has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.



STEPHEN G MARKS
Board Chair, Chisholm Institute

Date: 27 February 2023
Place: Melbourne

Consolidated financial statements

For the year ending 31 December 2022



Independent Auditor's Report

To the Board of Chisholm Institute

| | |
|---|---|
| <p>Opinion</p> | <p>I have audited the consolidated financial report of Chisholm Institute (the institute) and its controlled entities (together the consolidated entity) which comprises the:</p> <ul style="list-style-type: none"> • consolidated entity and institute balance sheet as at 31 December 2022 • consolidated entity and institute comprehensive operating statement for the year then ended • consolidated entity and institute statement of changes in equity for the year then ended • consolidated entity and institute cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • Declaration by the Chair of the Board, Chief Executive Officer and Chief Finance Officer. <p>In my opinion the financial report presents fairly, in all material respects, the financial positions of the consolidated entity and the institute as at 31 December 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p> |
| <p>Basis for Opinion</p> | <p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the institute and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p> |
| <p>Board's responsibilities for the financial report</p> | <p>The Board of the institute is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the institute and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p> |

| | |
|--|---|
| <p>Auditor's responsibilities for the audit of the financial report</p> | <p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the institute and the consolidated entity's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board • conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the institute and the consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the institute and the consolidated entity 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 institute and consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the institute and the consolidated entity. I remain solely responsible for my audit opinion. <p>I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p> |
|--|---|



Charlotte Jeffries
as delegate for the Auditor-General of Victoria

MELBOURNE
 22 March 2023

Declaration by the Chair of the Board, Chief Executive Officer and Chief Finance Officer

The attached financial statements for Chisholm Institute and its consolidated entities have been prepared in accordance with Standing Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes to and forming part of the financial

statements, presents fairly the financial transactions during the year ended 31 December 2022 and financial position of Chisholm Institute and its consolidated entities as at 31 December 2022.

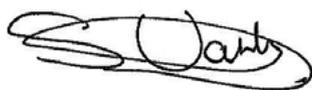
At the date of signing this financial statements, we are not aware of any circumstance that would render any particulars included in the financial statements to be misleading or inaccurate.

The Board Chair, Chief Executive Officer and Chief Finance Officer sign this declaration as delegates of, and in accordance with a resolution of, the Board of Chisholm Institute.



STEPHEN G MARKS
Board Chair

Date: 27 February 2023
Place: Melbourne



STEPHEN VARTY
Director and Chief Executive Officer

Date: 27 February 2023
Place: Melbourne



TONIANN STITZ
Chief Finance Officer

Date: 27 February 2023
Place: Melbourne

Comprehensive operating statement

For the year ended 31 December 2022

| | Notes | Consolidated | | Chisholm | |
|--|--------|----------------|----------------|----------------|----------------|
| | | 2022 | 2021 | 2022 | 2021 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Continuing operations | | | | | |
| Revenue and income from transactions | | | | | |
| Government contributions | 2.1 | | | | |
| Operating grants – revenue | 2.1.1 | 74,344 | 82,741 | 64,194 | 69,943 |
| Operating grants – income | 2.1.1 | 40,825 | 25,463 | 40,767 | 25,463 |
| Capital grants – income | 2.1.2 | 12,353 | 10,556 | 12,353 | 10,556 |
| Revenue from fees, charges and sales | 2.2 | 53,256 | 51,198 | 52,569 | 49,864 |
| Other revenue | 2.3 | - | - | - | 268 |
| Other income | 2.3 | 3,191 | 1,258 | 6,357 | 4,034 |
| Total revenue and income from transactions | | 183,969 | 171,216 | 176,240 | 160,128 |
| Expenses from transactions | | | | | |
| Employee benefits | 3.1.1 | 112,130 | 115,980 | 106,327 | 108,346 |
| Depreciation and amortisation | 3.6 | 12,631 | 12,366 | 12,298 | 12,058 |
| Supplies and services | 3.3 | 36,466 | 33,466 | 36,240 | 33,301 |
| Finance costs | 3.5 | 29 | 54 | 29 | 54 |
| Other operating expenses | 3.4 | 12,553 | 9,591 | 11,791 | 9,362 |
| Total expenses from transactions | | 173,809 | 171,457 | 166,685 | 163,121 |
| Net result from transactions | | 10,160 | (241) | 9,555 | (2,993) |
| Other economic flows included in net result | | | | | |
| Net gain / (loss) on non-financial assets | 4.1.3 | 231 | (2,720) | 231 | (2,720) |
| Net gain / (loss) on financial instruments | 9.1(a) | 92 | 112 | 92 | 112 |
| Total other economic flows included in net result | | 323 | (2,608) | 323 | (2,608) |
| Net result | | 10,483 | (2,849) | 9,878 | (5,601) |
| Other economic flows - other comprehensive income | | | | | |
| Items that will not be reclassified to net result | | | | | |
| Gain / (loss) on revaluation of physical assets | 9.1(b) | 35,667 | 8,870 | 35,667 | 8,870 |
| Comprehensive result | | 46,150 | 6,021 | 45,545 | 3,269 |

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

Balance sheet

As at 31 December 2022

| | Notes | Consolidated | | Chisholm | |
|--|-------|----------------|----------------|----------------|----------------|
| | | 2022 | 2021 | 2022 | 2021 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Assets | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 6.1 | 109,719 | 98,097 | 102,670 | 92,969 |
| Receivables | 5.1 | 5,664 | 3,716 | 5,772 | 4,497 |
| Investments and other financial assets | 4.4 | - | 526 | 6,000 | 6,000 |
| Total financial assets | | 115,383 | 102,339 | 114,442 | 103,466 |
| Non-financial assets | | | | | |
| Property, plant and equipment | 4.1 | 408,371 | 368,898 | 408,371 | 368,898 |
| Contract assets | 5.2 | 7,189 | 9,361 | 7,397 | 8,408 |
| Right of use assets | 6.4 | 223 | 1,158 | 223 | 1,158 |
| Intangible assets | 4.2 | 9,118 | 10,244 | 8,878 | 9,289 |
| Other non-financial assets | 5.3 | 3,606 | 2,973 | 3,566 | 2,938 |
| Total non-financial assets | | 428,507 | 392,634 | 428,435 | 390,691 |
| Total assets | | 543,890 | 494,973 | 542,877 | 494,157 |
| Liabilities | | | | | |
| Employee provisions | 5.6 | 16,467 | 17,534 | 16,296 | 17,327 |
| Payables | 5.4 | 7,559 | 10,495 | 7,454 | 10,255 |
| Borrowings | 6.2 | 683 | 1,008 | 683 | 1,008 |
| Lease liabilities | 6.4 | 241 | 1,078 | 241 | 1,078 |
| Contract and other liabilities | 5.5 | 56,299 | 48,367 | 56,269 | 48,100 |
| Total liabilities | | 81,249 | 78,482 | 80,943 | 77,768 |
| Net assets | | 462,641 | 416,491 | 461,934 | 416,389 |
| Equity | | | | | |
| Accumulated surplus | | 253,879 | 243,396 | 253,172 | 243,294 |
| Contributed capital | 6.3 | 85,387 | 85,387 | 85,387 | 85,387 |
| Reserves | 9.2 | 123,375 | 87,708 | 123,375 | 87,708 |
| Net worth | | 462,641 | 416,491 | 461,934 | 416,389 |

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

Statement of changes in equity

For the year ended 31 December 2022

| | Physical assets revaluation surplus | Accumulated surplus | Contributions by owners | Total equity |
|---|--|------------------------|----------------------------|-----------------|
| Notes | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated | | | | |
| At 1 January 2021 | 78,838 | 246,245 | 85,387 | 410,470 |
| Net result for the year | - | (2,849) | - | (2,849) |
| Changes in physical asset revaluation surplus | 8,870 | - | - | 8,870 |
| Year ended 31 December 2021 | 87,708 | 243,396 | 85,387 | 416,491 |
| Net result for the year | - | 10,483 | - | 10,483 |
| Other economic flows – other comprehensive income | 35,667 | - | - | 35,667 |
| Year ended 31 December 2022 | 6.3, 9.2 | 123,375 | 253,879 | 462,641 |
| Chisholm | | | | |
| As at 1 January 2021 | 78,838 | 248,895 | 85,387 | 413,120 |
| Net result for the year | - | (5,601) | - | (5,601) |
| Changes in physical asset revaluation surplus | 8,870 | - | - | 8,870 |
| Year ended 31 December 2021 | 87,708 | 243,294 | 85,387 | 416,389 |
| Net result for the year | - | 9,878 | - | 9,878 |
| Other economic flows – other comprehensive income | 35,667 | - | - | 35,667 |
| Year ended 31 December 2022 | 6.3, 9.2 | 123,375 | 253,172 | 461,934 |

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

Cash flow statement

For the year ended 31 December 2022

| | Consolidated | | Chisholm | | |
|---|--------------|------------------|------------------|------------------|------------------|
| | 2022 | 2021 | 2022 | 2021 | |
| | Notes | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash flows from operating activities | | | | | |
| Receipts | | | | | |
| Government contributions – operating | | 120,535 | 124,200 | 108,407 | 111,126 |
| Government contributions – capital | | 29,954 | 39,968 | 29,954 | 39,968 |
| Receipts from customers – fees, charges and sales | | 50,846 | 51,258 | 50,746 | 51,129 |
| Goods and services tax recovered from the ATO | | 562 | 7 | 617 | 90 |
| Interest received | | 1,340 | 185 | 1,266 | 179 |
| Other receipts | | 1,749 | 1,222 | 5,006 | 4,271 |
| Total receipts from operating activities | | 204,986 | 216,840 | 195,996 | 206,763 |
| Payments | | | | | |
| Payments to employees | | (113,197) | (113,684) | (107,358) | (106,069) |
| Payments to suppliers | | (64,418) | (52,546) | (63,194) | (51,988) |
| Interest paid – lease liability | | (29) | (54) | (29) | (54) |
| Total payments from operating activities | | (177,644) | (166,284) | (170,581) | (158,111) |
| Net cash flows from / (used in) operating activities | 6.1.1 | 27,342 | 50,556 | 25,415 | 48,652 |
| Cash flows from investing activities | | | | | |
| Redemptions of / (payments for) investments | | 526 | (5) | - | - |
| Payments for property, plant and equipment | | (14,201) | (15,860) | (14,201) | (15,860) |
| Payments for intangible assets | | (1,940) | (3,992) | (1,409) | (3,542) |
| Proceeds from sales of non-financial assets | | 987 | 44 | 987 | 44 |
| Net cash flows from / (used in) investing activities | | (14,628) | (19,813) | (14,623) | (19,358) |
| Cash flows from financing activities | | | | | |
| Repayment of borrowings | | (351) | - | (351) | - |
| Payment of lease liabilities | | (741) | (851) | (741) | (851) |
| Net cash flows from / (used in) financing activities | | (1,092) | (851) | (1,092) | (851) |
| Net increase / (decrease) in cash and cash equivalents | | 11,622 | 29,892 | 9,700 | 28,443 |
| Cash and cash equivalents at beginning of financial year | | 98,097 | 68,205 | 92,969 | 64,526 |
| Cash and cash equivalents at end of financial year | 6.1 | 109,719 | 98,097 | 102,670 | 92,969 |

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

Contents of the notes to the consolidated financial statements

Chisholm Institute and its controlled entities (Chisholm Group) has presented its audited general purpose financial statements for the financial year ended 31 December 2022 in the following structure to provide users with the information about Chisholm Group's stewardship of resources entrusted to it.

Contents

| | | | |
|---|-----------|---|------------|
| 1. About this report | 62 | 6. How we financed our operations | 90 |
| 1.1 Basis of preparation | 62 | 6.1 Cash and cash equivalents | 90 |
| 1.2 Compliance information | 63 | 6.1.1 Reconciliation of operating result to net cash flows from operating activities | 90 |
| 1.3 Impact of COVID-19 | 63 | 6.2 Borrowings | 91 |
| 2. How we earned our funds | 65 | 6.3 Contributed capital | 93 |
| 2.1 Government grants | 65 | 6.4 Leases | 93 |
| 2.1.1 Revenue and income from government grants | 65 | 7. Managing risks and uncertainties | 96 |
| 2.1.2 Capital grants income | 67 | 7.1 Financial instruments | 96 |
| 2.2 Revenue from fees, charges and sales | 67 | 7.1.1 Financial risk management objectives and policies | 97 |
| 2.3 Other revenue and income | 71 | 7.1.2 Credit risk | 97 |
| 2.3.1 Leases receivable | 72 | 7.1.3 Liquidity risk | 100 |
| 3. How we expended our funds | 73 | 7.1.4 Market risk | 100 |
| 3.1 Employee benefits | 73 | 7.2 Contingent assets and contingent liabilities | 104 |
| 3.1.1 Employee benefits in the comprehensive operating statement | 73 | 7.3 Fair value determination | 104 |
| 3.2 Superannuation | 74 | 8. Governance disclosures | 110 |
| 3.3 Supplies and services | 75 | 8.1 Responsible persons | 110 |
| 3.3.1 Non-cancellable operating lease commitments – short-term and low value leases | 75 | 8.2 Remuneration of executives | 111 |
| 3.3.2 Other expenditure commitments | 75 | 8.3 Related parties | 111 |
| 3.4 Other operating expenses | 76 | 8.4 Remuneration of auditors | 113 |
| 3.5 Finance costs | 76 | 9. Other disclosures | 114 |
| 3.6 Depreciation and amortisation expense | 76 | 9.1 Other economic flows included in comprehensive result | 114 |
| 4. The assets we invested in | 77 | 9.2 Other equity reserves | 114 |
| 4.1 Property, plant and equipment | 77 | 9.3 Ex gratia expenses | 115 |
| 4.1.1 Reconciliation of movements in carrying amount of property, plant and equipment | 78 | 9.4 Controlled entities | 115 |
| 4.1.2 Capital commitments | 79 | 9.5 Events after reporting date | 115 |
| 4.1.3 Gain / loss on property, plant and equipment | 80 | 9.6 Application of standards issued but not yet effective | 116 |
| 4.2 Intangible assets | 80 | 9.6.1 AASB 2022-3 Amendments to Australian Accounting Standards – Illustrative examples for NFPs accompanying AASB 15 | 116 |
| 4.3 Depreciation and amortisation | 82 | 9.6.2 AASB 2020-1 Amendments to Australian Accounting Standards – Classification of liabilities as current or non-current | 116 |
| 4.4 Investments and other financial assets | 82 | 9.6.3 AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates | 116 |
| 5. Balances from operations | 84 | 9.6.4 AASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections | 116 |
| 5.1 Receivables | 84 | 9.7 New or amended accounting standards and interpretations adopted | 116 |
| 5.2 Contract assets | 86 | 9.7.1 AASB 2021-7a – Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections | 116 |
| 5.3 Other non-financial assets | 86 | | |
| 5.4 Payables | 87 | | |
| 5.5 Contract and other liabilities | 88 | | |
| 5.6 Employee benefits in the balance sheet | 89 | | |

1. About this report

Chisholm Institute (“Chisholm”) is a statutory body corporate, established by the Victorian Government pursuant to the *Education and Training Reform Act 2006* Section 3.1.12 4(a).

Chisholm is a Technical and Further Education (TAFE) provider, based predominantly in the South East of Victoria. In addition to services provided online and through the workplace, it has campuses in the following locations:

- > Bass Coast (Wonthaggi)
- > Berwick
- > Chisholm @ 311 (Lonsdale Street, Dandenong)
- > Cranbourne
- > Frankston
- > Dandenong (Stud Road, Dandenong)
- > Mornington Peninsula (Rosebud)
- > Springvale

Its registered office and principal address is:

Chisholm Institute
121 Stud Road
Dandenong VIC 3175
Australia

1.1 Basis of preparation

These financial statements are presented in Australian dollars, the functional and presentation currency of Chisholm Institute (the “Institute”) and its controlled entities, TAFE Online Pty Ltd and the Caroline Chisholm Education Foundation (“Chisholm Group”). These financial statements have been prepared in accordance with the historical cost convention, unless a different measurement basis is specifically disclosed in the notes associated with the item measured on a different basis. Amounts in the financial statements have been rounded to the nearest thousand dollars, unless otherwise stated.

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

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

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

- > determining whether government contributions received should be recognised as revenue under AASB 15 or income under AASB 1058, depending on whether the performance obligations within the contract are assessed as sufficiently specific and measuring Chisholm Group’s satisfaction of a performance obligation (refer to Note 2.2);

- > AASB 16 *Leases* and the requirements to determine the lease term to the extent that extension options are certain (refer to Note 6.4); and
- > whether Chisholm Institute has control over TAFE Online Pty Ltd and the Caroline Chisholm Education Foundation (refer to Note 9.4).

Estimates and assumptions made by management in the application of AAS that have significant effects on the financial statements relate to:

- > actuarial assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates (refer to Note 5.6);
- > the loss rate used in calculating the allowance for expected credit losses (refer to Note 7.1.2);
- > the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 7.3);
- > the fair value of intangible assets (refer to Note 4.2); and
- > the fair value of assets measured at current replacement cost as a result of rising costs of construction and inflation.

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

These financial statements cover Chisholm Institute and its controlled entities as an individual reporting entity and include all the controlled activities of Chisholm Group.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST.

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

Basis of consolidation

In accordance with AASB 10 *Consolidated Financial Statements*, Chisholm Group consolidates its controlled entities on the basis that control exists when an entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its authority over the entity. The financial statements of entities included in the consolidated financial statements are from the date on which control commences until the date on which control ceases.

In preparing consolidated financial statements for Chisholm Group, all material transactions and balances between consolidated entities are eliminated.

1. About this report (continued)

1.1 Basis of preparation (continued)

Funding risk

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

Chisholm Group has substantial economic dependency on operating and capital contributions from Government, in particular the Department of Education and Training (DET).

Chisholm Group manages funding risk by continuing to diversify and increase funding from commercial activities, both domestically and offshore, and meeting Government objectives and key performance indicators.

Chisholm's forecast cash flow position reflects its ability to pay its debts as and when they fall due. On that basis, the financial statements have been prepared on a going concern basis.

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

1.2 Compliance information

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

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

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

1.3 Impact of COVID-19

The coronavirus (COVID-19), which was declared a global pandemic in March 2020, continued to evolve in 2022.

Due to high vaccination rates, restrictions such as self-isolation and border entry rules were loosened by Government and overseas during 2022. These actions in turn changed the manner in which businesses operated compared to 2020 and 2021, including Chisholm Institute and its controlled entities.

COVID-19 continued to affect the operations of Chisholm Group, resulting in a number of material impacts on the performance of Chisholm Group as well as the judgements and estimates used in assessing balances.

Chisholm Group returned to in-person learning where possible for many courses, with blended delivery (in-person and online) for others. All staff were required to have undergone the initial two-dose course of vaccination against COVID-19, or provide a valid medical exemption, before returning to work on campus. Flexible working arrangements continued, striking a balance between limiting the spread of COVID-19 whilst ensuring on-site services were delivered to a high standard.

The key impacts on the appropriateness of the going concern basis of accounting, performance of the business, and various accounting treatments and estimates are summarised below and disclosed in subsequent notes where relevant and material.

Key impacts on performance

Basis of preparation

Chisholm Group has a strong financial position, with a net asset position of \$462.6 million (2021: \$416.5 million), net surplus of \$10.5 million (2021: \$2.8 million deficit), and positive operating cash flows of \$27.3 million (2021: \$50.6 million). Considering Chisholm Group's financial position, together with the impacts of COVID-19 on the business, Chisholm Group has concluded it is appropriate to prepare the financial statements on a going concern basis.

Revenue and other income

Chisholm Group's response to the pandemic in 2022 included the following:

Training Delivery

- > returning to on-campus learning for courses where possible, with many other courses using a blended model of online and in-person training;
- > flexible working arrangements for approximately 1,300 staff;
- > additional staff to manage placement coordination;
- > continued assistance by the Caroline Chisholm Education Foundation with the provision of loan laptops and Wi-Fi dongles to students in need; and
- > increased placement coordination resources.

COVID-19 safe management

- > required staff to complete the initial two-dose course of vaccination against COVID-19, or supply a valid medical exemption, prior to returning to work on campus;
- > continued the increased scheduled cleaning of all campuses as well as the purchase of essential personal protective equipment including masks, sanitiser and disinfectant wipes;
- > continued staff training and online modules for staff and contractors regarding COVID-19 safe work practices; and
- > increased staff communications via Chisholm Group's 'People Talk' email newsletter.

1. About this report (continued)

1.3 Impact of COVID-19 (continued)

Key impacts on performance (continued)

Business continuity planning

- > continued use of business continuity plans and a pandemic risk register;
- > scenario planning for financial and training delivery impacts, used to support decision-making; and
- > regular meetings of Chisholm Group's executive committee to discuss ongoing changes to delivery and working arrangements and appropriate responses to government announcements, including a COVID-19 safe plan.

DET provided business continuity grants totalling \$7.9 million for the period 1 January 2022 to 30 June 2022, maintaining government funding close to pre-pandemic levels. This funding was used to assist Chisholm Group with its response to the pandemic, provide support to retain staff, and assist with Chisholm Group's service delivery. This is further discussed in Note 2.1.

COVID-19 impacted Chisholm Group's ability to achieve revenue diversity targets. Fee for service revenue was down \$2.1 million or 5% against target (2021: down \$3.8 million or 9%), driven by declines within the International and Industry areas.

TAFE Online Pty Ltd saw revenue drop 19% compared to 2021 revenue (2021: 21% increase on 2020 revenue).

Expenses

Chisholm Group's daily activities continued to be tightly managed, impacting direct and indirect costs. As delivery services transitioned to a blended learning model, spending patterns changed.

Notable year-on-year changes to spending include:

- > a reduction in annual salary costs of \$3.8 million – an increase in staff taking leave in 2022 resulted in lower leave balances, in turn reducing leave provision revaluation expenses;
- > a \$1.5 million / 24% increase in scheduled and responsive repairs and maintenance, as backlog works which had been delayed due to the lockdowns of 2021 and 2020 were able to be completed;
- > an additional \$0.7 million / 42% spend on other course delivery costs, largely driven by placements for nursing students which had been delayed from prior years due to the pandemic; and
- > a \$0.6 million / 5% increase in contracts and other services, where savings in the areas of cleaning and equipment maintenance were offset by increased costs relating to software, grounds maintenance and security.

Employee provisions

In 2021 and 2020, COVID-19 forced the cancellation of a number of instances of planned leave by staff due to lockdown restrictions implemented by the State Government.

With the lifting of lockdown restrictions in 2022, as well as the opening of domestic and international borders, staff resumed using leave in a manner more consistent with pre-pandemic behaviour. As a result, leave provisions have reduced by \$1.1 million (2021: increased by \$2.3 million). This is discussed in Note 5.6.

Liquidity risk

Impacts on training delivery and maintaining staffing levels were mitigated by funding initiatives of the State Government in the form of business continuity grants, along with close management of operating expenses. This ensured liquidity was maintained which enabled Chisholm Group to achieve a surplus in 2022 and ensure financial viability into 2023.

Key impacts on accounting treatments and estimates

Fair value of non-financial physical assets

Non-financial physical assets are measured at fair value on a cyclical basis in accordance with Financial Reporting Direction (FRD) 103. A full revaluation of education assets normally occurs every five years, with the most recent revaluation of land and buildings occurring for the year ended 31 December 2022.

Due to COVID-19, there is an increased element of estimation uncertainty with regard to the fair value of Chisholm Group's non-financial physical assets. This is discussed further in Note 7.3.

2. How we earned our funds

This section presents the sources and amounts of revenue raised by Chisholm Group. Grants are received from both State and Commonwealth governments, and from other fees and charges.

2.1 Government grants

2.1.1 Revenue and income from government grants

| | Consolidated | | Chisholm | |
|--|----------------|----------------|----------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Grants and other transfers | | | | |
| Government grants – operating revenue | | | | |
| State government – contestable | 74,344 | 82,741 | 64,194 | 69,943 |
| Total government grants – operating revenue | 74,344 | 82,741 | 64,194 | 69,943 |
| Government grants – operating income | | | | |
| State government – other grants | 40,664 | 25,463 | 40,606 | 25,463 |
| Commonwealth government grants | 161 | - | 161 | - |
| Total government grants – operating income | 40,825 | 25,463 | 40,767 | 25,463 |
| Total government grants – operating | 115,169 | 108,204 | 104,961 | 95,406 |

Note: minor adjustments have been made to prior year figures due to rounding.

Significant judgement is applied to assess if a government grant or contract contains sufficiently specific performance obligations.

Revenue and income from government grants

Chisholm is required to determine whether the government grants received should be accounted for as revenue per AASB 15 *Revenue from Contracts with Customers* or income per AASB 1058 *Income of Not-for-profit Entities*.

Revenue from government grants

Chisholm's revenue streams are predominantly for transactions relating to the delivery of courses to students and education services to clients. In all cases, the total transaction price for these services is allocated amongst the various performance obligations based on the consideration specified in the contract with the customer. The transaction price for a contract excludes any amounts collected on behalf of third parties. Revenue is recognised either at a point in time or over time as Chisholm satisfies the performance obligations by transferring the promised goods or services to its customers. Where government grants have been received for services to be delivered in the following year, these amounts are deferred as a contract liability (Note 5.5).

Revenue is measured at the amount of consideration to which Chisholm Group expects to be entitled in exchange for transferring promised goods or services to a customer.

Income from government grants

Income from government grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when Chisholm Group has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, Chisholm Group recognises any related grants by owners, increases in liabilities and decreases in assets ('related amounts') in accordance with other Australian Accounting Standards.

2. How we earned our funds (continued)

2.1 Government grants (continued)

Related amounts may take the form of:

- > contributions by owners, in accordance with AASB 1004 *Contributions*;
- > a lease liability, in accordance with AASB 16 *Leases*;
- > a financial instrument, in accordance with AASB 9 *Financial Instruments*;
- > a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Specific criteria in relation to determining whether government grants are accounted for as revenue per AASB 15 or income per AASB 1058 are set out in the following table.

| Revenue Type | Nature | Performance obligation | Timing of satisfaction |
|--|---|---|---|
| State government – contestable | Refers to Victorian State Government funding for which Chisholm Group must compete with other registered training providers. Funding is allocated primarily through a competitive tendering process and a 'User Choice' system. | The funding agreement for these grants outlines the performance obligations to provide education services to eligible students and relevant terms and conditions. These grants are recognised as revenue from contracts with customers in line with the requirements of AASB 15. | Revenue is recognised over time, on the basis of the number of units of training delivered to eligible students over the life of the agreement. |
| State government – other grants | Refers to funding that is not recognised as contestable and includes specific-purpose grants. | In general, funding agreements for these grants do not contain sufficiently specific performance obligations and are therefore recognised as income under AASB 1058. Chisholm recognises income immediately in the comprehensive operating statement when control is achieved over the funds which occurs on execution of the relevant contract. Where performance obligations are sufficiently specific in accordance with AASB 15. | Revenue is recognised over time in the comprehensive operating statement as the performance obligations are delivered. |

Note: the above accounting policies shall be reassessed by Chisholm Group at the end of each reporting period to determine whether they remain appropriate and will be amended as needed.

Transaction price allocated to remaining performance obligations under AASB 15

Revenue is recognised upon completion of sufficiently specific performance obligations. The following table includes revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially satisfied) at the reporting date:

| | 2023 | 2024 | 2025 |
|--|------------|----------|----------|
| | \$'000 | \$'000 | \$'000 |
| Consolidated | | | |
| Revenue expected to be recognised | 149 | - | - |
| Chisholm | | | |
| Revenue expected to be recognised | 149 | - | - |

Note: These are estimates only, based on professional judgement and past experience.

2. How we earned our funds (continued)

2.1 Government grants (continued)

2.1.2 Capital grants income

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Government grants – capital | | | | |
| State government – capital | 12,353 | 10,556 | 12,353 | 10,556 |
| Total government grants – capital | 12,353 | 10,556 | 12,353 | 10,556 |

| Revenue Type | Nature | Performance obligation | Timing of satisfaction |
|-----------------------------------|---|---|---|
| State government – capital | Where Chisholm Group receives a financial asset to construct or acquire a non-financial asset which is to be retained and used by Chisholm Group. | Whilst Chisholm Group has an obligation to acquire or construct a non-financial asset, such transactions are accounted for following specific guidance under AASB 1058. | When the asset is acquired; OR Over time, as the building or facility is constructed. Income is recognised to the extent of costs incurred to date because the costs of construction are the best measure of the stage of completion of the building. Where government grants have been received for services to be delivered in the following year, these amounts are deferred as a liability (Note 5.4). |

2.2 Revenue from fees, charges and sales

| | Consolidated | | Chisholm | |
|---|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Student fees and charges | 11,752 | 12,398 | 11,539 | 11,399 |
| Fee for service – government | 26,989 | 24,250 | 26,989 | 24,250 |
| Fee for service – international operations – onshore | 1,839 | 2,766 | 1,839 | 2,766 |
| Fee for service – international operations – offshore | 3,299 | 3,368 | 3,299 | 3,368 |
| Fee for service – other | 7,309 | 6,569 | 7,038 | 6,234 |
| Other non-course fees and charges | | | | |
| Sale of goods | 235 | 184 | 235 | 184 |
| Student amenities and services | 1,833 | 1,663 | 1,630 | 1,663 |
| Total revenue from fees, charges and sales | 53,256 | 51,198 | 52,569 | 49,864 |

Note: In 2021, "Student amenities and services" was disclosed as part of "Student fees and charges".

2. How we earned our funds (continued)

2.2 Revenue from fees, charges and sales (continued)

The following table provides a breakdown of revenue from fees, charges and sales based on the location of course delivery:

| | Student fees and charges | Fee for service | Other non-course fees and charges | Total |
|---|-----------------------------|--------------------|--------------------------------------|---------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | |
| Bass Coast | 34 | 3 | - | 37 |
| Berwick | 2,328 | 3,567 | - | 5,895 |
| Cranbourne | 657 | 563 | 1 | 1,221 |
| Dandenong | 3,431 | 19,889 | 20 | 23,340 |
| Frankston | 4,147 | 6,736 | 14 | 10,897 |
| Mornington Peninsula | 265 | 227 | 16 | 508 |
| International Projects | - | 3,299 | - | 3,299 |
| Online Delivery | 213 | 270 | - | 483 |
| Off-site Delivery | 629 | 3,755 | - | 4,384 |
| Other | 48 | 1,127 | 2,017 | 3,192 |
| Total revenue from fees, charges and sales | 11,752 | 39,436 | 2,068 | 53,256 |
| Consolidated 2021 | | | | |
| Bass Coast | 33 | 11 | - | 44 |
| Berwick | 2,140 | 4,516 | - | 6,656 |
| Cranbourne | 829 | 1,495 | - | 2,324 |
| Dandenong | 3,166 | 15,613 | 8 | 18,787 |
| Frankston | 4,057 | 4,524 | - | 8,581 |
| Mornington Peninsula | 304 | 177 | 2 | 483 |
| International Projects | - | 3,368 | - | 3,368 |
| Online Delivery | 999 | 336 | - | 1,335 |
| Off-site Delivery | 813 | 3,573 | - | 4,386 |
| Other | 57 | 3,340 | 1,837 | 5,234 |
| Total revenue from fees, charges and sales | 12,398 | 36,953 | 1,847 | 51,198 |

2. How we earned our funds (continued)

2.2 Revenue from fees, charges and sales (continued)

| | Student fees and charges | Fee for service | Other non-course fees and charges | Total |
|---|-----------------------------|--------------------|--------------------------------------|---------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | | |
| Bass Coast | 34 | 3 | - | 37 |
| Berwick | 2,328 | 3,567 | - | 5,895 |
| Cranbourne | 657 | 563 | 1 | 1,221 |
| Dandenong | 3,431 | 19,889 | 20 | 23,340 |
| Frankston | 4,147 | 6,736 | 14 | 10,897 |
| Mornington Peninsula | 265 | 227 | 16 | 508 |
| International Projects | - | 3,299 | - | 3,299 |
| Off-site Delivery | 629 | 3,755 | - | 4,384 |
| Other | 48 | 1,126 | 1,814 | 2,988 |
| Total revenue from fees, charges and sales | 11,539 | 39,165 | 1,865 | 52,569 |

| | | | | |
|---|---------------|---------------|--------------|---------------|
| Chisholm 2021 | | | | |
| Bass Coast | 33 | 11 | - | 44 |
| Berwick | 2,140 | 4,516 | - | 6,656 |
| Cranbourne | 829 | 1,495 | - | 2,324 |
| Dandenong | 3,166 | 15,613 | 8 | 18,787 |
| Frankston | 4,057 | 4,524 | - | 8,581 |
| Mornington Peninsula | 304 | 177 | 2 | 483 |
| International Projects | - | 3,368 | - | 3,368 |
| Off-site Delivery | 813 | 3,573 | - | 4,386 |
| Other | 57 | 3,341 | 1,837 | 5,235 |
| Total revenue from fees, charges and sales | 11,399 | 36,618 | 1,847 | 49,864 |

The timing of satisfaction of a sufficiently specific performance obligation and the amount of revenue to be allocated to each performance obligation involves significant judgement. The accounting policy below outlines the material performance obligations, and how and when these are satisfied.

Revenue for student fees and charges is recognised as the course is delivered to the student and is measured as the amount Chisholm Group expects to be entitled to. Any fee waivers are recognised as a reduction in the amount of revenue recognised. Where revenue has been received for programs or services to be delivered in the following year, these amounts are deferred as a contract liability.

Other non-course fees and charges are recognised as the service is delivered to the student. For example, student amenities and services revenue is recognised as Chisholm Group provides the service to the student.

Chisholm Group uses actual student contact hours and performance obligations as set out in project plans to recognise revenue over time in line with AASB 15.

2. How we earned our funds (continued)

2.2 Revenue from fees, charges and sales (continued)

| Revenue Type | Nature | Performance obligation | Timing of satisfaction |
|---|---|---------------------------------|---|
| Student fees and charges | Chisholm Group provides educational services to eligible domestic students. Student fees and charges revenue includes student tuition fees and course materials received or to be received from eligible students for the provision of these services. | Provision of education services | Student fees and charges are recognised in accordance with the relevant enrolment terms and conditions and over the period that the education and training services are provided. Any fee waivers are recognised as a reduction in the amount of revenue recognised. Where revenue has been received for programs or services to be delivered in the following year, these amounts are deferred as a contract liability. |
| Fee for service – government | Relates to course fees funded by state government departments (excluding revenue / income recognised in Note 2.1.1). | Provision of services | Revenue is recognised over time by reference to the percentage completion of each contract, i.e. in the reporting period in which the services are rendered. Where fee for service revenue of a reciprocal nature has been clearly received in respect of programs or services to be delivered in the following year, such amounts are disclosed as a contract liability. |
| Fee for service – international onshore / offshore | Relates to international student course fees and other revenue for onshore and offshore training operations. | | |
| Fee for service – other | Relates to revenue from training programs to domestic students (who are not eligible for a government-funded subsidy) and private organisations (industry). | | |
| Revenue from sale of goods | | Delivery of goods | Revenue is recognised at a point in time when the goods are delivered and have been accepted by customers. Sales are recognised based on the contractual price, net of any discounts (if applicable). Payment of transaction price is due immediately. |

Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior year:

| | Consolidated | | Chisholm | |
|--|---------------|--------------|---------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Revenue recognised that was included in the contract liability balance at the beginning of the period | | | | |
| Student fees and charges | 3,844 | 4,493 | 3,628 | 3,923 |
| Fee for service | 1,222 | 911 | 1,210 | 889 |
| Government contributions – other contributions | 8,794 | 1,484 | 8,756 | 1,482 |
| Other | 1,249 | 1,105 | 1,249 | 1,105 |
| Total | 15,109 | 7,993 | 14,843 | 7,399 |

2. How we earned our funds (continued)

2.2 Revenue from fees, charges and sales (continued)

Transaction price allocated to remaining performance obligations

Revenue is recognised on a quantitative basis using the time bands that are most appropriate for the duration of the remaining performance obligations.

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

| | 2023 | 2024 | 2025 |
|--|---------------|--------|--------|
| | \$'000 | \$'000 | \$'000 |
| Consolidated | | | |
| Revenue expected to be recognised | 56,150 | - | - |
| Chisholm | | | |
| Revenue expected to be recognised | 56,120 | - | - |

Note: These are estimates only, based on professional judgement and past experience.

Payment terms

The payment terms for student fees are as follows:

- > up-front payment via cash, EFTPOS or credit card prior to course commencement;
- > payment plan via a third party (Debitsuccess);
- > federal government assistance (MET Student Loan); and/or
- > invoice to a third party (e.g. a student's employer or workers' compensation provider), where a credit check has been performed on the party being invoiced (payment terms are 21 days).

Students are generally entitled to a refund (less administration fee) if they withdraw from a course within 28 days of enrolment. Students who withdraw after this time are generally not entitled to a refund.

2.3 Other revenue and income

| | Consolidated | | Chisholm | |
|---------------------------------------|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Revenue recovery | - | - | - | 268 |
| Total other revenue | - | - | - | 268 |
| Interest income | 1,640 | 184 | 1,547 | 179 |
| Scholarships | 189 | 139 | 15 | 8 |
| Rental income | 462 | 208 | 462 | 208 |
| Donations and bequests | 20 | 23 | - | - |
| Overhead recovery | - | - | 3,195 | 2,955 |
| Other | 880 | 704 | 1,138 | 684 |
| Total other income | 3,191 | 1,258 | 6,357 | 4,034 |
| Total other revenue and income | 3,191 | 1,258 | 6,357 | 4,302 |

2. How we earned our funds (continued)

2.3 Other revenue and income (continued)

| Revenue Type | Nature | Timing of satisfaction |
|---|---|---|
| Revenue recovery | Expenses are sometimes incurred by Chisholm Institute on behalf of the subsidiary entity TAFE Online Pty Ltd, the value of which must be recovered. | Recognised at the point the associated expense is incurred. |
| Income Type | Nature | Timing of satisfaction |
| Interest income | Interest income includes interest received on bank term deposits and other investments and the unwinding over time of the discount on financial assets. | Recognised taking into account the effective interest rates applicable to the financial assets. |
| Rental income | Chisholm Group receives rental income for certain land and buildings leased out to the general public during the semester break period and when the buildings are excess to the current requirement. Chisholm Group also receives rental income from long term lease arrangements with third parties. Refer to Note 2.3.1 for Chisholm Group's lessor accounting policy. | Rental income is recognised on a time proportional basis and is brought to account when Chisholm Group's right to receive the rental is established. |
| Scholarships, donations and bequests | From time to time, generous benefactors may provide donations or gifts to further the objectives of Chisholm Group, or to cover the cost of tuition for disadvantaged students. Typically, donations and bequests do not contain performance obligations that are sufficiently specific. | Recognised on receipt when there are no sufficiently specific performance obligations, or it cannot be identified when the obligation is satisfied. Typically, the stated purpose of the gift is not specific enough for the requirements of the standard. In the rare circumstance where a gift has a sufficiently specific performance obligation revenue will be recognised when or as the obligation is satisfied. |
| Overhead recovery | Charged by Chisholm Institute to its subsidiary, TAFE Online Pty Ltd, to cover costs such as rent, utilities and corporate services (e.g. Finance, Human Resources). | Overhead is calculated as a percentage of Skills First revenue recognised by TAFE Online Pty Ltd, with revenue recognised by Chisholm Institute and the expense recognised by TAFE Online Pty Ltd at the time of Skills First revenue recognition. |
| Other | Income that does not fit into the above categories makes up a very small portion of Chisholm Group's overall revenue, and is grouped into "other income". | Other income is recognised when Chisholm Group's right to receive payment is established. |

2.3.1 Leases receivable

| | Consolidated | | Chisholm | |
|---|--------------|------------|------------|------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Receivable | | | | |
| Within one year | 149 | 121 | 149 | 121 |
| Later than one year but not later than five years | 267 | 184 | 267 | 184 |
| Total leases receivable | 416 | 305 | 416 | 305 |
| GST payable on the above | (38) | (28) | (38) | (28) |
| Net operating leases receivable | 378 | 277 | 378 | 277 |

When Chisholm Group is a lessor, a lease is classified as an operating lease when it does not transfer substantially all of the risks and rewards incidental to ownership of the underlying asset. Indicators such as whether the lease is for a major part of the economic life of the asset are considered as part of this assessment. Payments received under operating leases are recognised as income on a straight-line basis over the lease term.

3. How we expended our funds

3.1 Employee benefits

The present value of employee benefit obligations including annual leave, long service leave and on-costs are determined using various assumptions that may differ from actual developments in the future. These include future salary growth rate, future discount rates, tenure of existing staff, and patterns of leave claims.

All assumptions are reviewed at each reporting date.

3.1.1 Employee benefits in the comprehensive operating statement

| | Consolidated | | Chisholm | |
|--|----------------|----------------|----------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Salaries, wages, overtime and allowances | 93,448 | 96,029 | 88,678 | 89,514 |
| Superannuation | 9,347 | 8,994 | 8,872 | 8,378 |
| Payroll tax | 4,976 | 4,978 | 4,717 | 4,634 |
| Mental health and wellbeing surcharge | 506 | - | 448 | - |
| Annual leave | 1,817 | 2,831 | 1,590 | 2,744 |
| Long service leave | 980 | 2,054 | 1,006 | 2,046 |
| Workers compensation | 664 | 972 | 634 | 905 |
| Termination benefits | 334 | 154 | 334 | 154 |
| Other | 58 | (32) | 48 | (29) |
| Total employee benefits | 112,130 | 115,980 | 106,327 | 108,346 |

Note: "Other" includes Fringe Benefits Tax (FBT) expense. The negative figure in 2021 is due to a refund relating to the 2020-21 FBT year.

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

From 1 January 2022, a mental health and wellbeing surcharge was implemented by the Victorian Government as a mechanism to provide a stable and dedicated form of additional funding for the mental health system. This surcharge is applied at a rate of 0.5% of Victorian taxable wages over \$10 million, and an addition 0.5% of Victorian taxable wages over \$100 million.

Employee expenses were impacted by the COVID-19 pandemic. Refer to Note 1.3 for further information.

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

3. How we expended our funds (continued)

3.2 Superannuation

Chisholm Group employees are entitled to receive superannuation benefits and Chisholm Group contributes to both defined benefit and defined contribution plans. The defined benefit plan(s) provide benefits based on years of service and final average salary.

Chisholm Group does not recognise any defined benefit liability in respect of the plan(s) because the entity has no legal or constructive obligation to pay future benefits relating to its employees; its only obligation is to pay superannuation contributions as they fall due. The Department of Treasury and Finance recognises and discloses the State's defined benefit liabilities in its financial statements.

However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement.

The name and details of the major employee superannuation funds and contributions made by Chisholm Group are as follows:

| | Consolidated | | Chisholm | |
|---|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Paid contribution for the year | | | | |
| Defined benefit plans | | | | |
| State Superannuation Fund – revised and new | 187 | 216 | 187 | 216 |
| Total defined benefit plans | 187 | 216 | 187 | 216 |
| Accumulation contribution plans | | | | |
| VicSuper | 3,693 | 3,614 | 3,466 | 3,316 |
| Other | 4,804 | 4,127 | 4,558 | 3,863 |
| Total accumulation contribution plans | 8,497 | 7,741 | 8,024 | 7,179 |
| Total paid contribution for the year | 8,684 | 7,957 | 8,211 | 7,395 |
| Contribution outstanding at year end | | | | |
| Accumulation contribution plans | | | | |
| VicSuper | 418 | 619 | 404 | 616 |
| Other | 406 | 524 | 385 | 443 |
| Total accumulation contribution plans | 824 | 1,143 | 789 | 1,059 |
| Total contribution outstanding at year end | 824 | 1,143 | 789 | 1,059 |

Accumulation contribution plans

Contributions are expensed when they become payable.

The bases for contributions are determined by the various schemes.

The above amounts were measured as at 31 December of each year; or in the case of employer contributions, they relate to the years ended 31 December.

3. How we expended our funds (continued)

3.3 Supplies and services

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Building repairs and maintenance | 7,654 | 6,178 | 7,654 | 6,178 |
| Communication expenses | 1,369 | 1,523 | 1,366 | 1,522 |
| Contract and other services | 12,824 | 12,243 | 12,798 | 12,224 |
| Cost of goods sold / distributed (ancillary trading) | 21 | 36 | 21 | 36 |
| Fees and charges | 5,696 | 6,078 | 5,523 | 5,949 |
| Other borrowing costs (other than interest) | 62 | 88 | 59 | 86 |
| Purchase of supplies and consumables | 8,840 | 7,320 | 8,819 | 7,306 |
| Total supplies and services | 36,466 | 33,466 | 36,240 | 33,301 |

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

COVID-19 impacted expenditure relating to supplies and services during 2022. This is discussed further in Note 1.3.

3.3.1 Non-cancellable operating lease commitments – short-term and low value leases

Commitments for minimum lease payments for short-term and low value leases are payable as follows:

| | Consolidated | | Chisholm | |
|---|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Payable | | | | |
| Within one year | 1,454 | 1,475 | 1,454 | 1,475 |
| Later than one year but not later than five years | 2,192 | 1,838 | 2,192 | 1,838 |
| Total operating lease commitments | 3,646 | 3,313 | 3,646 | 3,313 |
| GST reclaimable on the above | (332) | (301) | (332) | (301) |
| Net operating lease commitments | 3,314 | 3,012 | 3,314 | 3,012 |

3.3.2 Other expenditure commitments

Commitments for future essential services in existence at reporting date but not recognised as liabilities are as follows:

| | Consolidated | | Chisholm | |
|---|---------------|--------------|---------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Payable | | | | |
| Within one year | 4,329 | 2,853 | 4,329 | 2,853 |
| Later than one year but not later than five years | 10,106 | 3,317 | 10,106 | 3,317 |
| Total other expenditure commitments | 14,435 | 6,170 | 14,435 | 6,170 |
| GST reclaimable on the above | (1,312) | (561) | (1,312) | (561) |
| Net other expenditure commitments | 13,123 | 5,609 | 13,123 | 5,609 |

A new contract for cleaning services was entered into during 2022, resulting in an increase to future expenditure commitments in 2022 compared to 2021.

3. How we expended our funds (continued)

3.4 Other operating expenses

| | Consolidated | | Chisholm | |
|--|---------------|--------------|---------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Audit fees and services | 705 | 340 | 384 | 326 |
| Bad debts from transactions | 21 | 117 | 21 | 117 |
| Doubtful debts | 287 | (24) | 287 | (24) |
| Equipment below capitalisation threshold | 1,689 | 974 | 1,687 | 973 |
| Impairment loss allowance | (29) | 16 | (29) | 16 |
| Impairment of intangibles | 913 | - | - | - |
| Marketing and promotional expenses | 3,304 | 2,969 | 3,268 | 2,853 |
| Operating lease rental expenses | 1,813 | 1,692 | 1,799 | 1,678 |
| Staff development | 577 | 868 | 567 | 866 |
| Travel and motor vehicle expenses | 506 | 200 | 505 | 200 |
| Utilities | 1,583 | 1,456 | 1,583 | 1,456 |
| Other | 1,184 | 983 | 1,719 | 901 |
| Total other operating expenses | 12,553 | 9,591 | 11,791 | 9,362 |

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

Audit fees and services relate to costs associated with internal audit services, as well as remuneration to the Victorian Auditor-General's Office for the audit of the financial statements.

Impairment of intangibles expense is due to the review and amendment in the useful life of intangibles for TAFE Online Pty Ltd which became impaired as at 31 December 2022.

COVID-19 impacted other operating expenditure during 2022. This is discussed further in Note 1.3.

3.5 Finance costs

| | Consolidated | | Chisholm | |
|-------------------------------|--------------|-----------|-----------|-----------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Interest on lease liabilities | 29 | 54 | 29 | 54 |
| Total finance costs | 29 | 54 | 29 | 54 |

3.6 Depreciation and amortisation expense

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Depreciation of property, plant and equipment | 9,639 | 9,566 | 9,639 | 9,566 |
| Depreciation of right of use assets | 840 | 816 | 840 | 816 |
| Amortisation of intangible assets | 2,152 | 1,984 | 1,819 | 1,676 |
| Total depreciation and amortisation expense | 12,631 | 12,366 | 12,298 | 12,058 |

4. The assets we invested in

4.1 Property, plant and equipment

Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

In accordance with government purpose classifications (used by the Australian Bureau of Statistics to classify expenses and acquisitions of non-financial assets of the public sector and general government sector), Chisholm's property, plant and equipment are assets used for the purpose of education. Property, plant and equipment includes all operational assets.

| | Gross carrying amount | | Accumulated depreciation | | Net carrying amount | |
|--------------------------|-----------------------|----------------|--------------------------|-----------------|---------------------|----------------|
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated | | | | | | |
| Land | 86,142 | 67,065 | - | - | 86,142 | 67,065 |
| Buildings | 291,981 | 308,638 | - | (23,271) | 291,981 | 285,367 |
| Construction in progress | 17,533 | 4,921 | - | - | 17,533 | 4,921 |
| Plant and equipment | 38,480 | 36,959 | (30,321) | (27,800) | 8,159 | 9,159 |
| Motor vehicles | 972 | 1,036 | (841) | (865) | 131 | 171 |
| Leasehold improvements | 3,062 | 3,062 | (3,058) | (3,052) | 4 | 10 |
| Land improvements | 4,422 | 2,888 | (1) | (683) | 4,421 | 2,205 |
| Total | 442,592 | 424,569 | (34,221) | (55,671) | 408,371 | 368,898 |
| Chisholm | | | | | | |
| Land | 86,142 | 67,065 | - | - | 86,142 | 67,065 |
| Buildings | 291,981 | 308,638 | - | (23,271) | 291,981 | 285,367 |
| Construction in progress | 17,533 | 4,921 | - | - | 17,533 | 4,921 |
| Plant and equipment | 38,480 | 36,959 | (30,321) | (27,800) | 8,159 | 9,159 |
| Motor vehicles | 972 | 1,036 | (841) | (865) | 131 | 171 |
| Leasehold improvements | 3,062 | 3,062 | (3,058) | (3,052) | 4 | 10 |
| Land improvements | 4,422 | 2,888 | (1) | (683) | 4,421 | 2,205 |
| Total | 442,592 | 424,569 | (34,221) | (55,671) | 408,371 | 368,898 |

Refer to Note 4.1.1 for a reconciliation of movements in carrying amounts of property, plant and equipment.

A formal valuation of land and buildings was completed for the 2022 year. This resulted in a material increase in the net carrying of land and buildings as at 31 December 2022.

Initial recognition

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

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

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

4. The assets we invested in (continued)

4.1 Property, plant and equipment (continued)

Subsequent measurement

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

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

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

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

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

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

A formal revaluation of land and building assets (including land improvements) was conducted for the year ended 31 December 2022. As a result of this revaluation, the value of property, plant and equipment was increased by \$35.7 million; refer to Note 7.3(b) and Note 9.2 for further information.

Revaluations of non-financial physical assets

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

Refer to Note 7.3 for additional information on fair value determination of property, plant and equipment.

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

| | Land | Buildings | Construction in progress | Plant and equipment | Motor vehicles | Leasehold improvements | Land improvements | Total |
|--------------------------|---------------|----------------|-----------------------------|------------------------|----------------|---------------------------|----------------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | | | | |
| Opening net book amount | 67,065 | 285,367 | 4,921 | 9,159 | 171 | 10 | 2,205 | 368,898 |
| Additions | - | - | 12,687 | 1,446 | 39 | - | 29 | 14,201 |
| Revaluations | 19,642 | 13,657 | - | - | - | - | 2,368 | 35,667 |
| Disposals | (565) | (191) | - | - | - | - | - | (756) |
| Transfers | - | - | (75) | 75 | - | - | - | - |
| Depreciation | - | (6,852) | - | (2,521) | (79) | (6) | (181) | (9,639) |
| Closing balance | 86,142 | 291,981 | 17,533 | 8,159 | 131 | 4 | 4,421 | 408,371 |
| Consolidated 2021 | | | | | | | | |
| Opening net book amount | 58,195 | 280,207 | 4,174 | 11,268 | 250 | 18 | 2,385 | 356,497 |
| Additions | - | 10,869 | 4,405 | 594 | - | - | - | 15,868 |
| Revaluations | 8,870 | - | - | - | - | - | - | 8,870 |
| Disposals | - | (2,758) | - | (13) | - | - | - | (2,771) |
| Transfers | - | 3,658 | (3,658) | - | - | - | - | - |
| Depreciation | - | (6,609) | - | (2,690) | (79) | (8) | (180) | (9,566) |
| Closing balance | 67,065 | 285,367 | 4,921 | 9,159 | 171 | 10 | 2,205 | 368,898 |

Note: minor adjustments have been made to prior year figures due to rounding.

4. The assets we invested in (continued)

4.1 Property, plant and equipment (continued)

| | Land | Buildings | Construction in progress | Plant and equipment | Motor vehicles | Leasehold improvements | Land improvements | Total |
|-------------------------|---------------|----------------|-----------------------------|------------------------|----------------|---------------------------|----------------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | | | | | | |
| Opening net book amount | 67,065 | 285,367 | 4,921 | 9,159 | 171 | 10 | 2,205 | 368,898 |
| Additions | - | - | 12,687 | 1,446 | 39 | - | 29 | 14,201 |
| Revaluations | 19,642 | 13,657 | - | - | - | - | 2,368 | 35,667 |
| Disposals | (565) | (191) | - | - | - | - | - | (756) |
| Transfers | - | - | (75) | 75 | - | - | - | - |
| Depreciation | - | (6,852) | - | (2,521) | (79) | (6) | (181) | (9,639) |
| Closing balance | 86,142 | 291,981 | 17,533 | 8,159 | 131 | 4 | 4,421 | 408,371 |
| Chisholm 2021 | | | | | | | | |
| Opening net book amount | 58,195 | 280,207 | 4,174 | 11,268 | 250 | 18 | 2,385 | 356,497 |
| Additions | - | 10,869 | 4,405 | 594 | - | - | - | 15,868 |
| Revaluations | 8,870 | - | - | - | - | - | - | 8,870 |
| Disposals | - | (2,758) | - | (13) | - | - | - | (2,771) |
| Transfers | - | 3,658 | (3,658) | - | - | - | - | - |
| Depreciation | - | (6,609) | - | (2,690) | (79) | (8) | (180) | (9,566) |
| Closing balance | 67,065 | 285,367 | 4,921 | 9,159 | 171 | 10 | 2,205 | 368,898 |

Note: minor adjustments have been made to prior year figures due to rounding.

4.1.2 Capital commitments

These capital commitments are recorded below at their nominal value and inclusive of GST.

| | Consolidated | | Chisholm | |
|---|---------------|--------------|---------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Payable | | | | |
| Within one year | 51,221 | 2,372 | 51,221 | 2,372 |
| Later than one year but not later than five years | 93 | 708 | 93 | 708 |
| Total capital expenditure commitments | 51,314 | 3,080 | 51,314 | 3,080 |
| GST reclaimable on the above | (4,665) | (280) | (4,665) | (280) |
| Net capital expenditure commitments | 46,649 | 2,800 | 46,649 | 2,800 |

The increase in capital commitments relates to major building and refurbishment works occurring as part of Stage 2 of the Frankston campus redevelopment.

4. The assets we invested in (continued)

4.1 Property, plant and equipment (continued)

4.1.3 Gain / loss on property, plant and equipment

| | Consolidated | | Chisholm | |
|--|--------------|----------------|------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Net gain / (loss) on disposal of property, plant and equipment | 231 | (2,720) | 231 | (2,720) |
| Total | 231 | (2,720) | 231 | (2,720) |

Net gain / (loss) on non-financial assets includes realised and unrealised gains and losses from impairments, and disposals of all physical and intangible assets.

Any gain or loss on disposal of non-financial assets is recognised at the date control of the asset is passed to the buyer and is determined after deducting from the proceeds the carrying value of the asset at the time.

4.2 Intangible assets

Chisholm Institute has capitalised software development expenditure for the upgrade of its student management system (Strata) software and online learning modules. The carrying amount of the capitalised software development expenditure is \$8.9 million (2021: \$9.3 million). Its useful life is 3-4 years.

TAFE Online Pty Ltd has capitalised software development expenditure in relation to its online enrolment system and online learning modules. The carrying amount of the capitalised software development expenditure is \$0.2 million (2021: \$1.0 million). Its useful life is 3 years.

| | Consolidated | | Chisholm | |
|--|-----------------|----------------|----------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Software | | | | |
| Gross carrying amount | | | | |
| Opening balance | 20,224 | 16,231 | 16,788 | 13,245 |
| Additions | 1,939 | 3,993 | 1,408 | 3,543 |
| Closing balance | 22,163 | 20,224 | 18,196 | 16,788 |
| Accumulated amortisation and impairment | | | | |
| Opening balance | (9,980) | (7,996) | (7,499) | (5,823) |
| Impairment charge | (913) | - | - | - |
| Amortisation charge | (2,152) | (1,984) | (1,819) | (1,676) |
| Closing balance | (13,045) | (9,980) | (9,318) | (7,499) |
| Net carrying amount at end of the year | 9,118 | 10,244 | 8,878 | 9,289 |

4. The assets we invested in (continued)

4.2 Intangible assets (continued)

Initial recognition

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

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

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

Configuration and customisation costs incurred related to a Software as a Service (SaaS) arrangement

SaaS arrangements are service contracts providing Chisholm Group with the right to access the software provider's application software over the contract period. Where costs incurred to configure or customise SaaS arrangements result in the creation of a resource which is identifiable, and where Chisholm has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits, such costs are recognised as a separate intangible software asset.

Where costs incurred to configure or customise do not result in the recognition of an intangible software asset, then those costs that provide Chisholm with a distinct service (in addition to the SaaS access) are recognised as expenses when the supplier provides the services. When such costs incurred do not provide a distinct service, prepayments for services are recognised as expenses over the duration of the SaaS contract.

Judgement is required in determining whether:

costs incurred result in the creation of an intangible asset that meets the recognition criteria of AASB 138 *Intangible Assets*; and

- > the configuration and customisation costs provide a distinct service where such costs do not give rise to the recognition of an intangible asset.

Subsequent measurement

Software assets are amortised as an 'expense from transactions' on a straight-line basis over their useful lives. Software assets have useful lives of between 3 and 4 years.

Impairment of intangible assets

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

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their possible recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge to the Comprehensive Operating Statement. Impairment of goodwill is not reversed.

4. The assets we invested in (continued)

4.3 Depreciation and amortisation

Depreciation and amortisation is provided on software, property, plant and equipment, and freehold buildings.

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

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

| Class of Assets | Useful Life | Method |
|------------------------|-------------------------------------|---------------|
| Buildings | 5 – 80 years (2021: 5 – 80 years) | Straight line |
| Plant and equipment | 3 – 13 years (2021: 3 – 13 years) | Straight line |
| Motor vehicles | 6 – 10 years (2021: 6 – 10 years) | Straight line |
| Leasehold improvements | 3 – 6 years (2021: 3 – 6 years) | Straight line |
| Land improvements | 10 – 40 years (2021: 10 – 40 years) | Straight line |
| Right of use assets | Lease term (2021: lease term) | Straight line |
| Software | 3 – 4 years (2021: 3 – 4 years) | Straight line |

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

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

4.4 Investments and other financial assets

| | Consolidated | | Chisholm | |
|---|--------------|------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current investments and other financial assets | | | | |
| Term deposits > three months | - | 526 | - | - |
| Non-current investments and other financial assets | | | | |
| Unlisted shares in subsidiary – TAFE Online Pty Ltd | - | - | 6,000 | 6,000 |
| Total investments and other financial assets | - | 526 | 6,000 | 6,000 |

4. The assets we invested in (continued)

4.4 Investments and other financial assets (continued)

Ageing analysis of investments and other financial assets

| | Carrying amount | Not past due and not impaired | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years |
|---------------------------|-----------------|-------------------------------|-------------------|---------------|--------------------|--------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | | |
| Term deposits | - | - | - | - | - | - |
| Total | - | - | - | - | - | - |
| Consolidated 2021 | | | | | | |
| Term deposits | 526 | 526 | - | - | - | - |
| Total | 526 | 526 | - | - | - | - |
| Chisholm 2022 | | | | | | |
| Investments in subsidiary | 6,000 | 6,000 | - | - | - | - |
| Total | 6,000 | 6,000 | - | - | - | - |
| Chisholm 2021 | | | | | | |
| Investments in subsidiary | 6,000 | 6,000 | - | - | - | - |
| Total | 6,000 | 6,000 | - | - | - | - |

A term deposit held on behalf of the Caroline Chisholm Education Foundation (CCEF) was redeemed in 2022. In line with the *Banking and Financial Services State Purchasing Contract*, the funds are now held in a transaction account with an approved banking services provider.

5. Balances from operations

5.1 Receivables

| | Consolidated | | Chisholm | |
|--|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Contractual | | | | |
| Trade receivables | 2,772 | 1,953 | 2,772 | 1,925 |
| Loss allowance on trade receivables | (35) | (64) | (35) | (64) |
| Other receivables | 2,308 | 1,800 | 2,362 | 2,522 |
| Total receivables from contracts with customers | 5,045 | 3,689 | 5,099 | 4,383 |
| Statutory | | | | |
| GST input tax credit recoverable | 562 | 3 | 616 | 90 |
| FBT recoverable | 57 | 24 | 57 | 24 |
| Total current receivables | 5,664 | 3,716 | 5,772 | 4,497 |

Receivables consist of:

- > statutory receivables, which relates predominantly to GST input tax credits recoverable; and
- > contractual receivables, which include mainly debtors in relation to goods and services, loans to third parties, accrued investment income, and finance lease receivables.

Receivables other than sale of goods and services are stated exclusive of the amount of GST receivable. Receivables that are contractual are classified as financial instruments. Statutory receivables are recognised and measured similarly to contractual receivables, but are not classified as financial instruments, and are not included in the category of financial assets at amortised cost because they do not arise from a contract.

Receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest method, less an allowance for any required impairments.

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

Due to the short-term nature of current receivables, their carrying amount approximates their fair value.

Impairment

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

The movement in the allowance for impairment in respect of trade receivables during the year is shown in the following table.

| | Consolidated | | Chisholm | |
|---|--------------|--------------|-------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Balance at the beginning of the year | (64) | (242) | (64) | (242) |
| Net remeasurement of loss allowance | 29 | (16) | 29 | (16) |
| Increase in loss allowance recognised in net result | - | 194 | - | 194 |
| Balance at the end of the year | (35) | (64) | (35) | (64) |

5. Balances from operations (continued)

5.1 Receivables (continued)

In respect of trade and other receivables, Chisholm Group is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Trade receivables consist of a large number of customers in various industries and geographical areas. Based on historical information about customer default rates, management considers the credit quality of trade receivables that are not past due or impaired to be good.

Ageing analysis of contractual receivables

| | Carrying amount | Not past due and not impaired | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years |
|--------------------------|-----------------|-------------------------------|-------------------|---------------|--------------------|--------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | | |
| Trade receivables | 2,737 | 1,413 | 1,161 | 107 | 56 | - |
| Other receivables | 2,308 | 2,308 | - | - | - | - |
| Total | 5,045 | 3,721 | 1,161 | 107 | 56 | - |
| Consolidated 2021 | | | | | | |
| Trade receivables | 1,889 | 542 | 1,076 | 153 | 118 | - |
| Other receivables | 1,800 | 1,800 | - | - | - | - |
| Total | 3,689 | 2,342 | 1,076 | 153 | 118 | - |
| Chisholm 2022 | | | | | | |
| Trade receivables | 2,737 | 1,413 | 1,161 | 107 | 56 | - |
| Other receivables | 2,362 | 2,362 | - | - | - | - |
| Total | 5,099 | 3,775 | 1,161 | 107 | 56 | - |
| Chisholm 2021 | | | | | | |
| Trade receivables | 1,861 | 514 | 1,076 | 153 | 118 | - |
| Other receivables | 2,522 | 2,522 | - | - | - | - |
| Total | 4,383 | 3,036 | 1,076 | 153 | 118 | - |

Note: The disclosures above exclude statutory receivables (e.g. amounts arising from Victorian Government and GST input credits).

The average credit period on sales of goods and services is 18.55 days.

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

5. Balances from operations (continued)

5.2 Contract assets

| | Consolidated | | Chisholm | |
|------------------------------|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Contract assets | 7,189 | 9,361 | 7,397 | 8,408 |
| Total contract assets | 7,189 | 9,361 | 7,397 | 8,408 |

Contract assets are recognised when Chisholm Group has transferred goods or services to the customer, or achieved performance obligations, but where Chisholm Group is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

5.3 Other non-financial assets

| | Consolidated | | Chisholm | |
|---|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Prepayments | 3,205 | 2,759 | 3,165 | 2,724 |
| Inventories | 377 | 214 | 377 | 214 |
| Total other non-financial assets – current | 3,582 | 2,973 | 3,542 | 2,938 |
| Non-current | | | | |
| Prepayments | 24 | - | 24 | - |
| Total other non-financial assets – non-current | 24 | - | 24 | - |
| Total other non-financial assets | 3,606 | 2,973 | 3,566 | 2,938 |

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

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

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

Cost includes an appropriate portion of fixed and variable overhead expenses. Cost is assigned to other high value, low volume inventory items on a specific identification of cost basis. Cost for all other inventory is measured on the basis of weighted average cost.

5. Balances from operations (continued)

5.4 Payables

| | Consolidated | | Chisholm | |
|-----------------------------------|--------------|---------------|--------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Contractual | | | | |
| Supplies and services | 6,152 | 8,953 | 6,117 | 8,809 |
| Total contractual payables | 6,152 | 8,953 | 6,117 | 8,809 |
| Statutory | | | | |
| Other taxes payable | 1,407 | 1,542 | 1,337 | 1,446 |
| Total statutory payables | 1,407 | 1,542 | 1,337 | 1,446 |
| Total current payables | 7,559 | 10,495 | 7,454 | 10,255 |

Payables consist of:

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

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

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

Ageing analysis of contractual payables

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

| | Carrying amount | Nominal amount | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years |
|--------------------------|-----------------|----------------|-------------------|---------------|--------------------|--------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | | |
| Supplies and services | 6,152 | 6,152 | 5,634 | 496 | 22 | - |
| Total | 6,152 | 6,152 | 5,634 | 496 | 22 | - |
| Consolidated 2021 | | | | | | |
| Supplies and services | 8,953 | 8,953 | 8,896 | 14 | 43 | - |
| Total | 8,953 | 8,953 | 8,896 | 14 | 43 | - |

5. Balances from operations (continued)

5.4 Payables (continued)

| | Carrying amount | Nominal amount | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years |
|-----------------------|-----------------|----------------|-------------------|---------------|--------------------|--------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | | | | |
| Supplies and services | 6,117 | 6,117 | 5,599 | 496 | 22 | - |
| Total | 6,117 | 6,117 | 5,599 | 496 | 22 | - |

| | | | | | | |
|-----------------------|--------------|--------------|--------------|-----------|-----------|----------|
| Chisholm 2021 | | | | | | |
| Supplies and services | 8,809 | 8,809 | 8,752 | 14 | 43 | - |
| Total | 8,809 | 8,809 | 8,752 | 14 | 43 | - |

Note: The disclosures above exclude statutory payables (e.g. GST payable).

The average credit period is 23.3 days. No interest is charged on other payables.

Terms and conditions of amounts payable to other government agencies vary according to a particular agreement with that agency.

Due to their short-term nature, the carrying amounts of trade and other payables are not considered to be materially different to their fair values.

5.5 Contract and other liabilities

Refer to Note 2.2 for further information around revenue recognised in relation to contract liabilities.

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Contract liabilities | | | | |
| Student fees | 3,416 | 3,844 | 3,401 | 3,628 |
| Fee for service | 1,138 | 1,222 | 1,126 | 1,210 |
| Government contributions – other contributions | 450 | 10,778 | 448 | 10,740 |
| Other | 2,420 | 1,249 | 2,419 | 1,248 |
| Total contract liabilities | 7,424 | 17,093 | 7,394 | 16,826 |
| Other liabilities | | | | |
| Deferred capital grants | 48,875 | 31,274 | 48,875 | 31,274 |
| Total other liabilities | 48,875 | 31,274 | 48,875 | 31,274 |
| Total contract and other liabilities | 56,299 | 48,367 | 56,269 | 48,100 |

Any fees received by Chisholm during the current financial year in respect of performance obligations that have not been satisfied are classified as a liability and recognised as a contract liability.

Grant consideration was received from DET to support the construction of new buildings under Stage 2 of the Frankston campus redevelopment. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred to date because the costs of construction most closely reflect the stage of completion of the asset. As such, Chisholm Group has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

5. Balances from operations (continued)

5.5 Contract and other liabilities (continued)

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Deferred capital grants at beginning of the year | 31,274 | 1,862 | 31,274 | 1,862 |
| Grant consideration for capital works received during the year | 29,954 | 39,968 | 29,954 | 39,968 |
| Grant consideration recognised as income under AASB 1058 | (12,353) | (10,556) | (12,353) | (10,556) |
| Closing balance – deferred capital grants | 48,875 | 31,274 | 48,875 | 31,274 |

5.6 Employee benefits in the balance sheet

| | Consolidated | | Chisholm | |
|----------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Short-term benefits | | | | |
| Annual leave | 5,292 | 4,960 | 5,185 | 4,888 |
| Long service leave | 6,519 | 7,656 | 6,508 | 7,656 |
| Time off in lieu | 76 | 682 | 66 | 662 |
| On-costs | 2,065 | 2,074 | 2,044 | 2,062 |
| Total short-term benefits | 13,952 | 15,372 | 13,803 | 15,268 |
| Long-term benefits | | | | |
| Long service leave | 2,140 | 1,858 | 2,122 | 1,768 |
| On-costs | 375 | 304 | 371 | 291 |
| Total long-term benefits | 2,515 | 2,162 | 2,493 | 2,059 |
| Total employee provisions | 16,467 | 17,534 | 16,296 | 17,327 |

The leave obligations cover Chisholm Group's liabilities for long service leave and annual leave, which are classified as either other long-term benefits or short-term benefits.

The current portion of this liability includes all of the accrued annual leave, the unconditional entitlements to long service leave where employees have completed the required period of service, and also for those employees that are entitled to pro rata payments in certain circumstances. The entire amount of the provision of \$14.0 million (2021: \$15.4 million) is presented as current, since Chisholm Group does not have an unconditional right to defer settlement for any of these obligations. However, based on past experience, Chisholm Group does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months.

With domestic and international borders opening in 2022, staff began to use their leave provisions in a manner that was more consistent with pre-COVID-19 behaviour. As such, current leave provisions dropped by \$1.1 million on the prior year balance (2021: increased by \$2.3 million).

The following amounts reflect current leave entitlements in the balance sheet:

| | Consolidated | | Chisholm | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Unconditional and expected to wholly settle within 12 months | 6,933 | 6,593 | 6,812 | 6,498 |
| Unconditional and expected to wholly settle after 12 months | 7,019 | 8,779 | 6,991 | 8,770 |
| Total current employee provisions | 13,952 | 15,372 | 13,803 | 15,268 |

6. How we financed our operations

6.1 Cash and cash equivalents

| | Consolidated | | Chisholm | |
|--|----------------|---------------|----------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash at bank and on hand | 109,719 | 10,843 | 102,670 | 5,715 |
| Deposits at call | - | 87,254 | - | 87,254 |
| Total cash and cash equivalents | 109,719 | 98,097 | 102,670 | 92,969 |

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

In 2022, a change to the State Purchase Contract for banking services allowed Chisholm Group to consolidate its operating account and deposits at call. As a result, all funds previously held "at call" are now deemed to be "cash at bank".

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

| | Consolidated | | Chisholm | |
|---|---------------|----------------|---------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Net result for the year | 10,483 | (2,849) | 9,878 | (5,601) |
| Non-cash movements | | | | |
| Depreciation and amortisation of non-financial assets | 12,631 | 12,366 | 12,298 | 12,058 |
| Impairment of non-financial assets | 913 | - | - | - |
| (Gain) / loss on disposal of property, plant and equipment | (231) | 2,720 | (231) | 2,720 |
| Greener Government loan discount | 26 | - | 26 | - |
| Movements in assets and liabilities | | | | |
| Decrease / (increase) in receivables | (1,948) | 736 | (1,275) | 2,023 |
| Decrease / (increase) in contract assets | 2,172 | 2,606 | 1,011 | 3,329 |
| Decrease / (increase) in prepayments | (470) | 685 | (465) | 698 |
| Decrease / (increase) in inventories | (162) | (75) | (163) | (75) |
| (Decrease) / increase in payables | (2,937) | 744 | (2,801) | (436) |
| (Decrease) / increase in provisions | (1,067) | 2,295 | (1,031) | 2,277 |
| (Decrease) / increase in contract liabilities | 7,932 | 31,328 | 8,168 | 31,659 |
| Net cash flows from / (used in) operating activities | 27,342 | 50,556 | 25,415 | 48,652 |
| Per cash flow statement | 27,342 | 50,556 | 25,415 | 48,652 |

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

6. How we financed our operations (continued)

6.2 Borrowings

| | Consolidated | | Chisholm | |
|--------------------------|--------------|--------------|------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Advances from Government | 351 | 351 | 351 | 351 |
| Non-current | | | | |
| Advances from Government | 332 | 657 | 332 | 657 |
| Total borrowings | 683 | 1,008 | 683 | 1,008 |

Advances from Government

Advances from Government relate to the State Government Greener Government Buildings loan program.

Advances from Government are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs.

The measurement basis subsequent to initial recognition depends on whether the Institute has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost.

Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest-bearing liabilities. The Institute determines the classification of its interest-bearing liabilities at initial recognition.

Changes in liabilities arising from financing activities

| | Advances from Government | Lease Liabilities | Total |
|--|--------------------------|-------------------|----------------|
| | \$'000 | \$'000 | \$'000 |
| Consolidated | | | |
| Balance at 1 January 2021 | 1,008 | 2,493 | 3,501 |
| Net cash used in financing activities | - | (851) | (851) |
| Lease additions / remeasurements / modifications | - | (564) | (564) |
| Balance at 31 December 2021 | 1,008 | 1,078 | 2,086 |
| Advances from Government – unwinding of interest | 26 | - | 26 |
| Net cash used in financing activities | (351) | (741) | (1,092) |
| Lease additions / remeasurements / modifications | - | (96) | (96) |
| Balance at 31 December 2022 | 683 | 241 | 924 |

6. How we financed our operations (continued)

6.2 Borrowings (continued)

Changes in liabilities arising from financing activities (continued)

| | Advances from Government | Lease Liabilities | Total |
|--|--------------------------|-------------------|----------------|
| | \$'000 | \$'000 | \$'000 |
| Chisholm | | | |
| Balance at 1 January 2021 | 1,008 | 2,493 | 3,501 |
| Net cash used in financing activities | - | (851) | (851) |
| Lease additions / remeasurements / modifications | - | (564) | (564) |
| Balance at 31 December 2021 | 1,008 | 1,078 | 2,086 |
| Advances from Government - unwinding of interest | 26 | - | 26 |
| Net cash used in financing activities | (351) | (741) | (1,092) |
| Lease additions / remeasurements / modifications | - | (96) | (96) |
| Balance at 31 December 2022 | 683 | 241 | 924 |

Maturity analysis of borrowings

| | Carrying amount | Nominal amount | Less than 1 month | 1 to 3 months | 3 months to 1 year | 1 to 5 years |
|--------------------------|-----------------|----------------|-------------------|---------------|--------------------|--------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | | |
| Advances from Government | 683 | 683 | - | - | 351 | 332 |
| Total | 683 | 683 | - | - | 351 | 332 |
| Consolidated 2021 | | | | | | |
| Advances from Government | 1,008 | 1,008 | - | - | 351 | 657 |
| Total | 1,008 | 1,008 | - | - | 351 | 657 |
| Chisholm 2022 | | | | | | |
| Advances from Government | 683 | 683 | - | - | 351 | 332 |
| Total | 683 | 683 | - | - | 351 | 332 |
| Chisholm 2021 | | | | | | |
| Advances from Government | 1,008 | 1,008 | - | - | 351 | 657 |
| Total | 1,008 | 1,008 | - | - | 351 | 657 |

The fair values are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature.

The fair values of non-current borrowings are based on discounted cash flows using a current borrowing rate. They are classified as Level 3 fair values in the fair value hierarchy (see Note 7.3) due to the use of unobservable inputs, including own credit risk.

6. How we financed our operations (continued)

6.3 Contributed capital

| | Consolidated | | Chisholm | |
|-------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Balance at 1 January | 85,387 | 85,387 | 85,387 | 85,387 |
| Balance at 31 December | 85,387 | 85,387 | 85,387 | 85,387 |

Funding that is in the nature of contributions by the Victorian State Government are treated as contributed capital when designated in accordance with UIG Interpretation 1038 *Contribution by Owners Made to Wholly-Owned Public Sector Entities*. Capital funds provided by the Commonwealth Government are treated as income.

6.4 Leases

Policy

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

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

This policy is applied to contracts entered into, or changed, on or after 1 January 2019.

As a lessee

Chisholm Group recognises a right of use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- > any lease payments made at or before the commencement date; plus
- > any initial direct costs incurred; and
- > an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The estimated useful lives of right of use assets are determined on the same basis as those of property, plant and equipment. In addition, the right of use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate as provided by Treasury Corporation of Victoria (TCV). Generally, Chisholm Group uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- > fixed payments;
- > variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- > amounts expected to be payable under a residual value guarantee; and
- > the exercise price under a purchase option that Chisholm Group is reasonably certain to exercise, lease payments in an optional renewal period if Chisholm Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Chisholm Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured:

- > when there is a change in future lease payments arising from a change in an index or rate;
- > if there is a change in Chisholm Group's estimate of the amount expected to be payable under a residual value guarantee; or
- > if Chisholm Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right of use asset, or is recorded in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

6. How we financed our operations (continued)

6.4 Leases (continued)

Right of use assets

| | Property | Vehicles | Total |
|---|----------|------------|--------------|
| | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | |
| Balance at 1 January | 670 | 488 | 1,158 |
| Additions | - | 103 | 103 |
| Remeasurements arising from reassessments | (198) | - | (198) |
| Amortisation | (472) | (368) | (840) |
| Balance at 31 December | - | 223 | 223 |

Consolidated 2021

| | | | |
|-------------------------------|------------|------------|--------------|
| Balance at 1 January | 1,131 | 591 | 1,722 |
| Additions | 31 | 227 | 258 |
| Amortisation | (492) | (324) | (816) |
| Disposals | - | (6) | (6) |
| Balance at 31 December | 670 | 488 | 1,158 |

Chisholm 2022

| | | | |
|---|----------|------------|--------------|
| Balance at 1 January | 670 | 488 | 1,158 |
| Additions | - | 103 | 103 |
| Remeasurements arising from reassessments | (198) | - | (198) |
| Amortisation | (472) | (368) | (840) |
| Balance at 31 December | - | 223 | 223 |

Chisholm 2021

| | | | |
|-------------------------------|------------|------------|--------------|
| Balance at 1 January | 1,131 | 591 | 1,722 |
| Additions | 31 | 227 | 258 |
| Amortisation | (492) | (324) | (816) |
| Disposals | - | (6) | (6) |
| Balance at 31 December | 670 | 488 | 1,158 |

Note: the 2021 figures for Chisholm Institute have been restated due to a misstatement in the 2021 financial statements.

6. How we financed our operations (continued)

6.4 Leases (continued)

Lease liabilities

| | Consolidated | | Chisholm | |
|--|--------------|--------------|------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Maturity analysis – contractual undiscounted cash flows | | | | |
| Less than one year | 169 | 762 | 169 | 762 |
| One to five years | 72 | 316 | 72 | 316 |
| Total undiscounted lease liabilities as at 31 December | 241 | 1,078 | 241 | 1,078 |
| Future finance charges | - | - | - | - |
| Total discounted lease liabilities as at 31 December | 241 | 1,078 | 241 | 1,078 |

Lease liabilities included in the Balance Sheet at 31 December

| | | | | |
|--------------------------------|------------|--------------|------------|--------------|
| Current | 169 | 762 | 169 | 762 |
| Non-current | 72 | 316 | 72 | 316 |
| Total lease liabilities | 241 | 1,078 | 241 | 1,078 |

Short-term and low value leases

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

7. Managing risks and uncertainties

7.1 Financial instruments

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

| | Consolidated | | Chisholm | |
|--|----------------|----------------|----------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Contractual financial assets | | | | |
| Financial assets measured at amortised cost | | | | |
| Cash and cash equivalents | 109,719 | 98,097 | 102,670 | 92,969 |
| Trade receivables | 2,737 | 1,889 | 2,737 | 1,861 |
| Other receivables | 2,308 | 1,800 | 2,362 | 2,522 |
| Term deposits | - | 526 | - | - |
| Total contractual financial assets | 114,764 | 102,312 | 107,769 | 97,352 |
| Contractual financial liabilities | | | | |
| At amortised cost | | | | |
| Supplies and services | 6,152 | 8,953 | 6,117 | 8,809 |
| Borrowings (Advances from Government) | 683 | 1,008 | 683 | 1,008 |
| Lease liabilities | 241 | 1,078 | 241 | 1,078 |
| Other liabilities | 48,875 | 31,274 | 48,875 | 31,274 |
| Total contractual financial liabilities | 55,951 | 42,313 | 55,916 | 42,169 |

Note: The total amounts disclosed exclude statutory amounts (e.g. GST input tax credit recoverable and taxes payable).

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

Categories of financial instruments

Chisholm Group classifies its financial assets at amortised cost only if both of the following criteria met:

- > the asset is held within a business model whose objective is to collect the contractual cash flows; and
- > the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets measured at amortised cost are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, receivables are measured at amortised cost using the effective interest method (and for assets, less any necessary impairment).

Chisholm Group recognises the following assets in this category:

- > cash and cash equivalents; and
- > receivables (excluding statutory receivables).

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

- > payables (excluding statutory payables);
- > borrowings (including finance lease liabilities);
- > deferred government grants; and
- > advances from government.

7.1.1 Financial risk management objectives and policies

Chisholm Group is exposed to a variety of financial risks, market risk, credit risk and liquidity risk.

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

Primary responsibility for the identification and management of financial risks rests with Chisholm Group's finance function, overseen by the Audit and Risk Management Committee of Chisholm Institute on behalf of the Board.

7.1.2 Credit risk

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

Credit risk is monitored on a regular basis. Chisholm Group monitors credit risk by actively assessing the rating quality and liquidity of counterparties:

- > all potential customers are rated for credit worthiness taking into account their size, market position and financial standing; and
- > customers that do not meet Chisholm Group's strict credit policies may only purchase in cash or using recognised credit cards.

The trade receivables balances at 31 December 2022 and 31 December 2021 are largely related to government agencies, secondary schools and student education sponsors (generally employers). These balances do not include any counterparties with external credit ratings. Customers are assessed for credit worthiness using the criteria detailed above.

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

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

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

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

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

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

| | Financial institutions (AA-rating) | Government agencies (AAA rating) | Other counterparty | Total |
|---|---------------------------------------|-------------------------------------|--------------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | |
| Cash and cash equivalents | 109,719 | - | - | 109,719 |
| Receivables | 301 | 1,039 | 3,705 | 5,045 |
| Total contractual financial assets | 110,020 | 1,039 | 3,705 | 114,764 |

| | | | | |
|---|---------------|--------------|--------------|----------------|
| Consolidated 2021 | | | | |
| Cash and deposits | 98,097 | - | - | 98,097 |
| Receivables | - | 1,007 | 2,682 | 3,689 |
| Investments and other financial assets | 526 | - | - | 526 |
| Total contractual financial assets | 98,623 | 1,007 | 2,682 | 102,312 |

Investments and other financial assets at 31 December 2021 included a term deposit held on behalf of the Caroline Chisholm Education Foundation (CCEF). This term deposit was redeemed in 2022, with the funds now held in the CCEF operating account as part of cash and cash equivalents.

| | | | | |
|---|----------------|------------|--------------|----------------|
| Chisholm 2022 | | | | |
| Cash and cash equivalents | 102,670 | - | - | 102,670 |
| Receivables | 281 | 914 | 3,904 | 5,099 |
| Total contractual financial assets | 102,951 | 914 | 3,904 | 107,769 |

| | | | | |
|---|---------------|------------|--------------|---------------|
| Chisholm 2021 | | | | |
| Cash and cash equivalents | 92,969 | - | - | 92,969 |
| Receivables | - | 861 | 3,522 | 4,383 |
| Total contractual financial assets | 92,969 | 861 | 3,522 | 97,352 |

Note: The disclosures above exclude statutory receivables (e.g. amounts arising from Victorian Government and GST input credits).

AASB 9 uses an 'expected credit loss' (ECL) model. Under this model, loss allowances are measured on either of the following bases:

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

In measuring expected credit losses, trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

The expected loss rates are based on the payment profile for sales over the past 60 months before 31 December 2022 and the past 48 months before 31 December 2021, as well as the corresponding historical credit losses during that period. The historical rates are adjusted to reflect current and forward-looking macroeconomic factors affecting the customers' ability to settle the amount outstanding. Chisholm Group has identified gross domestic product (GDP) and unemployment rates of the countries in which the customers are domiciled to be the most relevant factors and accordingly adjusts historical loss rates for expected changes in these factors. However, given the short period exposed to credit risk, the impact of these macroeconomic factors has not been considered significant within the reporting period.

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

The following table provides information about the estimated exposure to credit risk and ECLs for trade receivables as at 31 December 2022:

| | Estimated gross carrying amount | Weighted average loss rate | Estimated loss allowance | Credit impaired |
|----------------------------|---------------------------------|----------------------------|--------------------------|-----------------|
| | \$'000 | % | \$'000 | (yes / no) |
| Consolidated | | | | |
| 31 December 2022 | | | | |
| Current (not past due) | 2,574 | 0.8 | 20 | No |
| 31 – 60 days past due | 71 | 1.4 | 1 | No |
| 61 – 90 days past due | 36 | 2.8 | 1 | No |
| More than 90 days past due | 56 | 23.2 | 13 | No |
| | 2,737 | | 35 | |
| 31 December 2021 | | | | |
| Current (not past due) | 1,745 | 2.2 | 39 | |
| 31 – 60 days past due | 14 | - | - | |
| 61 – 90 days past due | 12 | 8.3 | 1 | |
| More than 90 days past due | 118 | 20.3 | 24 | |
| | 1,889 | | 64 | |
| Chisholm | | | | |
| 31 December 2022 | | | | |
| Current (not past due) | 2,574 | 0.8 | 20 | No |
| 31 – 60 days past due | 71 | 1.4 | 1 | No |
| 61 – 90 days past due | 36 | 2.8 | 1 | No |
| More than 90 days past due | 56 | 23.2 | 13 | No |
| | 2,737 | | 35 | |
| 31 December 2021 | | | | |
| Current (not past due) | 1,717 | 2.3 | 39 | |
| 31 – 60 days past due | 14 | - | - | |
| 61 – 90 days past due | 12 | 8.3 | 1 | |
| More than 90 days past due | 118 | 20.3 | 24 | |
| | 1,861 | | 64 | |

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

Loss rates are based on actual credit loss experience. These rates are multiplied by scale factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and Chisholm Group's view of economic conditions over the expected lives of the receivables.

Trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with Chisholm Group, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Of the above impairment losses, less than \$0.1 million (2021: less than \$0.1 million) relate to receivables arising from contracts with customers.

7.1.3 Liquidity risk

Liquidity risk is the risk that Chisholm Group would be unable to meet its financial obligations as and when they fall due.

For contracts under \$3 million, Chisholm Group operates under a payments policy of settling financial obligations within 10 days, and in the event of a dispute, making payments within 10 days from the date of resolution.

For contracts of \$3 million and above, Chisholm Group operates under a payments policy of settling financial obligations within 30 days, and in the event of a dispute, making payments within 30 days from the date of resolution.

Chisholm Group's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in Note 7.1.

Chisholm Group manages liquidity risk by:

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

Chisholm Group's exposure to liquidity risk is deemed to be not material based on prior periods' data and current assessment of risk.

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

7.1.4 Market risk

In its daily operations, Chisholm Group is exposed to a number of market risks. Market risks relate to the risk that market rates and prices will change, and that this will have an adverse effect on the operating result and/or net worth of Chisholm Group.

The Board ensures that all market risk exposure is consistent with Chisholm Group's business strategy and within the risk tolerance of Chisholm Group. Regular risk reports are presented to the Board.

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

Foreign currency risk

Foreign currency risk is the risk that Chisholm Group's operating result, cash flow or capital are negatively impacted by a change in foreign exchange rates. Chisholm Group has minimal exposure to foreign currency risk.

Interest rate risk

Interest rate risk arises from the potential for a change in interest rates to change the expected net interest earnings in the current reporting period and in future years, or cause a fluctuation in the fair value of the financial instruments.

The objective is to manage the interest rate risk to achieve stable and sustainable net interest earnings in the long term. This is managed through utilisation of the Banking and Financial Services State Purchase Contract. Management monitors movement in interest rates on a monthly basis.

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

Chisholm Group's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities are set out in the financial instrument composition and maturity analysis table.

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

Interest rate exposure of financial instruments

| | Weighted average interest rate | Carrying amount as at 31 December | Interest rate exposure | | |
|------------------------------------|--------------------------------|-----------------------------------|------------------------|---------------------|----------------------|
| | | | Floating interest rate | Fixed interest rate | Non-interest bearing |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 3.25% | 109,719 | 109,716 | - | 3 |
| Trade receivables | | 2,737 | - | - | 2,737 |
| Other financial assets | 3.25% | 2,308 | 301 | - | 2,007 |
| Total financial assets | | 114,764 | 110,017 | - | 4,747 |
| Financial liabilities | | | | | |
| Trade and other payables | 3.42% | 55,951 | - | 241 | 55,710 |
| Total financial liabilities | | 55,951 | - | 241 | 55,710 |
| Consolidated 2021 | | | | | |
| Financial assets | | | | | |
| Cash and deposits | 0.09% | 98,623 | 98,093 | 526 | 4 |
| Trade receivables | | 1,889 | - | - | 1,889 |
| Other financial assets | | 1,800 | - | - | 1,800 |
| Total financial assets | | 102,312 | 98,093 | 526 | 3,693 |
| Financial liabilities | | | | | |
| Trade and other payables | 3.58% | 42,313 | - | 1,078 | 41,235 |
| Total financial liabilities | | 42,313 | - | 1,078 | 41,235 |

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

Interest rate exposure of financial instruments (continued)

| | Weighted average interest rate | Carrying amount as at 31 December | Interest rate exposure | | |
|------------------------------------|--------------------------------|-----------------------------------|------------------------|---------------------|----------------------|
| | | | Floating interest rate | Fixed interest rate | Non-interest bearing |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 3.25% | 102,670 | 102,667 | - | 3 |
| Trade receivables | | 2,737 | - | - | 2,737 |
| Other financial assets | 3.25% | 2,362 | 281 | - | 2,081 |
| Total financial assets | | 107,769 | 102,948 | - | 4,821 |
| Financial liabilities | | | | | |
| Trade and other payables | 3.42% | 55,916 | - | 241 | 55,675 |
| Total financial liabilities | | 55,916 | - | 241 | 55,675 |
| Chisholm 2021 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 0.09% | 92,969 | 92,965 | - | 4 |
| Trade receivables | | 1,861 | - | - | 1,861 |
| Other financial assets | | 2,522 | - | - | 2,522 |
| Total financial assets | | 97,352 | 92,965 | - | 4,387 |
| Financial liabilities | | | | | |
| Trade and other payables | 3.58% | 42,169 | - | 1,078 | 41,091 |
| Total financial liabilities | | 42,169 | - | 1,078 | 41,091 |

Notes:

- > The disclosures above exclude statutory receivables and payables (e.g. amounts arising from Victorian Government and GST input credits).
- > Minor adjustments have been made to prior year figures due to rounding.

7. Managing risks and uncertainties (continued)

7.1 Financial instruments (continued)

Sensitivity analysis and assumptions

| | Carrying amount as at 31 December | Interest rate risk | | | |
|---------------------------|---|------------------------|----------|------------------------|----------|
| | | -1% (100 basis points) | | +1% (100 basis points) | |
| | | Result | Equity | Result | Equity |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 109,719 | (1,097) | - | 1,097 | - |
| Total impact | 109,719 | (1,097) | - | 1,097 | - |
| Consolidated 2021 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 98,623 | (89) | - | 987 | - |
| Total impact | 98,623 | (89) | - | 987 | - |
| Chisholm 2022 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 102,670 | (1,027) | - | 1,027 | - |
| Total impact | 102,670 | (1,027) | - | 1,027 | - |
| Chisholm 2021 | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 92,969 | (87) | - | 931 | - |
| Total impact | 92,969 | (87) | - | 931 | - |

Note: minor adjustments have been made to prior year figures due to rounding.

7. Managing risks and uncertainties (continued)

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

There were no contingent assets or contingent liabilities as at 31 December 2022 (31 December 2021: nil) that may have a material effect on the financial operations of Chisholm Group.

7.3 Fair value determination

Significant judgement: fair value measurements of assets and liabilities

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

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

Land, buildings, plant and equipment, vehicles and leasehold improvements are carried at fair value.

In addition, the fair values of other assets and liabilities that are carried at amortised cost also need to be determined for disclosure purposes.

Chisholm Group determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value estimation

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

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

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

A summary of changes between levels can be found in Note 7.3(a).

The Valuer-General Victoria (VGV) is Chisholm's independent valuation agency.

Fair value determination of financial assets and liabilities

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

There is no reportable difference between the carrying amount and fair value for the year ended 31 December 2022.

(a) Fair value determination of non-financial assets

Chisholm holds property, plant and equipment for which fair values are determined.

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

7. Managing risks and uncertainties (continued)

7.3 Fair value determination (continued)

(a) Fair value determination of non-financial assets (continued)

The following table shows the relevant fair value information relating to those assets.

| | Fair value hierarchy | | | |
|---|--------------------------------|-----------------------|---------------------------------|-----------------------------|
| | Carrying amount at 31 December | Level 1 Quoted prices | Level 2 Observable price inputs | Level 3 Unobservable inputs |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | | |
| Non-specialised land | 34,610 | - | 34,610 | - |
| Specialised land | 51,532 | - | - | 51,532 |
| Total land at fair value | 86,142 | - | 34,610 | 51,532 |
| Non-specialised buildings | 3,400 | - | - | 3,400 |
| Specialised buildings | 288,581 | - | - | 288,581 |
| Total buildings at fair value | 291,981 | - | - | 291,981 |
| Plant and equipment | 8,159 | - | - | 8,159 |
| Vehicles | 131 | - | - | 131 |
| Leasehold improvements | 4 | - | - | 4 |
| Land improvements | 4,421 | - | - | 4,421 |
| Right of use assets | 223 | - | - | 223 |
| Total other assets at fair value | 12,938 | - | - | 12,938 |
| Consolidated 2021 | | | | |
| Non-specialised land | 5,498 | - | 5,498 | - |
| Specialised land | 61,567 | - | - | 61,567 |
| Total land at fair value | 67,065 | - | 5,498 | 61,567 |
| Non-specialised buildings | 3,237 | - | 3,237 | - |
| Specialised buildings | 282,130 | - | - | 282,130 |
| Total buildings at fair value | 285,367 | - | 3,237 | 282,130 |
| Plant and equipment | 9,159 | - | - | 9,159 |
| Vehicles | 171 | - | - | 171 |
| Leasehold improvements | 10 | - | - | 10 |
| Land improvements | 2,205 | - | - | 2,205 |
| Right of use assets | 1,158 | - | - | 1,158 |
| Total other assets at fair value | 12,703 | - | - | 12,703 |

7. Managing risks and uncertainties (continued)

7.3 Fair value determination (continued)

(a) Fair value determination of non-financial assets (continued)

| | Fair value hierarchy | | | |
|---|--------------------------------|-----------------------|---------------------------------|-----------------------------|
| | Carrying amount at 31 December | Level 1 Quoted prices | Level 2 Observable price inputs | Level 3 Unobservable inputs |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | | |
| Non-specialised land | 34,610 | - | 34,610 | - |
| Specialised land | 51,532 | - | - | 51,532 |
| Total land at fair value | 86,142 | - | 34,610 | 51,532 |
| Non-specialised buildings | 3,400 | - | - | 3,400 |
| Specialised buildings | 288,581 | - | - | 288,581 |
| Total buildings at fair value | 291,981 | - | - | 291,981 |
| Plant and equipment | 8,159 | - | - | 8,159 |
| Vehicles | 131 | - | - | 131 |
| Leasehold improvements | 4 | - | - | 4 |
| Land improvements | 4,421 | - | - | 4,421 |
| Right of use assets | 223 | - | - | 223 |
| Total other assets at fair value | 12,938 | - | - | 12,938 |
| Chisholm 2021 | | | | |
| Non-specialised land | 5,498 | - | 5,498 | - |
| Specialised land | 61,567 | - | - | 61,567 |
| Total land at fair value | 67,065 | - | 5,498 | 61,567 |
| Non-specialised buildings | 3,237 | - | 3,237 | - |
| Specialised buildings | 282,130 | - | - | 282,130 |
| Total buildings at fair value | 285,367 | - | 3,237 | 282,130 |
| Plant and equipment | 9,159 | - | - | 9,159 |
| Vehicles | 171 | - | - | 171 |
| Leasehold improvements | 10 | - | - | 10 |
| Land improvements | 2,205 | - | - | 2,205 |
| Right of use assets | 1,158 | - | - | 1,158 |
| Total other assets at fair value | 12,703 | - | - | 12,703 |

7. Managing risks and uncertainties (continued)

7.3 Fair value determination (continued)

(a) Fair value determination of non-financial assets (continued)

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

Impairment

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

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

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

(b) Valuations of property, plant and equipment

Non-financial physical assets are measured at fair value on a cyclical basis, in accordance with Financial Reporting Direction (FRD) 103 *Non-financial Physical Assets* issued by the Assistant Treasurer. A full revaluation of education assets normally occurs every five years, but may occur more frequently if fair value assessments indicate material changes in values. Independent valuers are generally used to conduct these scheduled revaluations with interim revaluations determined in accordance with the requirements of the FRD. Revaluation increases and decreases arise from differences between an asset's carrying value and the fair value. Consistent with all government education assets, an independent valuation of all land and buildings was performed by the Valuer-General Victoria with an effective date of 31 December 2022.

As part of the revaluation, the following inputs and assumptions were included:

- a. assumptions made about the future;
- b. source of estimation uncertainty;
- c. the nature or class of assets impacted;
- d. the carrying amount of the assets subject to the significant uncertainty;

- e. sensitivity of the carrying amounts to methods, assumptions and estimates including the reasons for their sensitivity; and
- f. expected resolution of the uncertainty and the range of reasonably possible outcomes within the next financial year in respect of the carrying amounts.

During the current year, the Reserve Bank of Australia (RBA) progressively increased the cash rate target from 0.1% at 1 January 2022 to 3.1% at 31 December 2022. The RBA has taken these measures in response to higher than target inflation rates currently being experienced in the Australian economy. Increases in the cash rate target have had a consequential impact on the risk-free and capitalisation rates used in determining the fair value of non-financial assets, and creates increased estimation uncertainty as the market continues to adjust.

Further, inflation and rising costs of construction create estimation uncertainty for assets measured at current replacement cost.

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

For non-specialised land and non-specialised buildings, an independent valuation was performed by the Valuer-General Victoria with an effective date of 31 December 2022. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre was applied to the subject asset.

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

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

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

7. Managing risks and uncertainties (continued)

7.3 Fair value determination (continued)

(b) Valuations of property, plant and equipment (continued)

For Chisholm Group's majority of specialised buildings, the depreciated replacement cost method is used. The replacement cost of specialised buildings is based on comparing the existing building with a modern equivalent, then adjusting for associated depreciation. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

An independent valuation of Chisholm Group's specialised land and specialised buildings was performed by the Valuer-General Victoria. The valuation was performed using the market approach adjusted for CSO. The effective date of the valuation is 31 December 2022.

Construction in progress assets are held at cost. Chisholm Group transfers the assets out of construction in progress and into the relevant asset category when they are ready for use.

Motor vehicles are valued using the depreciated replacement cost method. Chisholm acquires new vehicles and at times disposes of them before the end of their economic life.

The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the Institute who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

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

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

There were no changes in valuation techniques throughout the period to 31 December 2022.

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

Reconciliation of Level 3 movements

| | Specialised land | Specialised buildings | Other assets |
|---|------------------|-----------------------|---------------|
| | \$'000 | \$'000 | \$'000 |
| Consolidated 2022 | | | |
| As at 1 January | 61,567 | 282,130 | 12,703 |
| Additions | - | - | 1,616 |
| Disposals | (565) | (192) | - |
| Depreciation / Amortisation | - | (6,851) | (3,824) |
| Revaluation | 12,095 | 13,657 | 2,368 |
| Transfers from Construction in Progress | - | - | 75 |
| Transfers in / (out) of Level 3 | (21,565) | 3,237 | - |
| Balance as at 31 December | 51,532 | 291,981 | 12,938 |
| Consolidated 2021 | | | |
| As at 1 January | 52,697 | 276,854 | 15,643 |
| Additions | - | 13,152 | 852 |
| Disposals | - | (1,593) | (19) |
| Depreciation / Amortisation | - | (6,283) | (3,773) |
| Revaluation | 8,870 | - | - |
| Balance as at 31 December | 61,567 | 282,130 | 12,703 |

7. Managing risks and uncertainties (continued)

7.3 Fair value determination (continued)

Reconciliation of Level 3 movements (continued)

| | Specialised land | Specialised buildings | Other assets |
|---|------------------|-----------------------|---------------|
| | \$'000 | \$'000 | \$'000 |
| Chisholm 2022 | | | |
| As at 1 January | 61,567 | 282,130 | 12,703 |
| Additions | - | - | 1,616 |
| Disposals | (565) | (192) | - |
| Depreciation / Amortisation | - | (6,851) | (3,824) |
| Revaluation | 12,095 | 13,657 | 2,368 |
| Transfers from Construction in Progress | - | - | 75 |
| Transfers in / (out) of Level 3 | (21,565) | 3,237 | - |
| Balance as at 31 December | 51,532 | 291,981 | 12,938 |
| Chisholm 2021 | | | |
| As at 1 January | 52,697 | 276,854 | 15,643 |
| Additions | - | 13,152 | 852 |
| Disposals | - | (1,593) | (19) |
| Depreciation / Amortisation | - | (6,283) | (3,773) |
| Revaluation | 8,870 | - | - |
| Balance as at 31 December | 61,567 | 282,130 | 12,703 |

Note: minor adjustments have been made to prior year figures due to rounding.

Description of significant unobservable inputs to Level 3 valuations

| 2022 and 2021 | Valuation technique | Significant unobservable inputs | Estimated sensitivity |
|------------------------|------------------------------|--|--|
| Specialised land | Market approach | Community Service Obligation (CSO) adjustment | A significant increase or decrease in the CSO adjustment would result in a significantly higher or lower fair value |
| Specialised buildings | Depreciated replacement cost | Useful life of buildings and cost per square metre | A change in the useful life of the buildings and / or cost per square metre would result in a significantly higher or lower fair value |
| Motor vehicles | Depreciated replacement cost | Useful life of vehicles | A change in the useful life may have an impact on the fair value (higher / lower) |
| Plant and equipment | Depreciated replacement cost | Useful life of plant and equipment | A change in the useful life may have an impact on the fair value (higher / lower) |
| Leasehold improvements | Depreciated replacement cost | Useful life of lease | A change in the useful life may have an impact on the fair value (higher / lower) |

There were no significant inter-relationships between unobservable inputs that materially affect fair values.

8. Governance disclosures

8.1 Responsible persons

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

The persons who held the positions of Minister and Accountable Officers in Chisholm Group were as follows:

| Position | Name | Relevant Period |
|---|-----------------------------|--|
| Minister for Training and Skills | The Hon. Gayle Tierney MLC | 1 January 2022 to 31 December 2022 (excluding caretaker period from 6pm 1 November 2022 to 26 November 2022) |
| Chief Executive Officer (Accountable Officer) | Mr Stephen Varty MAICD | 1 January 2022 to 31 December 2022 |
| Board Member | Mr Stephen G. Marks (Chair) | 1 January 2022 to 31 December 2022 |
| Board Member | Mr John Bennie PSM | 1 January 2022 to 31 December 2022 |
| Board Member | Mr Geoffrey Cullen | 1 January 2022 to 31 December 2022 |
| Board Member | Ms Prue Digby | 1 January 2022 to 31 December 2022 |
| Board Member | Dr Mei Ling Doery | 1 January 2022 to 30 June 2022 |
| Board Member | Dr Anne Jones | 1 January 2022 to 31 December 2022 |
| Board Member | Mr David Mann AM KSJ FAICD | 1 January 2022 to 31 December 2022 |
| Board Member | Ms Lisa Norman | 1 January 2022 to 31 December 2022 |
| Board Member | Ms Nyadol Nyuon OAM | 1 July 2022 to 31 December 2022 |
| Board Member | Ms Sue Wyatt | 1 January 2022 to 31 December 2022 |

Remuneration

Remuneration received or receivable by the Accountable Officers in connection with the management of Chisholm Group during the reporting period was in the range: \$420,000 – \$429,999 (2021: \$360,000 – \$369,999).

Remuneration received or receivable by the Responsible Persons, excluding the Accountable Officer, during the reporting period was in the following ranges:

| | 2022 | 2021 |
|------------------------------------|------------|------------|
| Income range | | |
| Less than \$10,000 | 1 | 2 |
| \$10,000 – \$19,999 | 2 | - |
| \$20,000 – \$29,999 | - | 1 |
| \$30,000 – \$39,999 | 4 | 5 |
| \$40,000 – \$49,999 | 2 | 1 |
| \$70,000 – \$79,999 | 1 | 1 |
| Total number | 10 | 10 |
| Total remuneration (\$'000) | 344 | 327 |

Remuneration of the Responsible Minister is included in the financial statements of the Department of Parliamentary Services.

8. Governance disclosures (continued)

8.2 Remuneration of executives

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

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

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

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

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

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

| | Consolidated | | Chisholm | |
|---|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Remuneration | | | | |
| Short-term employee benefits | 2,981 | 3,278 | 2,825 | 3,110 |
| Post-employment benefits | 302 | 319 | 287 | 302 |
| Other long-term benefits | 93 | 80 | 93 | 76 |
| Termination benefits | 78 | 141 | - | 141 |
| Total remuneration | 3,454 | 3,818 | 3,205 | 3,629 |
| Total number of executives | 16 | 22 | 15 | 21 |
| Total annualised employee equivalent | 14.0 | 15.1 | 13.1 | 14.1 |

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

8.3 Related parties

Related parties of Chisholm Institute and its consolidated group include:

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

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

The following entities have been consolidated into Chisholm Group's financial statements in accordance with AASB 10:

- > TAFE Online Pty Ltd; and
- > Caroline Chisholm Education Foundation.

8. Governance disclosures (continued)

8.3 Related parties (continued)

Significant transactions with related entities

In 2022, TAFE Online Pty Ltd repaid an amount of \$0.7 million to Chisholm Institute for a related party loan (2021: \$1.3 million). Chisholm Institute also charged overheads to TAFE Online Pty Ltd totalling \$3.2 million (2021: \$3.0 million).

Chisholm Institute provided donations of \$127,581 (2021: \$76,432) and resources free of charge of \$167,471 (2021: \$151,634) to the Caroline Chisholm Education Foundation during the current financial year.

Significant transactions occurred between Chisholm Group and State Government-related entities. This is disclosed in Note 2 *How we earned our funds*, Note 5.5 *Contract and other liabilities* and Note 6.2 *Borrowings*.

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

Related party transactions

| | Transaction values for year ended 31 December | | Balances outstanding as at 31 December | |
|--|--|--------------|---|------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Related party transactions | | | | |
| Debtor – TAFE Online Pty Ltd | - | - | 146 | 808 |
| Debtor – Caroline Chisholm Education Foundation (CCEF) | - | - | 52 | 61 |
| Donations provided to CCEF | 128 | 76 | - | - |
| Resources provided free of charge to CCEF | 167 | 152 | - | - |
| Revenue collected for TAFE Online Pty Ltd | 2,587 | 531 | - | - |
| Expenses paid for TAFE Online Pty Ltd | 1,925 | 3,221 | - | - |
| Total | 4,807 | 3,980 | 198 | 869 |

Key management personnel of Chisholm include the members of the Chisholm Institute Board, the Chief Executive Officer, the Chief Finance Officer, and the Director, Infrastructure and Information Technology Services.

Compensation of key management personnel

| | Consolidated | | Chisholm | |
|------------------------------|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Remuneration | | | | |
| Short-term employee benefits | 1,237 | 1,420 | 1,237 | 1,420 |
| Post-employment benefits | 90 | 106 | 90 | 106 |
| Other long-term benefits | 36 | 20 | 36 | 20 |
| Termination benefits | - | 111 | - | 111 |
| Total remuneration | 1,363 | 1,657 | 1,363 | 1,657 |

8. Governance disclosures (continued)

8.3 Related parties (continued)

Transactions and balances with key management personnel and other related parties

The following related party transactions occurred for the period ending 31 December 2022:

| Related party | Nature of relationship | Transaction value \$ | Summary of transaction |
|---|--|----------------------|---|
| City of Greater Dandenong | Board Member part of related party executive | 51,145 | Provision of education and training |
| | | 5,000 | Ian Tatterson Memorial Scholarship Donation to CCEF |
| | | (2,147) | Council rates |
| St John of God Health Care | Board Member part of related party executive | 31,818 | Parking fees |
| | | 2,280 | Sponsorship of CCEF Golf Day fundraiser |
| | | (141,862) | Nursing placements |
| Net total related party transactions (excl. GST) | | (53,766) | |

8.4 Remuneration of auditors

| | Consolidated | | Chisholm | |
|---|--------------|------------|------------|------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Remuneration of the Victorian Auditor-General's Office | | | | |
| Audit of the financial statements | 96 | 63 | 73 | 49 |
| Total remuneration of the Victorian Auditor-General's Office | 96 | 63 | 73 | 49 |
| Remuneration of other auditors | | | | |
| Internal audit services | 609 | 277 | 311 | 277 |
| Total remuneration of other auditors | 609 | 277 | 311 | 277 |
| Total | 705 | 340 | 384 | 326 |

Note: minor adjustments have been made to prior year figures due to rounding.

The Victorian Auditor-General's Office is not allowed to provide non-audit services.

Other audit services for Chisholm Group includes fees related to the review of learning and assessment resources for TAFE Online Pty Ltd.

9. Other disclosures

9.1 Other economic flows included in comprehensive result

| | Consolidated | | Chisholm | |
|---|---------------|--------------|---------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| (a) Net gain / (loss) on financial instruments | | | | |
| Foreign currency exchange gain / (loss) | 118 | 112 | 118 | 112 |
| Greener Government Buildings loan discount | (26) | - | (26) | - |
| Total net gain / (loss) on financial instruments | 92 | 112 | 92 | 112 |
| (b) Other gains / (losses) from other economic flows | | | | |
| Net gain / (loss) on non-financial assets (including PPE and intangible assets) | 231 | (2,720) | 231 | (2,720) |
| Gain / (loss) on revaluation of non-financial assets through other comprehensive income | 35,667 | 8,870 | 35,667 | 8,870 |
| Total other gains / (losses) from other economic flows | 35,898 | 6,150 | 35,898 | 6,150 |
| Total other economic flows included in comprehensive result | 35,990 | 6,262 | 35,990 | 6,262 |

'Other economic flows' are changes arising from market remeasurements. They include:

- > gains and losses from disposals of non-financial assets (refer to Note 4.1);
- > revaluations and impairments of non-financial physical and intangible assets (refer to Note 4.1 and Note 4.2); and
- > fair value changes of financial instruments (refer to Note 7.3).

This classification is consistent with the whole of government reporting format and is allowed under AASB 101 *Presentation of Financial Statements*.

9.2 Other equity reserves

| | Consolidated | | Chisholm | |
|---|----------------|---------------|----------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Physical asset revaluation surplus | | | | |
| Balance at 1 January | 87,708 | 78,838 | 87,708 | 78,838 |
| Revaluation increment on non-current assets | 35,667 | 8,870 | 35,667 | 8,870 |
| Balance at 31 December | 123,375 | 87,708 | 123,375 | 87,708 |

Note: The physical asset revaluation surplus arises on the revaluation of land and buildings. A formal revaluation of land and buildings was conducted by the Valuer-General Victoria for the year ended 31 December 2022.

9. Other disclosures (continued)

9.3 Ex gratia expenses

| | Consolidated | | Chisholm | |
|---------------------------------|--------------|-----------|----------|-----------|
| | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Compensation for economic loss | - | 47 | - | 47 |
| Total ex gratia payments | - | 47 | - | 47 |

There were no ex gratia expenses in 2022. All ex gratia payments made during 2021 related to departing employees.

9.4 Controlled entities

The consolidated financial statements incorporate the assets, liabilities and results of the following controlled entities:

| Controlled entities | Note | Country of incorporation | Class of shares | 2023 % | 2021 % |
|--|------|--------------------------|-----------------|--------|--------|
| TAFE Online Pty Ltd | (a) | Australia | Ordinary | 100 | 100 |
| Caroline Chisholm Education Foundation | (b) | Unincorporated entity | | | |

(a) TAFE Online Pty Ltd is a company incorporated under the *Corporations Act 2001* with share capital of 6,000,000 ordinary shares at \$1 each.

(b) Caroline Chisholm Education Foundation is a trust. Its principal purpose is to assist students in financial hardship receive a high quality vocational educational qualification from Chisholm.

TAFE Online Pty Ltd

TAFE Online Pty Ltd commenced operations in 2001 as a provider of nationally accredited vocational education courses online.

Chisholm is deemed to have control over TAFE Online Pty Ltd as Chisholm holds 100% of the share capital issued by TAFE Online Pty Ltd.

Caroline Chisholm Education Foundation (CCEF)

CCEF was established in 2007 as an independent charitable trust which aims to assist students in financial hardship receive a high quality vocational educational qualification from Chisholm.

Chisholm is deemed to have control over CCEF due to the following factors:

- > CCEF is administered by an independent Board of trustees including a Chisholm Board appointed trustee, the Chisholm CEO as well as two Chisholm staff trustees.
- > All non-Chisholm related trustees must be approved by the Chisholm Board.
- > The beneficiaries of the trust are Chisholm students.
- > Chisholm provides significant financial and administration support to CCEF.

All subsidiaries have the same year-end as Chisholm Institute.

9.5 Events after reporting date

On 5 December 2022, the Government issued an administrative order restructuring some of its activities via machinery of government changes, effective 1 January 2023. As part of the machinery of government restructure, overall administrative responsibility for the Chisholm Group was transferred from the Department of Education and Training to the Department of Jobs, Skills, Industry and Regions. This change is not anticipated to have any significant impacts on the overall operations or financial position of the Chisholm Group moving forward, as the Responsible Minister has not changed.

9. Other disclosures (continued)

9.6 Application of standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 31 December 2022 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises Chisholm Group of their applicability and early adoption where applicable.

9.6.1 AASB 2022-3 Amendments to Australian Accounting Standards – Illustrative examples for NFPs accompanying AASB 15

AASB 2022-3 amends the Australian illustrative examples for not-for-profit entities accompanying AASB 15 *Revenue from Contracts with Customers* to illustrate how AASB 15 applies to the recognition and measurement of upfront fees. The amendments do not change the requirements of AASB 15. The Basis for Conclusions also document the AASB's decision to retain the accounting policy choice on an ongoing basis for not-for-profit private sector lessees to elect to initially measure a class of right-of-use assets arising under concessionary leases at cost or at fair value.

The amendment is not expected to impact Chisholm Group. Chisholm Group will not adopt the standard early.

9.6.2 AASB 2020-1 Amendments to Australian Accounting Standards – Classification of liabilities as current or non-current

AASB 2020-1 amends AASB 101 *Presentation of Financial Statements* to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted, however the AASB has recently issued 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date* to defer the application by one year to periods beginning on or after 1 January 2023.

The amendment is not expected to impact Chisholm Group. Chisholm Group will not adopt the standard early.

9.6.3 AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

AASB 2020-1 amends:

- > AASB 7 *Financial Instruments*;
- > AASB 101 *Presentation of Financial Statements*;
- > AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*; and
- > AASB 134 *Interim Financial Reporting*.

The Standard also makes amendments to AASB Practice Statement 2 *Making Materiality Judgements* (December 2017). These amendments arise from the issuance by the International Accounting Standards Board (IASB) in February 2021 of the following International Financial Reporting Standards (IFRS):

- > *Disclosure of Accounting Policies* (Amendments to IAS 1 and IFRS Practice Statement 2); and
- > *Definition of Accounting Estimates* (Amendments to IAS 8).

The amendment is not expected to impact Chisholm Group. Chisholm Group will not adopt the standard early.

9.6.4 AASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

AASB 2021-7c is the first of a three-part series of amendments that defers the mandatory effective date (application date) of amendments to AASB 10 *Consolidated Financial Statements* and AASB 128 *Investments in Associates and Joint Ventures* that were originally made in AASB 2014-10 *Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* so that the amendments are required to be applied for annual reporting periods beginning on or after 1 January 2025 instead of 1 January 2018.

The amendment is not expected to impact Chisholm Group. Chisholm Group will not adopt the standard early.

9.7 New or amended accounting standards and interpretations adopted

9.7.1 AASB 2021-7a – Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

Chisholm Group has adopted AASB 2021-7a from 1 January 2022. The amendment, which is the first of a three-part series of amendments, makes various editorial corrections to a number of standards effective for reporting periods beginning on or after 1 January 2022. The amendment has not had a material impact on the consolidated entity's financial statements.

Independent Auditor's Report

To the Board of Chisholm Institute

| | |
|---|---|
| <p>Opinion</p> | <p>I have audited the accompanying performance statement of Chisholm Institute (the institute) which comprises the:</p> <ul style="list-style-type: none"> • performance statement for the year ended 31 December 2022 • Declaration by Board Chair, Chief Executive Officer and Chief Finance Officer. <p>In my opinion, the performance statement of Chisholm Institute in respect of the year ended 31 December 2022 presents fairly, in all material respects, in line with the reporting requirements outlined by the Minister in the statement of priorities.</p> |
| <p>Basis for Opinion</p> | <p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the institute in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p> |
| <p>Board's responsibilities for the performance statement</p> | <p>The Board are responsible for the preparation and fair presentation of the performance statement and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.</p> |
| <p>Auditor's responsibilities for the audit of the performance statement</p> | <p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.</p> |

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the institute's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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



Charlotte Jeffries

as delegate for the Auditor-General of Victoria

MELBOURNE
22 March 2023

Declaration by Board Chair, Chief Executive Officer and Chief Finance Officer

In our opinion, the accompanying Performance Statement of Chisholm Consolidated in respect of the year ended 31 December 2022, is presented fairly.

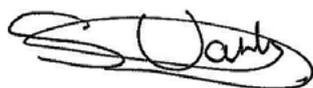
The Statement outlines the performance indicators as determined by the responsible Minister, pre-determined targets where applicable, the actual results for the year against these indicators, and an explanation of any significant variance between the actual results and performance targets.

As at the date of signing, we are not aware of any circumstance which would render any particulars in the Statement to be misleading or inaccurate.



STEPHEN G MARKS
Board Chair

Date: 27 February 2023
Place: Melbourne



STEPHEN VARTY
Director and Chief Executive Officer

Date: 27 February 2023
Place: Melbourne



TONIANN STITZ
Chief Finance Officer

Date: 27 February 2023
Place: Melbourne

Performance statement

Chisholm Consolidated - For the year ended 31 December 2022

| Key Performance Indicators (KPIs) | Description and Methodology | Metric | 2022 Target | 2022 Actual | Explanation of variances | Note | Prior year result |
|--|--|------------|-------------|-------------|--------------------------|------|-------------------|
| Training revenue diversity | <i>Government Funded</i> | | 59.4% | 58.4% | Not Achieved | a | 62.8% |
| | <i>Fee for Service</i> | Percentage | 29.3% | 31.0% | Achieved | | 27% |
| | <i>Student Fees and Charges</i> | | 11.2% | 10.7% | Not Achieved | a | 10.3% |
| Employment costs as a proportion of training revenue | Employment and Third Party training delivery costs as a proportion of training revenue (VTG and FFS) | Percentage | 84.3% | 87.4% | Not Achieved | b | 84.8% |
| Training revenue per teaching FTE | Training revenue (excl. revenue delivered by third parties)/Teaching FTEs | Dollars | \$240,101 | \$225,773 | Not Achieved | c | \$211,414 |
| Operating margin percentage | EBIT (excluding Capital Contributions)/ Total Revenue (excl Capital Contributions) | Percentage | (5.6%) | (1.3%) | Achieved | d | (6.6%) |

Notes:

a. Government funded training revenue and Student Fees and Charges were below target due to lower new student enrolments as the community recovered from the impacts of COVID-19.

b. Higher than target due to increased staffing for once-off grants and maintaining staffing levels during COVID recovery.

c. Improved performance from 2021 but did not achieve the target due to training revenue declines and maintaining staffing levels.

d. Margin exceeded target due to increased once-off grant revenue and expenditure savings.

Disclosure index

Standard disclosures in the Report of Operations (2022)

| Item No. | Source | Summary of reporting requirement | Page number |
|--|-----------------|---|---------------------------|
| 1 | FRD 22 | Manner of establishment and the relevant Minister | 41 |
| 2 | FRD 22 | Purpose, functions, powers and duties | 2-34, 41 |
| 3 | FRD 22 | Key initiatives and projects | 5-34 |
| 4 | FRD 22 | Nature and range of services provided | 5-42 |
| Management and structure | | | |
| 5 | FRD 22 | Organisational structure | 35-40, 42 |
| Financial and other information | | | |
| 6 | FRD 10 | Disclosure index | 121-122 |
| 7 | FRD 22 | Employment and conduct principles | 123 |
| 8 | FRD 29 | Workforce data disclosures | 48-49 |
| 9 | FRD 22 | Occupational health and safety policy | 44-45, 47 |
| 10 | FRD 22 | Summary of the financial results for the year | 50-52 |
| 11 | FRD 22 | Significant changes in financial position during the year | 50-52 |
| 12 | FRD 22 | Summary of operational and budgetary objectives | 7-12, 22-23, 120, 124-128 |
| 13 | FRD 22 | Major changes or factors affecting performance | 50, 116 |
| 14 | FRD 22 | Subsequent events | 62, 115 |
| 15 | FRD 22 | <i>Application and operation of the Freedom of Information Act 1982</i> | 123 |
| 16 | FRD 22 | <i>Compliance with building and maintenance provisions of Building Act 1993</i> | 126 |
| 17 | FRD 22 | Statement on National Competition Policy | 125 |
| 18 | FRD 22 | <i>Application and operation of the Public Interest Disclosures Act 2012</i> | 123-124 |
| 19 | FRD 22 | Application and operation of the Carers Recognition Act 2012 (Carers Act) | 125 |
| 20 | FRD 22 | Details of consultancies over \$10,000 | 128 |
| 21 | FRD 22 | Details of consultancies under \$10,000 | 128 |
| 22 | FRD 22 | Disclosure of government advertising expenditure | 127 |
| 23 | FRD 22 | Disclosure of ICT expenditure | 124 |
| 24 | FRD 22 | Summary of Environmental Performance | 130-132 |
| 25 | FRD 22 | Statement of availability of other information | 125 |
| 26 | FRD 25 | Local Jobs First | 124 |
| 27 | SD 5.2 | Specific requirements under Standing Direction 5.2 | 56 |
| 28 | CG 10 Clause 27 | Summary of Major Commercial Activities | 123 |
| 29 | CG 12 Clause 33 | TAFE Institute Controlled Entities | 40, 62, 115 |

Compliance attestation and declaration

| | | | |
|----|----------|---|----|
| 30 | SD 5.1.4 | Financial Management Compliance Attestation Statement | 52 |
| 31 | SD 5.2.3 | Declaration in report of operations | 3 |

Financial statements**Declaration**

| | | | |
|----|----------|-------------------------------------|-----|
| 32 | SD 5.2.2 | Declaration in financial statements | 119 |
|----|----------|-------------------------------------|-----|

Other requirements under Standing Directions 5.2

| | | | |
|----|-------------|--|----|
| 33 | SD 5.2.1(a) | Compliance with Australian accounting standards and other authoritative pronouncements | 56 |
| 34 | SD 5.2.1(a) | Compliance with Standing Directions | 56 |

Other disclosures as required by Financial Reporting Directions in Notes to the Financial Statements

| | | | |
|----|---------|--|---------------|
| 35 | FRD 11 | Disclosure of ex-gratia expenses | 115 |
| 36 | FRD 21 | Disclosures of Responsible Persons, Executive Officer and Other Personnel (contractors with significant management responsibilities) in the Financial Report | 110-113 |
| 37 | FRD 103 | Non-financial physical assets | 58, 77, 80-81 |
| 38 | FRD 110 | Cash flow statements | 60 |
| 39 | FRD 112 | Defined benefit superannuation obligations | 73-74 |

Compliance with other legislation, subordinate instruments and policies

| | | | |
|----|--|---|-------|
| 40 | Legislation | Compliance statement | 125 |
| 41 | ETRA s3.2.8 | Statement about compulsory non-academic fees, subscriptions and charges payable in 2022 | 129 |
| 42 | Policy | Statement of compliance with the Victorian Public Service Travel Policy | 123 |
| 43 | KPIs | Key Performance Indicators: <ul style="list-style-type: none">> Employment costs as a proportion of training revenue> Training revenue per teaching FTE> Operating margin percentage> Training revenue diversity> Training revenue diversity. | 120 |
| 44 | PAEC and VAGO (June 2003 Special Review – Recommendation 11) | Overseas operations: <ul style="list-style-type: none">> Financial and other information on initiatives taken or strategies relating to the institute's overseas operations> Nature of strategic and operational risks for overseas operations> Strategies established to manage such risks of overseas operations> Performance measures and targets formulated for overseas operations> The extent to which expected outcomes for overseas operations have been achieved. | 33-34 |

Additional compliance reports

Public sector employment and conduct principles

Our employment policies and processes align with Victorian Public Sector principles and are compliant with relevant awards, enterprise agreements, statutory requirements and best practice public sector approaches. Throughout 2022 we updated the majority of our employee and health and safety policies to ensure consistency with legislative changes that occurred in 2022. We also consulted broadly to implement our Gender Equity Action Plan and Social Justice Charter. We embedded our refreshed values: this included providing visible signage across all our campuses depicting our commitment to them.

Victorian Public Service Travel Policy

Chisholm has policies and procedures about domestic and international travel and accommodation to ensure compliance with the Victorian Public Service Travel Policy. In 2022 we reviewed and refreshed the policies so they are current and consider COVID-19 implications affecting travel globally.

Compliance with TAFE Institute Commercial Guidelines

In 2022 Chisholm Institute did not undertake any major commercial activity as defined in the TAFE Institute Commercial Guidelines, in accordance with Part 5.2 of the *Education and Training Reform Act 2006*.

Compliance with TAFE Institute Strategic Planning Guidelines

In 2022 Chisholm Institute was compliant with its obligations as defined in the TAFE Institute Strategic Planning Guidelines in accordance with Part 5.2 of the *Education and Training Reform Act 2006*.

Freedom of Information Act 1982

Chisholm is a prescribed authority (or agency) under the Victorian *Freedom of Information Act 1982* (FOI Act). This gives individuals the right to access our documents, subject to some specified exemptions. We are committed to making information about, and documents held by, Chisholm readily available to the public. We do this via our website and through internal information access and FOI Act processes. We have points of contact for different categories of information, to make it easier for a member of the public to gain access. It is not always necessary to make a formal FOI application. More information about Chisholm's FOI processes is available on our website at chisholm.edu.au/Freedom-of-Information.

During the year ended 31 December 2022, we received four FOI requests. Two were processed as formal FOI applications and two were processed informally. One application for review was made to the Office of the Victorian Information Commissioner. All decisions and submissions were made within the required statutory time limits.

Application and operation of the Public Interest Disclosure Act 2012

The *Protected Disclosure Act 2012* encourages and helps people disclose improper conduct by public officers and public bodies. It provides protection to people who make disclosures, and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Chisholm does not tolerate improper conduct by employees, nor reprisal taken against those who disclose it. We continue to ensure all employees are aware of their responsibilities, by providing ongoing training and including behaviour and safety related performance objectives in all annual reviews. We are committed to ensuring transparency and accountability in administrative and management practices and support the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

We take all reasonable steps to protect people from any detrimental action in reprisal for making such disclosures.

Making a disclosure

Disclosures of improper conduct or detrimental action by Chisholm or any of its employees may be made to: The Independent Broad-based Anti-Corruption Commission.

Street address:
Level 1, North Tower
459 Collins Street, Melbourne VIC 3000

Postal address:
GPO Box 24234, Melbourne VIC 3001
T: 1300 735 135
www.ibac.vic.gov.au

| Disclosures under the Protected Disclosure Act 2012 | 2022 | 2021 |
|---|------|------|
| The number of disclosures made by an individual to Chisholm and notified to the Independent Board-based Anti-Corruption Commission – assessable disclosures | 0 | 1 |

General statement on industrial relations

Key industrial changes in 2022 saw us updating policies throughout the year. To ensure managers were supported, we provided training about legislative changes. We also implemented general grievance and informal workload policies and continued to support our employees to speak up.

We continued to offer flexible work arrangements for our employees and provided unconscious bias training for all team leaders.

Productive working relationships were maintained with our union partners – the Australian Education Union and the National Tertiary Education Union. Consultations were held for various building and improvement projects, on our vaccination policy and around many health and safety policies. In 2022 we negotiated our new Professional Enterprise Agreement. Its nominal expiry date of June 2023 paves the way for a Multi-Enterprise Agreement.

Local Jobs First Act 2003

The *Local Jobs First Act 2003* requires departments and public sector bodies to report on the implementation of the Local Jobs First – Victorian Industry Participation Policy (Local Jobs First – VIPP).

Departments and public sector bodies are required to apply the Local Jobs First – VIPP in all procurement activities valued at \$3 million or more in metropolitan Melbourne and for statewide projects of \$1 million or more for procurement activities in regional Victoria.

During 2022, Chisholm had one project that was Local Jobs First – VIPP applicable or Local Industry Development Plan applicable.

Projects commenced – Local Jobs First Strategic

During 2022, Chisholm continued construction of one Local Jobs First Strategic Project, valued at \$67.6 million. The project was based in metropolitan Melbourne representing 90 per cent of estimated local content. The Major Projects Skills Guarantee (MPSG) applied to this project.

The commitment for local content statewide is:

- > 92.01 per cent Building Minimum Local Content
- > 87.03 per cent Furniture, Fittings, and Equipment Minimum Local Content.

The commitment for MPSG is for 14,985 hours to be completed by apprentices, trainees and cadets. This commitment will be delivered via:

- > four created Victorian apprentices
- > two retained Victorian apprentices
- > one created Victorian trainee.

The outcomes reported from the implementation of the policy where information was provided, were as follows:

- > an average of 29 per cent of local content outcome was recorded
- > MPSG applicable projects delivered a total of 1962 hours to apprentices, trainees and cadets and engaged three apprentices, trainees and cadets
- > 20 small to medium-sized businesses were engaged through the supply chain on commenced strategic projects.

Disclosure of ICT expenditure

Throughout 2022, the Information Technology Services team made significant investments in hardware renewal, including desktop computing and teaching room audiovisual as well as a significant focus on security and compliance.

System and cyber security

Our Information Safety Program was established to support the ongoing implementation of the Victorian Protective Data Security Framework Australia Cyber Security Centre Essential 8 implementation and penetration test remediation.

The program also included the transition of the Information Management Framework. These key projects supported further enhancements in our security posture through email security feature enhancements, physical security patching and upgrades and penetration test findings remediation. We also successfully completed and submitted the Protective Data Security Plan to the Office of the Victorian Information Commissioner as well as Right-Fit-For-Risk Milestone 3.

| | |
|---|--------------|
| Total entity ICT business as usual expenditure for the full 12-month reporting period | \$19,713,104 |
| Total entity ICT non-business as usual expenditure for the full 12-month reporting period – Operational expenditure | \$1,423,112 |
| Total entity ICT non-business as usual expenditure for the full 12-month reporting period – Capital expenditure | \$876,305 |

Compliance with other legislation, subordinate instruments and policies

Chisholm complies with all relevant legislation and subordinate instruments, including but not limited to the following:

- > *Education and Training Reform Act 2006*
- > Directions of the Minister for Training and Skills (or predecessors)
- > *Financial Management Act 1994*
- > TAFE Institute Constitution
- > TAFE Institute Commercial Guidelines
- > TAFE Institute Strategic Planning Guidelines
- > *Public Administrations Act 2004*
- > *Freedom of Information Act 1982*
- > *Building Act 1993*
- > *Public Interest Disclosures Act 2012*
- > *Carers Recognition Act 2012*
- > *Local Jobs First Act 2003*
- > Australian Accounting Standards
- > *Infringements Act 2006*
- > *Public Records Act 1973*
- > *Fair Work Act 2009* and *Safety Act 2004* and Occupational Health and Safety Regulations 2007.

Competition policy

Chisholm monitors policies, guidelines and procedures to ensure best practice compliance with applicable National Competition Policy, as well as Victoria's Competitive Neutrality Policy and related legislation.

Additional information available on request

- > In compliance with the requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by the department and are available on request, subject to the provisions of the *Freedom of Information Act 1982*:
 - (a) a statement that declarations of pecuniary interests have been duly completed by all relevant officers
 - (b) details of shares held by senior officer as nominee or held beneficially in a statutory authority or subsidiary

- (c) details of publications produced by the entity about itself, and how these can be obtained
- (d) details of changes in prices, fees, charges, rates and levies charged by the entity
- (e) details of any major external reviews carried out on the entity
- (f) details of major research and development activities undertaken by the entity
- (g) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- (h) details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- (i) details of assessments and measures undertaken to improve the occupational health and safety of employees
- (j) a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- (k) a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved
- (l) details of all consultancies and contractors including:
 - (i) consultants/contractors engaged
 - (ii) services provided
 - (iii) expenditure committed to for each engagement.

Enquiries regarding this information should be directed to:

Head of Marketing and Communications
E: marketing@chisholm.edu.au.

Carers Recognition Act 2012

- > Chisholm ensures that the rights and interests of carers, as outlined in the *Carers Recognition Act 2012*, are considered in our relationships with students, employees or others in a care relationship.

We are committed to ensuring all employees have an awareness and understanding of the principles of the Act and to informing them about practical measures they can take to help us meet our legal obligations to carers.

Building Act 1993

General statement

Chisholm holds all plans and documentation for building extensions and new buildings lodged for issue of building approvals by certified building surveyors. On completion of construction, the organisation has obtained Certificates of Occupancy and practical completion certificates from the relevant architects and surveyors.

Assurance programs

The architects provided completion certificates and necessary building compliance, and regulatory certificates were received for all projects completed.

Building maintenance programs

Chisholm has an ongoing maintenance program (using Institute employees and engagement of specialist external contractors) for works to the existing buildings controlled by Chisholm.

Compliance statement

It is considered that all buildings on campus currently conform to the Building Regulations as existed at the time of construction of the respective buildings. All new buildings constructed since the promulgation of the *Building Act 1993* comply with those relevant standards. Chisholm has an ongoing program to ensure that any alterations or improvements to buildings meet the necessary standards to ensure that they are safe and fit for purpose.

| | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Building works | | | | | | | |
| New buildings certified for approval | 0 | 0 | 0 | 2 | 1 | 0 | 1 |
| Works in progress subject to mandatory inspections | 2 | 0 | 0 | 2 | 3 | 4 | 2 |
| New occupancy permits issued | 0 | 0 | 0 | 2 | 1 | 0 | 0 |
| Maintenance | | | | | | | |
| Notices issued for substandard buildings requiring urgent attention | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other notices issued involving major expenditure and urgent attention | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Conforming | | | | | | | |
| Number of owned buildings occupied by Chisholm (note the numbers are buildings in their entirety; floors and levels have not been considered) | | | | | | | |
| Frankston | 18 | 18 | 21 | 21 | 19* | 17* | 18 |
| Dandenong | 25 | 26 | 26 | 26 | 25 | 26 | 27 |
| Berwick | 11 | 11 | 11 | 11 | 10 | 9 | 10 |
| Cranbourne | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Bass Coast | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Mornington Peninsula | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Total | 71 | 72 | 75 | 75 | 71 | 69 | 72 |
| Number of buildings conforming to the standards | 71 | 72 | 73 | 73 | 71 | 69 | 72 |
| Number of non-conforming buildings vacated | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of buildings not conforming to standards | Refer to Subdivision Statements | | | | | | |

Leased buildings

- > 126 Springvale Road, Springvale, Adult Migrant English Program
- > 311 Lonsdale Street, Dandenong.
- > For number of buildings not conforming to standards, refer to Subdivision Statement below.

Subdivision 1 of the Building Regulations relates to all new buildings or section of existing buildings altered after 1 July 1994. There are approximately eight buildings out of the 67 that are considered to be Subdivision 1 type buildings. All buildings are issued with an Annual Essential Safety Measures Report.

Subdivision 2 relates to all buildings constructed or altered prior to 1 July 1994. All Subdivision 2 buildings have been provided with a maintenance determination in accordance with Part 1215 of the Building Regulations, which require all buildings to be provided with this document and subsequent Annual Essential Safety Measures Reports prior to 13 June 2009.

Advertising 2022

Details of government advertising expenditure (campaigns with a media spend of \$100,000 or greater exclusive of GST)

| Name of campaign | Campaign summary | Start/end date | Creative | | | | |
|-------------------------------|--|-----------------|------------------------------------|---|--|-------------------------------------|-------------------------------|
| | | | Advertising (media) expenditure \$ | campaign and development expenditure \$ | Research and evaluation expenditure \$ | Print and collateral expenditure \$ | Other campaign expenditure \$ |
| January acquisition campaign | Chase Your Calling recruitment campaign executed across television, cinema, out of home, radio, and digital channels | Jan 22–Mar 22 | 493,049 | 90,765 | 17,510 | 0 | 0 |
| Mid-year acquisition campaign | Chase Your Calling recruitment campaign executed across out of home, radio, and digital channels | Apr 22–Jul 22 | 497,957 | 161,020 | 17,510 | 0 | 0 |
| Q4 acquisition campaign | Chase Your Calling recruitment campaign executed across out of home, radio, and digital channels | Aug 22 – Oct 22 | 256,048 | 278,301 | 0 | 0 | 0 |
| January acquisition campaign | Chase Your Calling recruitment campaign executed across television, cinema, out of home, radio, and digital channels | Nov 22–Dec 22 | 842,495 | 75,466 | 0 | 0 | 0 |
| Total | | | 2,089,549 | 605,552 | 35,020 | 0 | 0 |

Infringements Act 2006 and Requirements of Public Records Act 1972

Chisholm is prescribed by law as an 'enforcement agency'. Under the *Infringements Act 2006* and Infringements Regulations 2016, enforcement agencies are required to provide reports to the Attorney-General with the details in relation to each category of infringement offence. During the year ended 31 December 2022, Chisholm reported the following statistical data.

Official warnings for the reporting period

- > infringement notices: 19 infringement notices issued for the reporting period. Five infringement notices withdrawn.
- > elections to go to court: 0 for the reporting period
- > internal reviews: Five for the reporting period
- > payment plans: 0 for the reporting period.

Sponsorship agreements 2022

| Date offered | Offered by Chisholm rep. | Sponsorship description | Estimated or actual value (excl. GST) \$ | Cumulative value of offers \$ | Accepted by | Offer declined/ accepted | What the sponsorship is used for |
|--------------|--------------------------|---|--|-------------------------------|---|--------------------------|--|
| 1 Feb 2022 | CEO | Casey Demons Football Club Education Partner – VFL Season 2022 | 50,000 | 50,000 | Peter Maynard, GM, Casey Demons Football Club | Accepted | Promotion of Chisholm brand, course offering and Sports Academy to prospective students. Provision of student placement opportunities with industry partner. |
| 6 Apr 2022 | CEO | AFL South East, Major Partner and Education Partner – Season 2022 | 30,000 | 30,000 | Will Dakis, General Manager for South East Australian Football Commission | Accepted | Promotion of Chisholm brand, course offering and Sports Academy to prospective students. Provision of student placement opportunities with industry partner. |
| 7 Apr 2022 | CEO | Casey Demons VNL Education Partner – VNL Season 2022 | 20,200 | 20,200 | Rebekah Bogos, President, Casey Netball Association | Accepted | Promotion of Chisholm brand, course offering and Sports Academy to prospective students. |
| 11 Apr 2022 | CEO | Sponsorship by Cloud Computing of student to attend international WorldSkills competition | 15,000 | 15,000 | WorkSkills Australia | Accepted | Promotion of Chisholm brand to attract international students. |
| 15 Jun 2022 | CCO | 2022 Business awards for Greater Dandenong | 3500 | 3500 | Greater Dandenong Chamber of Commerce | Accepted | Promotion of Chisholm brand with the local Dandenong community. |

Engagement of consultants

For the year ended 31 December 2022 the Financial Reporting Directions and guidance FRD 22H define a consultant as a particular type of contractor that is engaged primarily to perform a discrete task for an entity that facilitates decision making through:

- > provision of expert analysis and advice
- > development of a written report or other intellectual output.

Consultancy expenditure

Details of consultancies (valued at \$10,000 or greater)

In 2022, there were 55 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2022 in relation to these consultancies is \$2,720,972 (excluding GST). Details of individual consultancies can be viewed at chisholm.edu.au/about-us/publications.

Details of consultancies under \$10,000

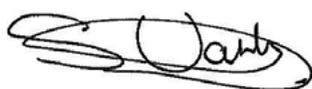
In 2022, there were 58 consultancies engaged during the year, where the total fees payable to the individual consultancies was less than \$10,000. The total expenditure incurred during 2022 in relation to these consultancies was \$271,380 (excl. GST).

Statement on compulsory non-academic student fees

For the year ended 31 December 2022

Chisholm has a range of non-academic fees and charges for programs and services. For 2022, the fees and charges included:

- > Students enrolling in courses that were on Chisholm's Funded Courses List (including students enrolling in Chisholm owned higher education courses) were required to pay a compulsory fee for their enrolment year that contributed to the cost of providing such services. These services included counselling, career counselling, welfare services, library services, tutoring, learning support, study support, internet, email and other IT infrastructure, and student life activities across all campuses. The Student Services Fee (SSF) for vocational education non-concession eligible students was charged up to a maximum of \$260 per 12 months. The SSF was charged at \$0.84 per hour with a minimum of \$70 charged for a student's first enrolment. If the student had already paid the maximum for which they were eligible they were not charged SSF for additional enrolments in the same 12-month period. SSF for vocational education concession-eligible students was charged up to a maximum of \$130 per 12 months (for enrolments in courses up to Certificate IV level for non-Aboriginal and Torres Strait Islander students). The SSF was charged at \$0.42 per hour with a minimum of \$70 charged for a student's first enrolment. If the student had already paid the maximum for which they were eligible they were not charged SSF for additional enrolments in the same 12-month period.
- > SSF for students studying higher education courses was charged at a rate of \$30 per unit of study.
- > Students based solely in the workplace were not required to pay a student services fee.
- > Programs and services provided to international students and industry-based students were costed on a commercial basis.
- > Other fees and charges were on a cost-recovery basis, for example, library and parking fines, photocopying and printing charges.



Stephen Varty
Director and Chief Executive Officer

Date: 27 February 2023
Place: Melbourne

Environmental performance

The environmental performance is a measure of the level of resource consumption and emissions across the organisation's various activities. This includes all emissions, ranging from fleet vehicles used for work activity to overseas air travel and electricity consumption.

We continue to place environmental considerations into all our operational activities, seeking to continuously improve our environmental practices throughout our operations, and developing and implementing robust systems and processes that protect the environment.

Sustainable principles are also included in the delivery of vocational education and training, where various departments have sustainability components embedded into the curriculum. This is the case particularly with workplace practices, including the appropriate disposal of waste, separation and recycling of reusable materials, and undertaking energy and waste audits.

Capital works

This year our organisation completed an extensive Capital Works Program joint funded by the Institute and the Department of Education and Training. The program included commencement of construction of the new Plumbing Industry Examination Centre at Dandenong and refurbishment of Dandenong Building P hair and beauty facilities, both focused on reduction of poor building stock.

Our Frankston Redevelopment Project Stage 2 will incorporate the following sustainability initiatives:

- > a 'fossil fuel free' enabled building in operation, supported by all electric building service systems
- > a large scale solar photovoltaic system across all available roof area
- > metering and monitoring systems to capture energy use, identify potential inefficiencies and track improvements
- > sustainable procurement of construction materials and encouraged use of re-used products or products with recycled content

- > high percentage of demolition and construction waste diverted from landfill
- > rainwater collection and reuse
- > high efficiency building systems, services, fixtures and fittings
- > natural/mixed mode ventilation to the common and shared internal areas of the building
- > inclusive spaces, equal access and diverse wayfinding to ensure the building can be navigated and enjoyed by all
- > visual connections to nature and the outdoors in all teaching spaces through views, inclusion of indoor plants, good access to daylight and nature-inspired designs
- > comfortable indoor environments with appropriate lighting levels and acoustic requirements
- > visible stairwells to encourage physical activity and reduce energy use
- > safe pedestrian network links to nearby public transport nodes
- > secure bicycle parking and associated end of trip facilities
- > landscaping and appropriate
- > selection of building materials to reduce urban heat island effect selection of low pollution internal finishes.

With the support of the Victorian Government's Stronger TAFE Fund Asset Maintenance Program, we implemented a program of building refresh works to refresh classrooms, restrooms and public spaces in buildings across our campuses. In addition, the program includes ongoing backlog maintenance works to building fabric and building services.

Carbon impact

With energy being the major component of the organisation's emissions, the impact on CO2 emissions increased slightly from previous years following the lifting of COVID-19 restrictions on campus.

Energy consumption

Chisholm continues to focus on energy efficiency through investing in the energy monitoring and reporting infrastructure to identify potential waste, and to quantitatively measure and track improvements.

2022 environmental data

Energy use

| | | |
|---|------------------|-------------------|
| Total energy usage segmented by primary source (megajoules) | Electricity | 19,343,180 |
| | Natural gas | 16,097,839 |
| | GreenPower | 0 |
| | Total | 35,441,019 |
| Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (tonnes CO ₂ e) | Electricity (S2) | 4567 |
| | Electricity (S3) | 376 |
| | Natural gas (S1) | 830 |
| | Natural gas (S3) | 52 |
| | GreenPower | 0 |
| | Total | 5825 |
| Percentage of electricity purchased as GreenPower (%) | | 0 |
| Units of energy used per full time employee – FTE value used (megajoules per FTE) | | 35,020 |
| Units of energy used per unit of office area (megajoules per m ²) | | 261.6 |

Waste production

| | | |
|--|--------------|----------------|
| Total units of office waste disposed of by destination (kg per year) | Landfill | 591,033 |
| | Recycled | 89,646 |
| | Total | 680,679 |
| Units of office waste disposed of per full time employee – FTE by destination (kg per FTE) | | 672 |
| Recycling rate (% of total waste by weight) | | 15% |
| Greenhouse gas emissions associated with waste disposal (tonnes CO ₂ e) | | 768 |

Paper usage

| | |
|--|------|
| Total units of A4 equivalent copy paper used (reams) | 7450 |
| Units of A4 equivalent copy paper used per FTE (reams per FTE) | 7.36 |
| Percentage of recycled content in copy paper purchased (%) | 0 |

Water consumption

| | |
|---|--------|
| Total units of metered water consumed by water source (kilolitres) | 19,477 |
| Units of metered water consumed in offices per FTE (kilolitres per full time employee – FTE) | 19.2 |
| Units of metered water consumed in offices per unit of office area (kilolitres per m ²) | 0.14% |

Transportation

| | | |
|---|---------------|------------------|
| Total energy consumption by vehicle fleet segmented by vehicle type (MJ) | Diesel | 543,424 |
| | LPG | 5014 |
| | Petrol | 1,766,379 |
| | Total | 2,314,819 |
| Total vehicle travel associated with entity operations (km) | | 924,636 |
| Greenhouse gas emissions from vehicle fleet (tonnes CO2e) segmented by vehicle type | Diesel (S1+3) | 48 |
| | LPG (S1+3) | 0 |
| | Petrol (S1+3) | 129 |
| | Total | 177 |
| Greenhouse gas emissions from vehicle fleet (tonnes CO2e) per 1000 km | | 0.19 |
| Total distance travelled by air (km) | | 474,028 |
| Percentage of employees regularly using public transport, cycling, walking etc. Sample size – 27 employees – 2015. | | 11% |

Greenhouse gas emissions

| | | |
|---|--|---------------|
| Total greenhouse gas emissions associated with energy use (tonnes CO2e) | | 9572 |
| Total greenhouse gas emissions associated with vehicle fleet (tonnes CO2e) | | 177 |
| Total greenhouse gas emissions associated with air travel (tonnes CO2e) | | 394 |
| Total greenhouse gas emissions associated with waste disposal (tonnes CO2e) | | 768* |
| Greenhouse gas emission offsets purchased (CO2e) | | 0 |
| Total emissions from all sources | | 10,911 |



Acronyms

| | | | |
|---------------|---|---------------|--|
| AMAF | Asset Management Accountability Framework | EAL | English as an Additional Language |
| AMTIL | Australian Manufacturing Technology Institute Limited | ELDS | equitable learning and disability support |
| BKSB | Basic Key Skills Builder | ELICOS | English Language Intensive Courses for Overseas Students |
| CALD | culturally and linguistically diverse background | FOI | Freedom of Information |
| CCEF | Caroline Chisholm Education Foundation | FMPLEN | Frankston Mornington Peninsula Local Learning Employment Network |
| CEO | Chief Executive Officer | FTE | full-time equivalent |
| CfCFP | Communities for Children Facilitating Partner | GE | general education |
| CGD | City of Greater Dandenong | HIA | Housing Industry Association |
| CINEC | Columbo International Nautical and Engineering College | HVAC | heating, ventilation, and air conditioning |
| CRICOS | Commonwealth Register of Institutions and Courses for Overseas Students | ICT | information and communications technology |
| DESE | Department of Education, Skills and Employment | IELTS | International English Language Testing System |
| DET | Department of Education and Training (Victoria) | IT | information technology |

| | | | |
|--------------|--|---------------|---|
| KPI | key performance indicator | TAE | training and assessment |
| MoU | Memorandum of Understanding | TAFE | technical and further education |
| NDIS | National Disability Insurance Scheme | TEK | teacher essentials kit |
| NSSSP | non-school senior secondary provider | VACC | Victorian Automotive Chamber of Commerce |
| OHS | occupational health and safety | VCAL | Victorian Certificate of Applied Learning |
| QTS | Qatar Technical School | VCE | Victorian Certificate of Education |
| RPL | recognition of prior learning | VCE VM | VCE (Vocational Major) |
| RSA | responsible service of alcohol | VET | vocational education and training |
| RSTF | Regional and Specialist Training Fund | VETDSS | vocational education and training delivered to secondary students |
| RTO | registered training organisation | VETIS | vocational education and training in schools |
| SEMMA | South East Melbourne Manufacturers Alliance | VIPP | Victorian Industry Participation Policy |
| SSF | student services fee | WE | work education |
| STEAM | science, technology, engineering, arts and mathematics | WFS | Workforce Skill-Set |
| STEM | science, technology, engineering and mathematics | YPP | Young Parents Program |



Chish



olm

Chisholm