Highlands llen

Annual **Report** 2025

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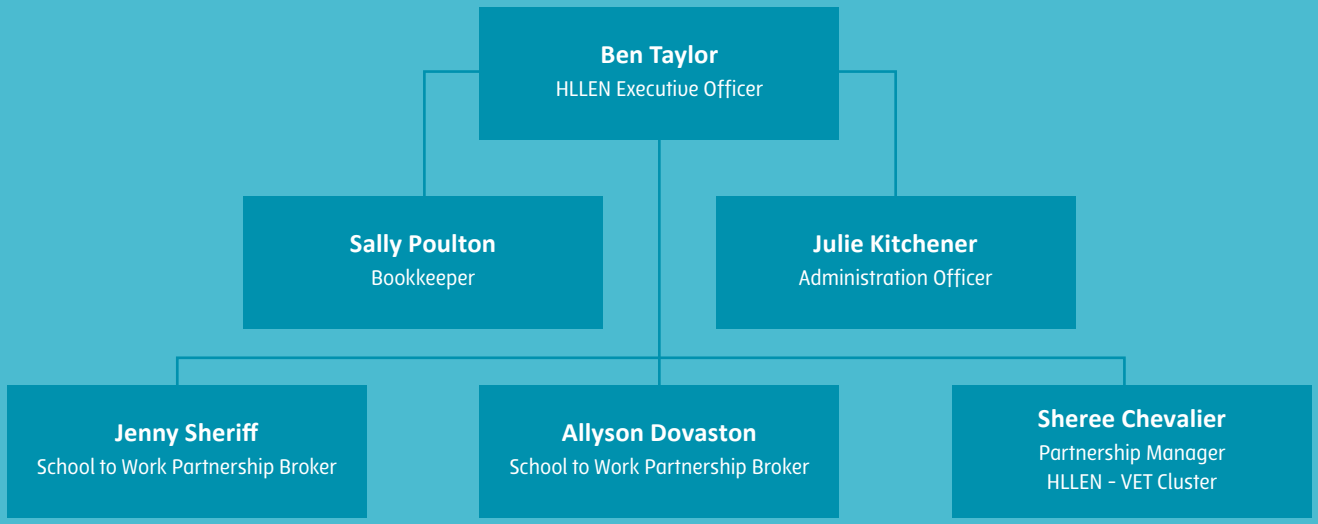
Highlands LLEN respectfully acknowledges the traditional custodians of the lands in which we work and live, the Wadawurrung, Dja Dja Wurrung and Wurundjeri people and recognise their continuing connection to land, waters and community.

Highlands LLEN Organisational Structure 2025 (March 2025)



Chairperson's Report

It is a pleasure to present the 2025 Chairperson's Report for the Highlands Local Learning and Employment Network (HLLEN).

This has been a year of consolidation, growth, and momentum as HLLEN successfully delivered the final year of the current three-year School to Work agreement. Throughout this period, the organisation has not only met all contractual requirements but continued to evolve its programs to better respond to the changing needs of students, schools, and industry.

A strong focus has remained on creating practical and engaging career exploration opportunities for young people, while strengthening alignment between education and workforce demand across the region.

While the Executive Officer's report outlines the breadth of activities undertaken, I would like to highlight several key outcomes that demonstrate both scale and impact:

- **EXPANDED ENGAGEMENT WITH SCHOOLS AND INDUSTRY**

  HLLEN delivered 99 events in partnership with schools and industry—significantly exceeding the Department of Education's KPI of 26. These activities included guest speaker sessions, industry immersion experiences, and hands-on taster programs, providing students with meaningful exposure to career pathways and real-world work environments.

- **CONTINUED GROWTH IN VET PARTICIPATION**

  The VET Cluster experienced strong growth, with enrolments reaching 930 students—an increase of 18.6% from the previous year. This growth reflects both expanded program offerings and greater flexibility in delivery. By increasing access through additional courses, days, and delivery sites, HLLEN has enabled more students to engage in vocational pathways that align with their interests and industry needs.

- **STRENGTHENING WORK-BASED LEARNING OPPORTUNITIES**

  A total of 195 work placements were facilitated, including both Work Experience and Structured Workplace Learning (SWL). Notably, partnerships with City of Ballarat and Grampians Health continued to strengthen, supporting 111 placements and reinforcing the value of sustained, place-based collaboration with key regional employers.

These achievements are a direct result of the strong partnerships HLLEN has built across education, industry, and community. They reflect a shared commitment to improving outcomes for young people and ensuring they are well-prepared for future employment.

I would like to sincerely acknowledge the leadership of Executive Officer Ben Taylor and the dedication of the HLLEN team, whose work continues to drive innovation and deliver tangible impact across the region.

I also extend my thanks to the Committee of Management for their ongoing guidance and support.

In particular, I would like to recognise Stephan Fields for his valued contribution and years of service to Highlands Local Learning and Employment Network. His commitment has been greatly appreciated.

Leanne Parker
Chairperson

As we look ahead, HLLEN is well positioned to build on this strong foundation, continuing to explore new opportunities, strengthen partnerships, and respond to the evolving needs of our community.

Ben Taylor
Executive Officer

OUR VISION

Building great futures by partnering with educators, business and community.

OUR VALUES

Advocacy
We champion great futures within our communities

Collaboration
We build and maintain strong partnerships

Innovation
We pursue creative solutions

Diversity & Equity
We believe in representation, equity and fairness for all

Excellence
We are informed by evidence, good practice and continuous improvement

Leadership
We make a difference through guiding others

Executive Officer's Report

The three-year School to Work contract concluded in 2025 and we are proud to exceed all KPI's for this agreement. We have been able to secure an additional 12 months, and the team is focused on delivering this new School to Work contract.

Program Overview

2025 provided the HLLEN with additional opportunities to deliver for the secondary schools in our region. We recorded 195 student placements against our target of 153, with delivery to 23 schools. Our events target was 26 and the team delivered 99 events again providing opportunities for students to understand the employment pathways in different industries.

2025 we focused on delivery for Work Experience (WEX) and continued to work with our larger employers in Ballarat to exceed the targets.

During 2025 Polly Britten left to move into a new role with the Powering Skills Organisation working nationally as an Industry Engagement Lead. Polly's long tenure at HLLEN provided starting with GROW and then a Partnership Broker with the HLLEN provided strong relationships with industry and schools. Polly dedication to equality in the workplace helped us secure a Federal Grants for delivery of practical programs for females in trade industries.

An overview of the activities of the WEX is on pages 9 and 10 of the 2025 Annual Report.

The VET Cluster grew from 784 students to 930 students with an increase in retention across the programs. The continuation of the transport fund provided certainty for schools outside of Ballarat and this was expanded to include Ballarat schools where transport was a barrier.

An outline of the achievements of the VET Cluster is on pages 4 and 5 of the 2025 Annual Report.

I continued my role with the State Vic LLEN group with a mentor role with VET Clusters. We were able to receive some money through the transition fund, and this was used to run programs for students in Term 3 and 4 who missed out on VET programs earlier in the year.

I thank the Chair and Committee of Management Board for their ongoing leadership during 2025.

A big thank you to the dedication of the staff at the HLLEN for their passion to support young people in the region. Concluding the three-year School to Work agreement we have seen each KPI exceeded and this is due to the needs of the students and schools in the area and the increase in students in the VET Cluster programs. Congratulations to the team for their hard work in building the relationships with schools and industry to achieve these results.

Sheree Chevalier
Partnership Manager, HLLEN - VET Cluster

Key 2025 Strengths

- Strong student engagement in vocational pathways
- Broad alignment with regional workforce needs
- High participation in health, care, trades, and animal based industries
- Increased engagement in emerging skills areas

During the middle of Term 1 2025, 88% of First Year Students completed a VET Cluster survey so we could learn what they thought of their programs.

The average rating they gave the Cluster for 2025 programs was 4.16 stars out of 5 stars.

★★★★☆

VET Cluster

Sheree thanks schools and RTO staff who collaborate to provide amazing VET learning opportunities for students.

She appreciates and gives thanks to the admin support she received from Julie Kitchener throughout the year. Thanks to Ben Taylor, who organized bus travel for regional VET Cluster students. Also, thanks to Ben, Polly Britton and Jenny Sheriff who attended 2025 school subject selection evenings in 2024, when Sheree was not available.

Key VET Cluster Events, Resources and Policies established

VET CLUSTER EVENTS:

- **The 2026 Program Guide Launch**, was launched at the Ballarat Golf Club, start of Term 3, 2025.
- **Term Meetings:**

  School VET Coordinators (VC) Meeting, Careers staff invited to VC meetings.

  Principals Management Group (Prin) Meeting.

  Business Managers can choose which meeting to attend (VC or Prin).

VET CLUSTER RESOURCES INCLUDE:

PROGRAMS

- **School staff resources** including important dates, suggested tasks and how to apply for VET Cluster Programs' created for schools.
- **One-Year Taster** Cheat sheets prepared for VASS staff.
- **Cost of Programs** with Material Fees prepared for Business Managers.
- **Students' Status Report** for First and Second Year students.
- **Students and parents resource:** Professionally prepared Program Guide – in print and online and one- page Program sheet (Programs listed in interest order with QR code to scan to program).
- **RTO/school leadership resource:** Student Surveys – First Year and Second Year feedback collated.

OPERATIONAL

- Database continually being developed including SMS absences sent to parents/ guardians.
- Term Planner – Every weekday of the year mapped for all stakeholders.
- Endeavour Award Certificates, nominated by Program Teachers, at the end of the year for First and Second Year students.

Sub Committees and Policies

RTO Review Sub-Committee: Established in 2023 and continued in 2025. A selection of school stakeholders formed to review the progress of RTOs and consider RTO applications to deliver programs.

Excursion Policy: In 2025 we continued to trial the Excursion Policy and noted an increase in excursions.

Students at Risk of Failing (SAROF) Sub Committee and Policy: At the end of 2024, Sheree noted the current Students at Risk of Failing Policy needed review, so a sub committee was formed, and a simpler Database reliant process was implemented and is under review.

Student Reports: Existing Student Reports were reviewed and implemented, with the aim to make them more Employer friendly.

VET Cluster

CENSUS NUMBERS FROM 2021 TO 2025

There has been a steady increase in student numbers over the past four years, supported by strategic planning and strengthened policies and processes to enable continued growth and progression.

Year	First Year	Second Year	Total students at Census
2021	390	157	547
2022	458	189	647
2023	443	180	623
2024	561	223	784
2025	**693**	**237**	**930**

Partner Organisations

Delivery of programs relies on a strong and diverse partnership network.

Year	Number of schools
2023	27
2024	40
2025	**44**

Growth of partnered schools

School Partnerships have increased over the year mainly due to the introduction of the Rail program, attracting many Melbourne based schools.

Ballarat schools still maintain a strong presence, with Ballarat High School, Damascus College, Mount Clear College, Bacchus Marsh College, Ballarat Grammar School and Mt Rowan Secondary College proving strong supporters.

Key Training Providers include Federation University/TAFE, Foundation Learning Centre, BGT Jobs & Training Ballarat, Skillinvest, Melbourne City Institute of Education, Curtain Call Performing Arts Studios and Suas Rov.

2025 Gender Participation

Female	**~55–65%**
Male	**~35–45%**
Other / Prefer not to say	**<2%**

Participation patterns remain industry specific, with:

- Higher female participation in Early Childhood Education, Allied Health, Animal Care, Hair & Beauty, and Community Services
- Higher male participation in Automotive, Engineering, Building & Construction, Plumbing, Rail, and Aviation

Encouraging diversification of participation across non traditional pathways remains an ongoing focus.

2025 Student Voice

FIRST YEAR STUDENTS: TERM 1 SURVEY

Year	% of 1st Year students who completed survey	Rating (out of 5)
2023	60%	4.03
2024	64%	4.14
2025	**87.9%**	**4.16**

More students are taking the survey, and our star rating is increasing. We aim to visit every class to survey students.

Program and Industry Participation

Students are enrolled across 25+ industry Certificate II and III level programs. Many programs operate as partial completions or one year 'taster' pathways, supporting early career exploration.

HIGH DEMAND PROGRAMS

- Animal Care
- Early Childhood Education
- Allied Health Assistance
- Automotive Vocational Preparation
- Building & Construction
- Engineering
- Agriculture
- Hair & Beauty / Retail Cosmetics

GROWTH & EMERGING AREAS

- Aviation (Remote Pilot)
- Renewable Energy/Electrotechnology
- Heavy & Light Rail Fundamentals
- Screen & Media
- Creative Industries and Music (Sound Production)

Planning for 2026

The VET Cluster works one year in advance. In March/April, planning for the following year's programs begins. It is expected student numbers will increase due to the popularity of One Year programs. One Year Extension Programs can be expected to support students studying for a second year into the industry of their choice.

2026 KEY RISKS & CHALLENGES

- Gender imbalance persists in some trade and care based pathways
- Capacity constraints in high demand programs (e.g. Early Childhood, Animal Care), with some groups closed to new enrolments
- Reliance on external delivery partners introduces scheduling and capacity risk.

School to Work

Allyson Dovaston
School to Work Partnership Broker

99
Total events

5,512
Total attendees:

4,719 Students
300 Parents
493 Teachers/
school staff

Work placements (WEX, SWL & SBATs) arranged by HLLEN

1 January to 31 December 2025

Target – 153
Actual – 195

School Name (Highlands Region)	Number
Ballarat Christian College	9
Ballarat Clarendon College	2
Ballarat Grammar	7
Ballarat High School	30
Beaufort Secondary College	2
Berry Street School (Ballarat Campus)	2
Damascus College	11
Daylesford Secondary College	2
Federation College - Ballarat Central	2
Loreto College	19
Mount Clear College	18
Mount Rowan Secondary College	12
Phoenix P-12 Community College	31
Saints College	7
St Patrick's College Ballarat	2
Woodman's Hill Secondary College	12
Yuille Park P-8 Community College	1
Schools outside Ballarat (Other regions)	4
Other	22
TOTAL PLACEMENTS	**195**

Work readiness programs

Twenty six work readiness programs were conducted in classrooms, and included resume and cover letter writing, job interview preparation, networking (including *LinkedIn*) and employer expectations of young workers.

FOR EXAMPLE: MOCK INTERVIEWS

Our largest one-to-one student program — with 18 sessions and 1,075 students participating in 2025 — Mock Interviews continued to be a cornerstone program in preparing students for the workforce. Designed with support from local industry professionals, this program allows students to practise interview techniques, receive constructive feedback, and develop job-ready communication skills, helping students gain confidence, experience, and insight into workplace expectations.

Students developed confidence, improved their communication skills, and gained a clearer understanding of employer expectations and recruitment processes. The program not only supports employability skill development but also strengthens connections between schools and local industry, with consistently positive feedback from both students and volunteer interviewers.

Industry immersions

Through 31 industry immersions, students experienced hands-on activities, often in real industry settings, or as industry incursions. Immersion experiences included **Foundry in a Box** (Australian Foundry Institute), ACU and Federation University-hosted **health industry days**, **Passion to Profession** sport industry careers, **welding/manufacturing** workshop (BGT), **Farm to Table** organic food production, **Veg Ed** food security, **Who Made It Instagrammable** (hospitality, Western Hotel), **Little Hampton Farm** (food production and farm operations), and **NextGen for Juniors** trade tasters. The inclusion of **VicVICE** virtual reality industry experiences enabled students to experience workplaces that they otherwise may not be able to attend in person.

FOR EXAMPLE: HEALTH INDUSTRY DAYS (ACU & FEDERATION UNIVERSITY)

In partnership with Australian Catholic University and Federation University, Highlands LLEN delivered two highly successful **Health Industry Days**, engaging over 120 Year 9 and 10 students from across the region. Students participated in hands-on workshops and simulations across a variety of health disciplines including nursing, paramedicine, physiotherapy and allied health. The programs provided valuable exposure to university environments, training pathways and real-world health settings, helping students to better understand both study and career options within the sector. Feedback from students was overwhelmingly positive, with many highlighting the practical activities and interaction with current students and industry professionals as key highlights.

Jenny Sheriff
School to Work Partnership Broker

195
Placements arranged (KPI 153)

163
Work Experience (WEX) placements

12
Structured Workplace Learning (SWL) placements

20 arranged placements, cancelled by student, parent, school or host employer

WorldSkills Competition

Highlands LLEN proudly supported the WorldSkills Competition for VET students, providing an outstanding opportunity to witness excellence in vocational skills across a wide range of industries. The event was not only a high-level competition, but also a fantastic demonstration of industry skills in action. VET students showcased their expertise in areas such as bricklaying, hairdressing, allied health and carpentry, highlighting the precision, professionalism and dedication required to succeed in these fields.

Students gained valuable insight into the standards expected within skilled trades, while also being inspired by the diverse career pathways available. The competition and demonstrations were further showcased at the **Ballarat Careers Expo**, helping to promote VET pathways and engage future students in hands-on, skills-based careers. This exposure continues to play an important role in raising the profile of vocational education within the region.

Career Information Expos

Highlands LLEN facilitated or participated in **nine** career information expos including **Ballarat Jobs & Training Expo** (BGT), **Job Jump** (The Smith Family) and presentations to parents, students and teachers. Additionally, Highlands LLEN presented VET Subject Selection events within schools.

FOR EXAMPLE: GRADE 5/6 CAREERS & JOBS EXPO

The Grade 5/6 Careers & Jobs Expo was a key early engagement initiative of Highlands LLEN, introducing primary school students to a wide range of industries and career pathways. With over 200 students attending from multiple local schools, the event featured interactive stalls and hands-on activities delivered by industry partners including emergency services, construction, health, and agriculture.

The expo provided an engaging and age-appropriate opportunity for students to begin thinking about the world of work and the many possibilities available to them in the future. It also allowed students to ask questions, interact with industry representatives, and start to build early awareness of the skills and jobs that exist within their local community.

NextGen Tradies – Try a Trade

Another successful year of NextGen Tradies saw strong engagement from schools across the region, with students rotating through a range of trade stations including carpentry, painting, bricklaying, concreting, plastering and electrical. These hands-on experiences allowed students to actively engage with tools, materials and techniques while gaining insight into trade pathways.

The program continues to grow in strength thanks to the ongoing support of key partners including Harris HMC, John Holland Group, Apprenticeship Support Australia, Women's Health Grampians and Platinum Institute Australia. NextGen Tradies remains an important initiative in encouraging students to consider careers in trades and addressing future workforce needs.

Real Talks

Real Talks continues to be one of Highlands LLEN's most impactful programs, connecting students with industry through engaging panel-style discussions to learn about the realities of today's workplace. In 2025, the program evolved to include more diverse panels, bringing together professionals from a broad range of industries and backgrounds to better reflect student interests and aspirations.

A total of 15 Real Talks sessions were delivered across local schools, providing students with the opportunity to hear authentic career journeys and ask questions, gaining practical advice on pathways, subject choices, and job readiness — with optional opportunities for one-on-one conversations.

The program continues to play a key role in inspiring students, building confidence, and broadening their understanding of the wide range of career opportunities available to them. It is a powerful way to connect classroom learning to real-world careers.

Work Experience (WEX)

Grampians Health Placements

In 2025 Grampians Health, in partnership with HLLEN, launched their comprehensive Work Experience Program for high school students in Years 10-12. The program offered 36 students hands-on experience to explore different career paths within the healthcare sector, across four distinct streams — Allied Health, Corporate Services, Support Services, and Clinical — each hosting up to two students per placement. explore professions ranging from mental health, infection control, finance, support services, physiotherapy, social work, podiatry, radiology, and more. Six of the placements were Structured Workplace Learning placements, undertaken as an assessable part of the students' Certificate III in Allied Health studies.

"We believe the comprehensive work experience program will offer a fantastic opportunity for students to explore different career paths in health and we are incredibly excited to offer this opportunity to students in our community. By providing hands-on experience across various streams, we hope to inspire the next generation of healthcare professionals and give them a comprehensive understanding of the diverse roles within our sector."

CLAIRE WOODS, CHIEF PEOPLE OFFICER AT GRAMPIANS HEALTH.

The program was successfully piloted in 2024 with two students in Ballarat, and expanded in 2025 across all Grampians Health sites including Stawell, Horsham, Dimboola and Edenhope, in partnership with the local LLENs.

PLACEMENTS PER HOST EMPLOYER

75 **City of Ballarat**
(across various departments and sites, including Botanical Gardens, Ballarat Aquatic & Lifestyle Centre, Eureka Centre, Animal Shelter, libraries and early childhood centres)

36 **Grampians Health**

13 **Jenny's Early Learning Centre**

9 **Ballarat Tech School**

42 **Other hosts**

City of Ballarat Group Work Experience

City of Ballarat Council piloted a group work experience program involving various departments within the organisation and Year 10 students from schools in Ballarat.

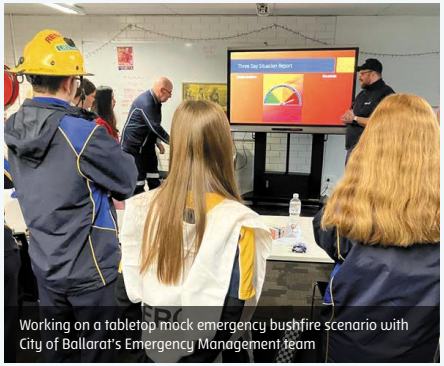
The program provided students with the opportunity to visit and learn about the sites and operations that occur within local government, including:

- Emergency management
- Facilities management
- Events
- Childcare and parent support
- Works department
- Sport and recreation
- Parks and gardens
- Her Majesty's Theatre and the arts
- Libraries
- Animal Shelter
- Town planning
- Regulatory services
- Councillors, council meetings and meeting governance roles
- The roles and layers of government

Students undertook various hands-on activities, including:

- conducting a mock Council meeting with students taking up the various titles and governance roles (eg. chairperson, minute taker etc.)
- reading and interacting with toddlers at Girrabanya Early Childhood Centre and Parent Place
- water-testing the aquatic pool facility at BALC
- identifying plants with the Parks & Gardens team at the Botanical Gardens
- providing socialisation with the animals at the Animal Shelter
- working on a tabletop mock emergency bushfire scenario with the Emergency Management team
- participating in community engagement, team meetings and a strategic planning session with Youth Services

The success of the pilot has prompted City of Ballarat to host two of these programs in 2026.



Working on a tabletop mock emergency bushfire scenario with City of Ballarat's Emergency Management team

Touring Town Hall

HLLEN Engagement 2025

7,424
Total amount of student participants in events

195
Students who consumed placement from Portal

930
Number of students participating in the VET Cluster

44
Number of secondary schools participating in the VET Cluster

99
Total School Industry Events

Julie Kitchener
Administration Officer

Sally Poulton
Bookkeeper

Committee of Management 2025 (At year end)

Leanne Parker

CHAIRPERSON

SUB-COMMITTEE: FASC

ORGANISATION: Federation TAFE

Eliza Munro

TREASURER

SUB-COMMITTEE: FASC

ORGANISATION: McCallum Disability Services

Susan Honeyman

SECRETARY

SUB-COMMITTEE: FASC

Darren Gray

DEPUTY CHAIR

ORGANISATION: Federation TAFE

David Clarke

SUB-COMMITTEE: FASC

Emma Hall

ORGANISATION: Clean Energy Council

Jen Winter

ORGANISATION: Department of Education

Peita McNaught

ORGANISATION: Buninyong Community Bank

Steven Mifsud

ORGANISATION: Damascus College

Trent Loader

ORGANISATION: Department of Employment and Workplace Relations

Mick Prato

ORGANISATION: Department of Jobs, Skills, Industry and Regions

Cr Des Hudson

ORGANISATION: City of Ballarat

Treasurer's Report

2025 has been another successful year for the LLEN, continuing to deliver the Department of Education — School to Work programs, as well as other grants to complement the delivery of programs to schools.

Employee costs continue to be around half of the LLEN's operating expenditure at $393,265. Program delivery remains the core emphasis of the LLEN as demonstrated through the employment and project expenditure within the presented financial statements.

The Department of Education Transport Fund for VET Cluster students continued for 2025. This enabled students to safely and consistently travel to their designated courses, transports costs were incurred to the value of $235,428 which is recorded under project expenditure.

In our 2025 report the LLEN recorded a surplus of $22,951, which reflected several deliverables for our project grant funds. The LLEN balance sheet continues to be sound, with total assets at $713,062. The LLEN has current liabilities of $291,682 at balance date.

The LLEN currently has $526,149 in cash or term deposits, more than providing for the liabilities as listed. Our Audit report for 2025 contains no qualifications and I am pleased to recommend to you our financials for the year and look forward to another successful year in 2026.

Eliza Munro
Treasurer

Eliza Munro
Treasurer

Financial Statements

The following Financial Statement is an extract from the full financial report for the year ended 31st December, 2025.

A copy of the full financial report and auditor's report is available on our website.

Statement of Comprehensive Income

FOR THE YEAR ENDED 31ST DECEMBER, 2025

	2025	2024
Revenue		
Revenue	850,155	883,083
Expenditure		
Employee benefits expense	(393,265)	(434,322)
Depreciation expense	(14,974)	(13,497)
Program Operating Costs	(237,971)	(267,694)
Administration Operating Costs	(119,027)	(135,510)
Transport	(30,023)	(29,373)
Rent expense	(31,944)	(30,247)
SURPLUS FOR THE YEAR	**22,951**	**27,560**

Balance Sheet

AS AT 31ST DECEMBER, 2025

	2025	2024
Assets		
CURRENT ASSETS		
Cash and Cash Equivalents	526,149	488,193
Trade and other receivables	53,629	157,790
TOTAL CURRENT ASSETS	**579,778**	**645,983**
NON-CURRENT ASSETS		
Property, Plant & Equipment	73,881	40,144
Right of use asset	59,403	37,809
TOTAL NON-CURRENT ASSETS	**133,284**	**77,953**
TOTAL ASSETS	**713,062**	**723,936**
Liabilities		
CURRENT LIABILITIES		
Trade Payables	125,578	225,212
Other Payables	129,453	87,876
Provisions	17,992	16,952
Lease liability	18,659	32,329
TOTAL CURRENT LIABILITIES	291,682	362,369
NON-CURRENT LIABILITIES		
Provisions	15,158	10,783
Lease liability	40,940	8,453
TOTAL NON-CURRENT LIABILITIES	**56,098**	**19,236**
TOTAL LIABILITIES	**347,780**	**381,605**
NET ASSETS	**365,282**	**342,331**
Equity		
Retained Surpluses	365,282	342,331
TOTAL EQUITY	**365,282**	**342,331**

Statement of Changes in Equity

FOR THE YEAR ENDED 31ST DECEMBER, 2025

	RETAINED SURPLUSES	TOTAL EQUITY
2024		
BALANCE AT 1 JANUARY 2024	**314,771**	**314,771**
Net Surplus for the year	27,560	27,560
BALANCE AT 31 DECEMBER 2024	**342,331**	**342,331**
2025		
BALANCE AT 1 JANUARY 2025	**342,331**	**342,331**
Net Surplus for the year	22,951	22,951
BALANCE AT 31 DECEMBER 2025	**365,282**	**365,282**

Statement of Cash Flows

FOR THE YEAR ENDED 31ST DECEMBER, 2025

	2025	2024
Cash from operating activities		
Receipts from customers including grants	1,039,332	972,451
Payments to suppliers and employees	(915,537)	(854,514)
Interest Received	(987)	(3,420)
NET CASH (USED IN)/ FROM OPERATING ACTIVITIES	**122,808**	**114,517**
Cash flows from investing activities		
Purchase of property, plant and equipment	(50,131)	(654)
NET CASH PROVIDED BY INVESTING ACTIVITIES	**(50,131)**	**(654)**
NET (DECREASE)/ INCREASE IN CASH AND CASH EQUIVALENTS	**37,956**	**84,369**
Cash and cash equivalents at beginning of the financial year	488,193	403,824
CASH AND CASH EQUIVALENTS AT END OF YEAR	**526,149**	**488,193**

Committee Members' Declaration

In the committees opinion:

- the attached financial statements and notes comply with the *Corporations Act 2001*, the Australian Accounting Standards – Simplified Disclosures, the *Australian Charities and Not-for-profits Commission Act 2012*, the *Associations Incorporation Reform Act (Victoria) 2012* and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the association's financial position as at 31 December 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the association will be able to pay its debts as and when they become due and payable..

On behalf of the committee

ELIZA MUNRO

LEANNE PARKER

18 May 2026
Ballarat

Independent Auditor's Report

▲ Ainio Assurance

Auditors Independence Declaration under Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* to the Members of Highlands Local Learning & Employment Network Inc.

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2025, there have been no contraventions of:

1) The auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
2) Any applicable code of professional conduct in relation to the audit

AINIO ASSURANCE

Richard Ainio.

Richard Ainio
PRINCIPAL

Ballarat
18 May 2026

Annual **Report** 2025

Suite 13, 106–110 Lydiard Street South Ballarat VIC 3350

Call (03) 4344 4155
Email admin@highlandsllen.org
Visit www.highlandsllen.org

Social Media

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VET CLUSTER

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@highlandsllenvet

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