2011 was a very rewarding year, with TAFE NSW – Northern Sydney Institute (NSI) again enjoying many fantastic achievements across the Institute.

The talent and dedication of our students and staff is evident by the number and range of awards and accolades earned this year. These include:

- NSW Minister for Tourism Student Achiever Award for Tourism and Hospitality Studies
- NSW Premier’s International Student of the Year Award
- Prime Minister’s Award for Skills Excellence in School/Australian Vocational Student Prize
- Achieving the top six places in the HSC TVET Accounting Exam
- Awarded the LearnX Foundation eLearning and Training Gold Award in the Best Partnership in a Training Program Category
- Finalists in the Australian Training Awards 2011
- Green Gowns Highly Commended Award 2011.

Although the Institute has experienced significant challenges in meeting its enrolment targets, NSI’s commitment to excellence was reflected in many organisational and individual achievements.

NSI has now established itself as a leader in the area of sustainability, with the ability to deliver sustainability training to all sectors of industry in NSW. The Institute has again proudly maintained our ISO 14001 accreditation and has been recognised as a Sustainability Advantage Silver Partner for our environmental achievements.

We have experienced a great success at the International WorldSkills Competition which was held in London. Kate Crocker received a Silver Medal for Restaurant Service and Richard May receiving a Medal of Excellence for Landscape Construction.

The Institute’s annual Excellence Awards were also a great success, with Susan Lewis receiving the NSI Student of the Year Award.

We confidently continue to meet the needs and expectations of customers, individuals, enterprises, industry, government and educational partners, with innovation in training and the very best of facilities.

In 2011 the Institute also built new facilities at our Northern Beaches College, to offer training in Sport and Fitness and Welfare.

I invite you to read further to learn more about NSI’s performance, initiatives and successes.

Kevin Harris
Institute Director
## 2011 Key Achievements

### Three Year Summary – Key Performance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total course enrolments</td>
<td>51,401</td>
<td>50,239</td>
<td>47,462</td>
</tr>
<tr>
<td>Total student numbers</td>
<td>39,069</td>
<td>36,585</td>
<td>34,746</td>
</tr>
<tr>
<td>Total course completions</td>
<td>20,056</td>
<td>20,021</td>
<td>19,114</td>
</tr>
<tr>
<td>Training hours delivered</td>
<td>13,869,790</td>
<td>12,856,377</td>
<td>11,910,871</td>
</tr>
<tr>
<td>Recognition of Prior Learning (RPL) hours</td>
<td>736,411</td>
<td>807,160</td>
<td>796,429</td>
</tr>
<tr>
<td>Higher level qualifications (certificate II and higher) course enrolments</td>
<td>25,203</td>
<td>23,302</td>
<td>21,509</td>
</tr>
<tr>
<td>Higher level qualifications (certificate III and higher) course completions</td>
<td>8,805</td>
<td>8,277</td>
<td>7,538</td>
</tr>
<tr>
<td>International student enrolments</td>
<td>2,825</td>
<td>2,255</td>
<td>1,259</td>
</tr>
<tr>
<td>Green skills unit enrolments</td>
<td>7,242</td>
<td>10,460</td>
<td>10,893</td>
</tr>
<tr>
<td>Apprenticeship and traineeship course enrolments</td>
<td>4,474</td>
<td>4,333</td>
<td>4,199</td>
</tr>
<tr>
<td>Percentage of module enrolments flexibly delivered</td>
<td>16.7%</td>
<td>20.1%</td>
<td>21.8%</td>
</tr>
<tr>
<td>Percentage of module enrolments employment based</td>
<td>13.2%</td>
<td>13.8%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

### Enrolments by Business Line

<table>
<thead>
<tr>
<th>Business Line</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access and General Education</td>
<td>17,480</td>
<td>16,265</td>
<td>15,528</td>
</tr>
<tr>
<td>Business and Commerce</td>
<td>7,628</td>
<td>7,083</td>
<td>6,818</td>
</tr>
<tr>
<td>Community Services and Health</td>
<td>5,973</td>
<td>5,906</td>
<td>5,184</td>
</tr>
<tr>
<td>Engineering, Transport and Construction</td>
<td>5,352</td>
<td>5,939</td>
<td>5,709</td>
</tr>
<tr>
<td>Information and Communication Technology,</td>
<td>6,215</td>
<td>6,941</td>
<td>5,697</td>
</tr>
<tr>
<td>Arts and Media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism, Hospitality and Event Management</td>
<td>8,054</td>
<td>7,342</td>
<td>8,062</td>
</tr>
<tr>
<td>Unspecified</td>
<td>699</td>
<td>763</td>
<td>464</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,401</strong></td>
<td><strong>50,239</strong></td>
<td><strong>47,462</strong></td>
</tr>
</tbody>
</table>

Statistic sources:
1. NCVER 2011 Student Outcomes Survey and 2011 NSI Quality Indicator Learner survey
2. NSI 2011 National Quality Indicator Learner Engagement Survey
3. TAFE NSW Warehouse of the Web.
### STUDENT DIVERSITY (% OF TOTAL COURSE ENROLMENTS)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combine work with study</td>
<td>50.2%</td>
<td>51.3%</td>
<td>52.7%</td>
</tr>
<tr>
<td>From non-English speaking background</td>
<td>32.9%</td>
<td>33.8%</td>
<td>33.5%</td>
</tr>
<tr>
<td>Aboriginal or Torres Strait Islander</td>
<td>1.3%</td>
<td>1.5%</td>
<td>1.2%</td>
</tr>
<tr>
<td>With a disability</td>
<td>7.5%</td>
<td>7.8%</td>
<td>9.2%</td>
</tr>
<tr>
<td>University graduate</td>
<td>16.2%</td>
<td>17.8%</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

### CUSTOMER OUTCOMES AND SATISFACTION (% OF GRADUATES)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed after training</td>
<td>75.4%</td>
<td>NA</td>
<td>72.1%</td>
</tr>
<tr>
<td>Employed or in further study after training</td>
<td>88.3%</td>
<td>NA</td>
<td>88.6%</td>
</tr>
<tr>
<td>Enrolled in further study at university after training</td>
<td>10.8%</td>
<td>NA</td>
<td>8.5%</td>
</tr>
<tr>
<td>Satisfied with overall quality of the training</td>
<td>91.1%</td>
<td>NA</td>
<td>92.0%</td>
</tr>
<tr>
<td>Fully or partially achieved their main reason for doing the course</td>
<td>82.6%</td>
<td>NA</td>
<td>81.9%</td>
</tr>
</tbody>
</table>

### STAFF

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers – full-time</td>
<td>522</td>
<td>505</td>
<td>496</td>
</tr>
<tr>
<td>Teachers – part-time or casual</td>
<td>932</td>
<td>802</td>
<td>767</td>
</tr>
<tr>
<td>Educational resources – full-time</td>
<td>95</td>
<td>83</td>
<td>93</td>
</tr>
<tr>
<td>Administration and support – full-time</td>
<td>752</td>
<td>736</td>
<td>752</td>
</tr>
</tbody>
</table>

92% of students and 90% of employers were satisfied with NSI’s training.
Highly regarded as a leading vocational and training organisation in NSW, NSI has been recognised both nationally and internationally for its quality course delivery, including the emerging fields of sustainability and eLearning.

**LearnX Foundation eLearning and Training Awards**
NSI, in collaboration with TAFE NSW National Business and the Department of Family and Community Services, was awarded a LearnX Foundation eLearning and Training Gold Award in the Best Partnership in a Training Program category. The partnership involved the training of 62 NSW Family and Community Services case workers in the Vocational Graduate Certificate in Community Services Work (Statutory Child Protection), the first such qualification offered by TAFE NSW in community services.

**2011 NSW Premier's Export Awards**
NSI received a Highly Commended Award at the 2011 NSW Premier’s Export Awards in the Education and Training Category. The Premier’s NSW Export Awards recognise excellence in the export of goods and services by NSW. The Institute received the award for its achievements in onshore international student vocational and English language programs, study tours, internships and offshore student delivery programs.

**2011 Learning for Sustainability Excellence Awards**
NSI gained a Department of Education and Communities Learning for Sustainability Excellence Award for its Integrated Irrigation Centre at Ryde College. The centre allows the Institute to expand sustainability, horticulture, irrigation and environmental management training.

**2010 WSET International Educator of the Year Award**
NSI’s Wine Academy was named the Wine and Spirit Education Trust's (WSET®) 2010 International Educator of the Year from a field of over 400 candidates. The Sydney Wine Academy was recognised for its significant contribution to WSET courses and for qualifications training and innovation in education.

**Finalists in the Australian Training Awards 2011**
NSI was a finalist in the Australian Training Awards, Skills for Sustainability – Educational Institution Category for its commitment to sustainability, both across the organisation and within course delivery.

**Green Gowns Highly Commended Award 2011**
NSI received a Highly Commended award in the Continuous Improvement – Institutional Change Category of the Green Gown Australasia Awards. NSI was nominated for the award alongside leading Australian universities and TAFE colleges.
Finalist in the 2011 Australian Training Awards, Skills for Sustainability – Educational Institution Category
NSI students excelled during 2011, winning state, federal and international awards and demonstrating the depth of talent across the Institute. Highlights of the year included an exceptional performance at the Wordskills International Competition as well as prestigious Prime Minister’s and NSW Premier’s awards plus numerous individual achievements.

**Prime Minister’s Award for Skills Excellence in School/Australian Vocational Student Prize**

Patrick Nicol, a St Augustines’ and NSI school-based apprentice received a Prime Minister’s Award for Skills Excellence in School and an Australian Vocational Student Prize. The awards recognise outstanding Year 12 students who are participating in vocational education and training as part of their senior secondary certificate. Patrick, who studied a Certificate III in Plumbing, was also named Central and Northern Sydney Region School-Based Apprentice of the Year and was a finalist in this category in the NSW Training Awards.

**2011 NSW Premier’s International Student of the Year Award**

NSI international student Hayley Ward received the 2011 inaugural NSW Premier’s International Student of the Year Award. Hayley, who studied the Diploma of Community Services (Case Management) at Northern Beaches College, was one of 12 students across the state nominated to receive the NSW International Student of the Year Vocational Education and Training (VET) Award.

**Minister for Tourism Student Achiever Awards**

NSI Certificate III in Events student Kieu Ha was presented with a NSW Minister for Tourism Student Achiever Award for tourism and hospitality studies. Open to both TAFE and university students, this prestigious award recognises students who demonstrate consistent academic achievement, as well as capabilities and personal qualities that will enhance the tourism and hospitality industries in NSW.

**2011 Worldskills International Competition**

NSI students Kate Crocker (Restaurant Service) and Richard May (Landscape and Design) were among the 30 member Australian Skillaroos team who competed at the 41st WorldSkills International Competition in London. Kate won a Silver Medal and received a Medal of Excellence in her respective category. Richard May received a Medal of Excellence. The Australian Skillaroos team received a total of eight medals and ranked ninth in the world overall.
2011 TAFE NSW State Medal Winners
NSI recognised the achievements of 10 State Medals for course completions in 2010. These awards were awarded to Molly-Emma Wells, Jiezhi Cai, Craig Lind, Bradley Newell, Susanne Nguyen, James Reilly, Robert Smart, Sandhya Sunil, Nicholas Vale, Hayley Ward. Four medals were awarded in horticulture, two in children’s services and one each in community services work, business (marketing), information technology and electrotechnology. Six of the medals were awarded for study at advanced diploma or diploma qualification levels. The State Medal in Business (Marketing) was awarded to Jiezhi Cai, a student studying at the Shenzhen Polytechnic, one of NSI’s partner colleges in China.

NSI 2011 Student of the Year
Susan Lewis was named overall Student of the Year at NSI’s annual Excellence Awards, as well as Community Services and Health Student of the Year. Susan received the awards in recognition of her outstanding academic performance throughout her studies for the Diploma of Community Services Work.

NSI 2011 HSC Results
NSI has again achieved excellent results in the HSC, including achieving the top six places in the TVET Accounting Exam. Fourteen of NSI’s students achieved a place within the NSW’s Board of Studies Top Achievers in Course List, making NSI the highest achieving Institute in NSW.

WorldSkills Regional Competition Results
NSI students were highly successful in WorldSkills Regional Competitions winning in:

- Information Technology Software Solutions, Keith Buckley (Gold), Trevor Kan (Silver) and Alex Whitney (Bronze)
- Web Design, Mitchell La Rosa (Gold), Christopher Schofield (Silver) and Alex High (Bronze)
- Business Administration, Jacque Sciancalepore (Gold) and James Yee (Bronze)
- VETiS Business Services, Sarah Rashidi from Cherrybrook Technology High School (1st place) and Phillipa Nagy from Muirfield High School (2nd place).

Australian Culinary Federation NSW’s Sydney Culinary Challenge
Le Cordon Bleu students excelled at the Australian Culinary Federation NSW’s Sydney Culinary Challenge receiving a total of 14 medals (two gold, four silver and eight bronze) and five merit awards.

Le Cordon Bleu Teacher of Patisserie, Andre Sandison, was also awarded the impressive ‘high gold medal’ for his sugar work centrepiece.
Studying at TAFE was a great opportunity to fulfil a dream of one day having enough experience to work in the community services field.

Susan Lewis
2011 Excellence Awards and Student of the Year Winner
Diploma of Community Services Work
Australian Children's Music Foundation National Songwriting Competition
Natasha Duarte (Bradfield Senior College) won the 2011 Australian Children's Music Foundation National Songwriting Competition, the largest songwriting competition in Australia for school-aged children.

TAFE NSW Barrington Raymond Roberts Memorial Scholarship
Patrick Murphy received the TAFE NSW Barrington Raymond Roberts Memorial Scholarship. Patrick graduated from the Advanced Diploma of Hospitality with distinction averages in 2011.

Surf Life Saving Sydney – Northern Beaches Scholarship
Christine Armour and Maxine Peacock-Smith each received a Surf Life Saving Sydney – Northern Beaches Scholarship. The scholarship program, developed in collaboration with Surf Life Saving Sydney Northern Beaches, supports the careers and educational aspirations of people who have excelled in surf-related sports and recognises those who have made a significant contribution to their clubs.

Jillian McGrath Real Estate Scholarship
Martin Oosthuizen was named the recipient of the inaugural Jillian McGrath Real Estate Scholarship, which recognises the outstanding achievement of a Northern Sydney Institute real estate student studying at Northern Beaches College.

Hornsby Art Prize
Douglas Cham (Hornsby College) won the 2011 Hornsby Art Prize Sculpture Award. His winning artwork ‘Banana Kids’ highlighted the experience of Chinese Australians within contemporary Australian society.
INDIVIDUALS

NSI recognises the vital role of education in providing opportunities for personal and career development and has continued to support students across the Institute by providing high quality, flexible training at our colleges, in the workplace and in the community.

Aboriginal and Torres Strait Islanders

- **Vocational Graduate Certificate in Community Services Practice (Statutory Child Protection)** – NSI delivered the course through work-based delivery to NSW Department of Family and Community Services Aboriginal case managers and workers.

- **Diploma of Community Services (Case Management)** – NSI supported regional and metropolitan Aboriginal and Torres Strait Islander Case Workers who were employed by Department of Human Services NSW, in gaining a Diploma of Community Services (Case Management) through recognition and skills gap training. This program provides an important pathway to the completion of higher level qualifications by Indigenous workers.

- NSI continued to offer the successful Certificate I in Tourism (Australian Indigenous Culture), Certificate III in Tourism (Guiding) and Certificate III in Events in collaboration with Tourism NSW and the NSW National Parks and Wildlife Service. Organisations supporting this training include Events NSW, Museum of Sydney, the Royal Botanic Gardens, Sydney Opera House and Taronga Zoo.

- NSI developed an Aboriginal Cultural Competence Training Framework for the Department of Family and Community Services – Ageing, Disability and Home Care.

Language Background Other Than English (LBOTE)

In 2011 NSI became the sole TAFE NSW provider of both the Language Literacy and Numeracy Program (LLNP) and AMEP programs in the metropolitan area.

- **Adult Migrant English Program (AMEP)** – NSI was part of the successful DEC Consortium awarded the 2011-2014 AMEP contract for the Northern Sydney and rural regional area. Funded by the Department of Immigration and Citizenship, the AMEP assists migrants and humanitarian clients to settle in Australia by providing them with English language tuition.

- **Language Literacy and Numeracy Program (LLNP)** – Under a three-year contract to deliver the LLNP program, NSI provided language, literacy and numeracy training to help the Northern Beaches unemployed.

- **Workplace English Language and Literacy (WELL)** – NSI continued to deliver WELL programs to improve employees’ literacy with partners including St Catherine’s Aged Care Facility, Marsfield.
NSI continued to work with the large Tibetan community on the Northern Beaches by providing a range of training options, including a volunteer community mentoring program to assist with their settlement needs. NSI also commenced a new hairdressing program for Tibetan women.

NSI delivered a Certificate II in Asset Management Cleaning Operations. Thirty successful graduates from the program have secured full or part-time work with NSI’s cleaning contractor, Transfield.

**Youth**
- NSI conducted a range of programs for young students at risk of disengaging from school, these included Vocational Education and Training (VET) Stage 5 pathways programs in partnership with Northern Sydney region schools. The one-day-a-week programs allowed students to articulate into a TVET program or an apprenticeship course.
- In partnership with the Salvation Army and Youthreach, NSI continued to offer the Australian Government’s **Youth Connections Program** which assists disengaged or at-risk youth aged 15 to 19 years to reconnect with training, with a view to gaining employment.
- NSI delivered selected units from the Certificate II in Conservation and Land Management for the National Green Jobs Corps, an Australian Government work experience and training program offering a combination of environmental work experience, skill development and accredited training for youth aged 17 to 24 years who are not currently employed or in training.

**Women**
- **Technical Skills** – NSI provided a number of courses and community events aimed at supporting women to develop technology skills for home and business. These included morning teas, held in partnership with local councils as well as courses designed for older women and newly arrived migrants.
- **NSI Women’s Strategy Unit** expanded the DigiGirls program targeting high school girls in the northern Sydney region. The introduction of the DigiGirls Spark Art and Green Café courses, focused on technology and sustainability. The DigiGirls Selling and Buying Online for Home or Business Short Course, offered through the Technical Skills Morning Tea program, proved popular with participants, providing skills in effective internet use and e-commerce.
- **Nursing: A life in your hands ...Yours!** is a partnership program designed to promote TVET Nursing for 2012 and offered a hands on opportunity for prospective students to experience nursing, learn about study pathways and possible employment outcomes. As a result of the event, enrolment figures for the TVET class of 2012 have doubled from 2011 figures.
- **International Women’s Day** was marked by numerous activities within NSI involving both students and staff. Highlights included a presentation on overseas aid programs at Crows Nest College. This event resulted in the college fundraising to purchase 600 birthing kits from the Birthing Kit Foundation for women in Afghanistan, Sudan and Tanzania. A further highlight was the Inspiring Women luncheon sponsored by Northern Beaches College and the local Business Women’s Network.
INDUSTRY

During 2011 NSI expanded enterprise and industry delivery, conducted customised workplace training and Recognition of Prior Learning (RPL) and experience services.

■ Health and Community Services – NSI continued to expand its delivery to partners in the community services and health industry sectors. Specifically, it provided new and existing workers in aged, home and community care with skills upgrades. Some examples include:
  - Department of Health funding of $600,000 to deliver enrolled nurse, aged care and frontline management training in partnership with aged care employers.
  - Delivery of diploma level courses in enrolled nursing, case management and disability for Northern Sydney Central Coast Health and Ramsay Healthcare. Sixteen Board of Vocational Education and Training (BVET) scholarships to deliver Diploma of Enrolled Nursing Scholarships at Meadowbank College, including clinical placements at public and private hospitals such as the Mater.
  - A partnership with other TAFE Institutes, in collaboration with the TAFE NSW National Business Office and Healthscope, to develop and deliver a state-wide Diploma of Enrolled Nursing training program across 44 hospital sites.

■ Appetite for Success Program – NSI expanded its successful participation in the Appetite for Success Program which aims to upskill certificate-qualified hospitality staff to diploma level using mentoring and workplace delivery and assessment. In addition to core vocational skills, participants also benefit from industry networking and recognition.

■ Food Safety Supervisor training – NSI delivered the mandatory Food Safety Supervisors course both on and off-site in collaboration northern Sydney region councils. Programs were also delivered for the NSW Chef’s Association (Chinese chefs), Macquarie University and The Kings School.

■ NSI’s Sydney Wine Academy consolidated its reputation as a national quality wine and spirit training provider delivering Wine and Spirit Education Trust (WSET®) programs for retail sales staff including Dan Murphy’s (Woolworths Liquor Group), Fosters Group, Coles Liquor Group (Vintage Cellars), Australian Vintage and Treasury Wines employees.

■ Partnering with the Royal Australian Navy – continuing a 14 year association, NSI was successful in winning a tender to train Royal Australian Navy (RAN) personnel, in partnership with Scientific Management Associates. Training involved skills areas including engineering (metal fabrication), welding, fitting, machining, turning, composites, fluid power and hydraulics.
Working with Sydney Ferries – Northern Beaches College has conducted a Statement of Attainment in Maritime Operations (Masters Safety Refresher) course for Sydney Ferries masters and staff. Delivered under a training agreement between NSI and Sydney Ferries, the course ensures staff are provided with the most up-to-date skills and practical training every two years.


Certificate I in Construction – NSI developed and delivered the first Certificate I in Construction specifically designed for the blind and awning industry to a group of retail distributors and the employees.

Small Business Online Project – NSI delivered the Small Business Online Project, a $425,000 AusIndustry tender to train and mentor over 1,200 local small businesses in the Northern Sydney region in e-commerce and website development.

NSI hosted an industry networking event which focused on environmental compliance for over 50 representatives from local government, catchment management authorities, industry associations and Sydney Olympic Park Authority. Following the event, NSI was made a preferred training provider (environmental training) for Telstra and the Sydney Catchment Authority.

NSI formed a partnership with Irrigation Australia to deliver their irrigation programs to industry through the Integrated Irrigation Centre at Ryde College.

NSI gained Strategic Skills Program funding to assist existing workers in the community services and health sector upgrade their qualifications to Certificate III and Diploma level.

APPRENTICESHIPS/TRAINEESHIPS

NSI hosted two industry forums for hospitality industry professionals focussing on the recruitment and retention of apprentices. Participants included hospitality sector employers and well known chefs such as Neil Perry, Luke Mangan, Peter Doyle, Mark Jensen and Colin Fassnidge.

NSI conducted a series of masterclasses by high profile chefs such as Neil Perry to attract and retain students and staff in the commercial cookery industry.

NSI partnered with group training companies WPS and HTN to offer pre-apprenticeship training in commercial cookery as well as with job service providers, Alliance people (bakery) and ATEL Employment Services (landscape construction).

NSI continued to offer trade training through Meadowbank College’s Trade School and delivered a Certificate I in Engineering pre-apprenticeship program to school students.

NSI partnered with Autostart Pty Ltd to deliver a number of pre-apprenticeship automotive programs.

NSI was successful in gaining 36 new school-based apprentices across all trades, particularly construction, plumbing and electrotechnology.
COMMUNITIES

NSI students were involved in a number of community projects during 2011, which both enhanced and further developed their skills, as well as providing support in their local communities through voluntary work. Some examples of these community partnerships include:

- Assistance by NSI’s Ryde College staff volunteers at the annual Christmas Party for Special Children. This event provides for special needs children from organisations and schools across Sydney and country NSW with a spectacular Christmas feast.

- Students from Ryde College Certificate III in Landscape Construction participated in a gardening and landscaping project for the home care residents at the Department of Ageing Disability and Home Care, Rydalmere, ensuring residents with special needs would have a readily accessible and attractive recreational space within their grounds.

- Fundraising support of the McGrath Foundation by NSI Ryde College hospitality management students Xin Yi (Angela) Liu and Robert Michael who entered the Great Waiters Race, with the students competing against professional waiters.

- Participation in the Better Homes and Gardens Live Exhibition by Ryde College horticulture and hospitality students.

Achieved

an average 8.4% electricity saving and 7.1% water saving on 2010
OUR PEOPLE

STAFF EXCELLENCE
Our dedicated and professional staff are amongst NSI’s greatest assets. Throughout 2011, our staff continued to demonstrate a high level of commitment to their profession and students, with their efforts being recognised by both government and industry.

Premier’s TAFE Scholarship
Kate Low, Head Teacher, Applied Environmental Management and David Bartolo, Teacher, Digital Media were each awarded a NSW Premier’s TAFE Scholarship worth $10,000.

The NSW Premier’s Scholarships are awarded to exceptional TAFE Teachers to study and examine best practice in partnerships between vocational educational providers and business.

The prestigious scholarship will allow Kate to spend five weeks in Australia and overseas investigating and researching environmental education to improve sustainability practices. David received the Premier’s Logitech New and Emerging Technologies Scholarship, to study new and emerging technologies and how they can be applied innovatively within the curriculum.

NSW Quality Teaching Awards
NSI Events Management teacher, Robyn Spencer, received a NSW Quality Teaching Award for her long standing commitment to vocational education and training and excellence in teaching over 26 years with TAFE.

2011 Teaching with Sakai Innovation Award
E-Learning Officer was awarded the 2011 Teaching with Sakai Innovation Award at a ceremony in Los Angeles for the development of a Statement of Attainment in e-Learning. The annual international competition encourages the sharing of innovative technology and enhanced teaching practices and techniques.

2011 Finalist NSW Woman of the Year Award
NSI’s Women’s Strategy Coordinator, Robyn Woolley, was selected as one of 10 finalists from a field of 75 candidates for the International Women’s Day NSW Woman of the Year Award. The award acknowledges the achievements of women and the leadership they provide as positive community role models. Robyn has spent 25 years working in the field of women’s studies, and has been instrumental in the development of educational programs for women, both at TAFE and in the broader community.
2011 Tourism Training Australia National Tourism and Hospitality Awards
Five outstanding NSI Hospitality teachers, Mary Perrottet, Richard Etherington, Ianthe Smith, Clive Hartley and Ivan Novak, were also recognised at the awards which celebrates the outstanding achievements of tourism and hospitality teachers from both public and private registered training organisations across Australia.

Continuous Employment Award
Clerical officer, Sara McEvoy, received an award from disability agency, JobSupport, for 10 years of continuous employment at Northern Sydney Institute.

Tourism Training Australia National Industry Training Legends Award
Institute Director, Kevin Harris, received one of the tourism industry's most coveted awards, the Tourism Training Australia National Industry Training Legends Award. Mr Harris was honoured for his outstanding support and leadership of tourism and hospitality in Australia. Another NSI National Legends winner was Elizabeth Smith, Associate Director of Tourism and Hospitality at Ryde College, for her significant contribution to training.

WORKFORCE DEVELOPMENT
During 2011, 3,218 participants attended 459 separate professional development activities recorded by the Workforce Development Unit. As well as this, 50 teachers completed a Certificate IV in Training and Assessment from the TAE10 Training Package and over 100 staff enrolled in accredited training under the Developing TAFE Staff Capability initiative.

Major capability development initiatives undertaken by NSI included:

- Talent Management – Leadership Development Program where 35 staff were selected to participate in a 12 month program including a 360 degree feedback exercise, a series of workshops in areas such as introducing leadership, leading innovation, leading change, leading the customer full circle and leading with emotional intelligence. Participants are also undertaking a work based project.
- Statement of Attainment in eLearning, an accredited training program upskilling teachers in facilitating online learning.
- Staff engagement through a series of sessions where all staff were invited to meet with the Institute Director over a cup of coffee to discuss major state and Commonwealth initiatives and their impact on NSI.
- A series of staff management forums on relevant topics to inform and engage staff on the VET environment and changing work conditions.
- Professional development workshops for staff in areas such as reviewing assessing practice in new training packages, strengthening industry engagement, using technology in classrooms, web based strategies and tools and managing performance.

In 2011 NSI expanded its use of projects and team approaches to reinforce customer service skills through coaching and mentoring. Team leaders workshopped their strengths and challenges in order to underpin their team’s improved performance when relating to our customers.
OUR DISTINCTIVE CAPABILITIES

Higher Education

In 2011, there were significant developments in higher education for NSI, with growth in the expansion of delivery and development of higher education degree programs.

The Institute's strategic approach to higher education is aligned to the TAFE NSW Higher Education Strategic Plan 2011-13 and seeks to grow NSI's capability as a higher education provider and build on our reputation and industry responsiveness in niche areas.

Our aim to increase tertiary pathways to students was seen by our increase in partnerships with universities and the development of a TAFE NSW Higher Education bachelor program, the Bachelor of Information Technology (Network Security).

Partnership programs provide an opportunity for students to progress seamlessly from our VET programs into university qualifications.

- NSI partnered with Charles Sturt University (CSU) to offer their Bachelor of Business, which lets graduates from selected NSI diploma programs enter the third year of a Bachelor of Business delivered at Crows Nest College by NSI staff. Thirty six students graduated in the first year at the end of 2011.
- NSI's partnership with CSU expanded into other areas in 2011, with agreements for both an articulated program and an integrated program for the Bachelor of Hotel Management, with preparation for delivery in 2012.
- The articulation model with CSU provides a pathway for students who have completed an Advanced Diploma of Hospitality, Tourism or Events to complete the Charles Sturt University Bachelor of Hotel Management at Northern Sydney Institute's Ryde College.
- In the integrated, dual qualification model, students enrol simultaneously in TAFE NSW and Charles Sturt University and obtain two recognised qualifications in just 3 years – the Advanced Diploma of Hospitality and the Bachelor of Hotel Management.
- Ryde College also hosted the delivery of the Bachelor of International Restaurant Management in 2011. This three-year degree developed by Le Cordon Bleu, is delivered in a partnership between Le Cordon Bleu and NSI. The course is made up of six month stages, two of which are professional experience to allow students to develop and apply principles and practice in the workplace.

An outstanding achievement in NSI's Higher Education Strategy in 2011 was the development and accreditation of the Bachelor of Information Technology (Network Security). This was the second TAFE NSW Higher Education degree to be accredited in NSW. Building on the Institute's unique reputation in delivering network security, our industry relationships and specialist expertise in this area, we undertook the demanding but rigorous challenge of developing a specialist degree program that would offer a solid basis for graduate's careers in the rapidly growing area of cyber security.
The development of this degree program was strengthened with input from representatives of industry specialists, university partners and the Australian Computing Society. Launched at Meadowbank College in November 2011, the degree saw not only an outstanding response from potential students but also from cyber security organisations who support the program. It will provide high level specialist skilled graduates in a dynamic industry.

Meadowbank College developed its profile as a higher education campus and in 2011 it was approved as the campus for the delivery of other TAFE NSW Higher Education qualifications.

INTERNATIONAL BUSINESS

NSI continues to develop its ties with countries in the Asia-Pacific region, in particular the key education markets of Korea and China. NSI is now the preferred vocational education provider for South Korea and has a growing list of partnerships with Chinese colleges and universities.

Developing partnerships with Korea
NSI’s relationship with Korea continues to develop, both at government level as well as within the education sector. During 2011, NSI signed a Memorandum of Understanding with the Governors’ Association of Korea and the Consul General of the Republic of Korea (Sydney), signifying the strengthening of ties and marking the 50th anniversary of diplomatic relations between Australia and Korea. In addition, NSI has a further 13 Memoranda of Understanding with universities, colleges and leading government education providers in Korea.

Education programs have also been arranged with several Korean provinces and as a result 75 Korean students are participating in study tours at NSI.

Strengthening ties with China
NSI enjoys a growing relationship with partner institutions in China and its study tour program continues to flourish. The recently introduced program, with its focus on language, vocational based classes and work experience, has proven increasingly popular with organisations including the Chungnam Provincial Government and Shingu University participating during 2011.

NSI’s offshore delivery program also enjoyed significant growth during 2011 and currently there are over 1,300 offshore students at nine partner institutions in China. The students are studying TAFE NSW qualifications in hospitality management, international business, logistics, management, marketing, purchasing, accounting and tourism. In addition, NSI Chinese partners sent students to attend three-week summer schools in Sydney and Chinese teachers participated in four-week professional development training with NSI.
International students enrolled in NSI

In 2011, over 800 international students were enrolled in NSI colleges with the main source countries being Korea, China, Philippines, Japan, Brazil, Indonesia, United Kingdom, Vietnam and Thailand. There was a significant growth in the community services and health area and the reduction in fees for business courses resulted in a significant increase in enrolments.

NSI took part in offshore marketing to promote vocational and English language courses directly to agents and hosted two agent training days at North Sydney and Meadowbank Colleges. NSI also attended exhibitions in major markets including China, the Philippines, South Korea, Indonesia and Vietnam.

The NSI International Student Ambassador Program was launched and the first group of ambassadors have now returned to their countries to promote NSI.

E-CAPABILITY

During 2011, NSI continued to expand its eLearning capability. NSI implemented a number of projects designed to help staff to develop their eLearning capability and gain experience with specific technologies including:

- delivering the **Statement of Attainment in eLearning**, incorporating established accredited training in units ‘Research and design eLearning resources’ (TAADES503B), ‘Develop and evaluate eLearning resources’ (TAADES504B), ‘Facilitate eLearning’ (TAADEL501B) and ‘Undertake eLearning’ (BSBLED301A) to staff responsible for developing and facilitating online delivery
- delivering targeted training to key staff across all business lines, in a range of Adobe and Microsoft products to enrich the development of teaching and learning resources
- 12 fully online qualifications available to students
- 10,000 unique students using the Institute's Learning Management System (Sakai) in 2011.
1,300 offshore students at nine partner institutions in China
BUSINESS SYSTEMS AND IMPROVEMENTS

SYSTEMS AND ICT INFRASTRUCTURE
Through the integrated management of its ICT services, NSI has continued to improve its systems and IT infrastructure, toward supporting more effective approaches to teaching and learning, and increasing operational efficiency.

In 2011 NSI:

■ upgraded all PCs to Windows 7 and Office 2010 to provide current software for its students, preparing them for work in industry, deployed Adobe CS5 into both computer labs and staff devices to support delivery and resource development by teaching staff
■ continued to audit its use of educational and non-educational hardware and software, to optimise investment in its computer fleet and deploy equipment where the return would be highest
■ virtualised eighty precent of its server infrastructure to increase efficiency and reduce energy consumption
■ replaced its telephony infrastructure from an analogue to VoIP solution providing a better quality and more efficient management of services.

FACILITIES
NSI completed building:

■ Health and Community Fitness Centre, Northern Beaches College ($7.78 million) to provide new and refurbished training facilities and student support services.
NSI has a commitment to environmental sustainability, both in the courses it delivers to students, as well as in the active promotion of energy efficiency programs throughout its colleges. 2011 has seen an encouraging reduction in energy consumption across the Institute, with targets for both electricity and water use reduction being exceeded.

**STAFF AND STUDENT AWARENESS**

In a first for TAFE NSW, NSI celebrated World Water Day with the introduction of an educational eco-literacy campaign to minimise the impact of bottled water on the environment. Launched at Hornsby College, the focus of the campaign is to reduce the sale of bottled water on site. The college installed water bottle refill stations across the college to allow students unlimited access to filtered water. Students were provided with BPA free refillable bottles as part of the campaign.

**SUSTAINABILITY DELIVERY**

During 2011 NSI expanded its sustainability skills training delivery through:

- The free Energy Efficiency Lifestyle program (10 hours), funded by State Training Services, in which participants learn practical energy efficiency strategies.
- NSI in collaboration with the University of Technology Sydney (UTS) and the Alternative Technology Association conducted the site assessment for Small Wind Systems course. Funded by the Department of Environment and Heritage under the Energy Efficiency Industry Partnership. The course attracted participants from TAFE NSW and TAFE South Australia, private grid connect installer companies and Port Macquarie Council.
- NSI continued to integrate green skills and sustainably units into adult foundation education, business services, children’s services, hair and beauty, hospitality, electrotechnology, building, plumbing programs and across other industry sectors.
- NSI offered environmentally based courses and modules covering areas such as renewable energy, dual grid installation, insulation training, energy, water and waste minimisation, green plumbing, automotive gas refitting, and ecologically sustainable building design and construction. In 2011 the following new greenskills for trades courses were developed:
  - Transitional Solar Hot Water System Training for Plumbers
  - Green with ENV-e, an e-learning program for environmental responsibility for the construction and manufacturing industries.

NSI has been recognised with its environmental achievements with a Sustainability Advantage Silver Partnership as part of a NSW Department of Environment, Climate Change and Water (DECCW) initiative.
NSI’s Ecoskills Training Structure (Hornsby College) was officially opened by the Hon Adrian Piccoli, MP (NSW Minister for Education). The EcoSkills Training Structure is a unique full scale student construction project designed to demonstrate sustainable design and building principles. The structure has a specialised focus on energy efficiency and renewable energy, particularly solar energy.

During 2011 NSI introduced the following programs to develop staff capability in sustainability training:

- Sustainability team leaders were supported to gain the unit ‘Participate in Environmentally Sustainable Work Practices’, with a further 163 staff undertaking the training online.

- Ten teachers piloted the Certificate IV in Business Sustainably Assessment. The Certificate IV in Business Sustainability Assessment is the first nationally accredited course in the new green skills area, in which participants learn to audit, report and advise a business in the areas of energy consumption, water use, waste management and sustainable procurement.

- Six staff were funded through State Training Services to participate in the Vocational Graduate Certificate in Education and Training for Sustainability with a focus on energy efficiency training delivered by National Centre for Sustainability at Swinburne University (TAFE Division). A further three teachers were trained in the university’s Carbon Accounting Course.

- The Institute conducted externally facilitated workshops for staff titled ‘Building Sustainability in VET’ and ‘Education for Sustainability’ and formed workgroups to further embed sustainability into training packages.

- NSI’s target to reduce electricity by 15 percent in 2013 (based on 2004 levels) was surpassed in 2011 with an achievement of 19.2 percent reduction in electricity usage on 2004 levels.

- NSI’s target to reduce potable water by 35 percent in 2013 on 2004 levels was achieved with a saving of 38.9 percent of potable water in 2011 compared to 2004 levels, exceeding the target for 2013 of 15 percent. NSI has saved 72,695 kL of water in 2011 compared to 2004 levels, this is equivalent to 24 Olympic-size swimming pools.
Launch of Ecoskills Training Structure at Hornsby College
NSI’s finances are managed and reported on an accrual basis via the SAP Finance system which was introduced in October 2010.

NSI is integrated into the NSW TAFE Commission’s financial year, which ends on 30 June annually. The TAFE Commission financial statements are subject to independent audit. NSI is not itself an economic entity and as such does not produce its own audited financial statements. The information supplied is based on the year ending 31 December 2011 and as such cannot be translated to the TAFE Commission’s Financial Statements, which end on 30 June.
### NSI EXPENDITURE ON TARGET’S PROGRAMS

<table>
<thead>
<tr>
<th></th>
<th>DOLLARS ($000)</th>
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<tbody>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>Disabilities Program</td>
<td>2,119</td>
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<tr>
<td>Outreach</td>
<td>502</td>
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<tr>
<td>Aboriginal Education Program</td>
<td>140</td>
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<tr>
<td>Australian Traineeship Scheme</td>
<td>332</td>
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<tr>
<td>Adult Migrant Education Program</td>
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<tr>
<td>Language, Literacy &amp; Numeracy</td>
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<tr>
<td>Corrective Services Courses</td>
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<tr>
<td>Joint Secondary Schools/TAFE</td>
<td>4,559</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,661</strong></td>
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</tbody>
</table>

Sales of goods and services increased mainly due to increased activity in the Adult Migrant Education Program contestable funded delivery. Gross commercial revenue remained stable in 2011. International delivery decreased – the global financial crisis and the high Australian dollar had a significant impact in relation to international student revenue.

NSI’s total funded expenditure increased from $142.5m in 2010 to $143.4m in 2011. Employee related expenses increased due to a change in accounting treatment of the shared corporate services funding, moderated by efficiencies achieved in teaching costs. Non-employee related expenditure remained stable. Increased costs in the areas of cleaning and electricity were offset by a reduction in maintenance costs which was reduced compared to the previous year, mainly due to the finish of projects carried out under the Better TAFE Facilities Program.
**IAC**

**Institute Advisory Council**

The Institute Advisory Council is a representative body that provides advice to enhance NSI's corporate focus and helps it to meet the needs of industry, the community and individual students. During 2011, the council comprised:

**Chair**
Keith Gomes
Director
Industry Partner Development
Oracle Alliances and Channels, Asia Pacific

**Members**
Michelle Armour
Business Tourism Manager
Whitsundays Convention Bureau

Michael Bennett
CEO
Hospitality Training Network

John Jeremy
Naval Architect

Dr Ian Lin
Managing Director/Futurist

Julie Hendicott
Uniting Aged Care

John Quick
Training Consultant

Danielle Tedesco (Guest)
Staff Representative

Stephen Thurgate
Dean of Information and Communication Sciences
Macquarie University

**Ex-officio member**
Kevin Harris
Institute Director

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**INSTITUTE EXECUTIVE**

The executive is responsible for setting NSI's strategic direction, providing leadership and monitoring performance. During 2011, the executive comprised:

**Kevin Harris**
Institute Director

**Lucy Arundell**
Associate Director Institute
(January to May 2011)

**Elizabeth Smith**
Reliving Associate Director Institute
(June to September 2011)

**Brenda Cleaver**
Associate Director Institute
(September 2011 to present)

**Tony Rae**
Regional Manager
Human Resource Services (Northern Sydney Region)

**Shirley Duder**
Regional Manager
Financial and Administration Services (Northern Sydney Region)

**Audette Benson**
Associate Director
Industry and Environment/College Director, Hornsby

**Helen Kam**
Associate Director
Schools Partnerships and TVET/College Director, Bradfield

**Kevin Keller**
Associate Director
Access and General Education
College Director, Northern Beaches

**Steve McManus**
Associate Director
Business and Commerce, International Business
College Director, Crows Nest

**Derek Pola**
Associate Director
ICT, Media and Arts/College Director, North Sydney

**Elizabeth Smith**
Associate Director
Tourism, Hospitality and Events Management
College Director, Ryde

**Elizabeth Webb**
Associate Director
Community Services and Health/College Director, Meadowbank
Bradfield
Crows Nest
Hornsby
Meadowbank
North Sydney
Northern Beaches
Ryde

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