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Glossary
This has been a year of outstanding performance for TAFE NSW – Northern Sydney Institute (NSI), most importantly for our student achievements.

I would like to share just a couple of student and staff achievements from a very long list:

- four NSI students gained medals at the WorldSkills International competition in Calgary, Canada, making a significant contribution (one gold, two silver and one bronze) to Team Australia’s 12-medal tally and overall ranking of fifth in the world.
- four NSI teachers received NSW Quality Teaching Awards from the NSW Minister for Education and Training, and Australian College of Educators, NSW, in recognition of their professional excellence.

NSI’s commitment to excellence is also reflected in its many organisational achievements, which have been acknowledged at national, state and local level, particularly in the area of environmental sustainability.

Over the last decade, NSI has established itself as a champion of organisational sustainability and a leader in green skills training. Our environmental policy and Sustainability Action Plan 2007–10 are evidence of our commitment to continuous improvement in this area. We remain the only TAFE institute in Australia to be certified ISO 14001, the international standard for environmental management systems. More information about our green skills programs is available here.

During 2009, our commitment to building a culture of environmental responsibility among students and staff, and with our enterprise, industry and community partners, was recognised with many nominations and awards.

It was with great pride that I accepted the inaugural Australian Training Award in the Skills for Sustainability category on behalf of NSI. These peak national awards for vocational education and training (VET) recognise innovation and excellence in the training sector across the country, and this award specifically acknowledges an education provider’s achievements in delivering qualifications and skill sets that embed sustainability principles. I take this opportunity to thank NSI’s staff for allowing us to realise this prestigious accolade.

We also gained the following recognition for our environmental performance and training:

- a NSW Training Award in the training initiative category, for the Indigenous Cultural Tourism Program developed and delivered in partnership with the NSW National Parks and Wildlife Service. The program also received a TAFE NSW Gili Award.
- Bronze Partner status in the Sustainability Advantage program run by the NSW Department of Environment, Climate Change and Water (DECCW). NSI is the first and only educational organisation to be recognised at this level, and was one of only 13 Bronze Partners recognised in 2009. NSI also received the Environmental Education Award (sponsored by the DECCW) in the Keep Australia Beautiful NSW Sustainable Cities awards program, for the Green with ENV-E eLearning program, and was a finalist in the DECCW Green Globe Awards.
- an Every Drop Counts Water Efficiency Award from Sydney Water in the individual and small team category.

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

I commend the ‘Northern Sydney Institute Annual Report 2009’ to you.

Kevin J Harris
Director
Achievements

TAFE NSW – Northern Sydney Institute (NSI) excels in delivering education and training that inspires students and staff to succeed. NSI comprises Bradfield Senior, Crows Nest, Hornsby, Meadowbank, North Sydney, Northern Beaches and Ryde colleges.

Student excellence

Prime Minister’s Award for Skills Excellence in Schools

Bradfield Senior College student Jessica Baldwin received a Prime Minister’s Award for Skills Excellence in Schools, winning the highest achieving student in NSW category. Jessica was selected from over 500 Year 12 students across Australia and received the award in recognition of her outstanding results in the Certificate III in Live Production, Theatre and Events (Technical Operations) component of her Higher School Certificate (HSC) studies, as well as her volunteer work in the performing arts. Jessica also received an Australian Vocational Student Prize along with Nick Davies, a TAFE-delivered vocational education and training (TVET) information technology student from Barker and Hornsby colleges.

Minister’s Student Achiever Awards

Madelynne Finnigan (Diploma of Tourism) was presented with a Minister’s Student Achiever Award in Tourism Studies from the NSW Minister for Tourism. 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. It is open to both TAFE and university students. Madelynne began studying tourism as a TVET student in 2005.

WorldSkills International

NSI achieved outstanding results at the WorldSkills International competition in Calgary, Canada, with four competitors winning medals for Australia. Heh-Nian (James) Sun was awarded the gold medal in the restaurant service category, Luke Davies received the silver medal in the manufacturing team challenge, Nick Davies received the silver medal in the IT/software applications category and Daniel Jones was awarded the bronze medal in the web design category. Nenad Djuric received a medallion of excellence for achieving sixth place in the cookery competition. More information about WorldSkills is available here.

WorldSkills Australia

NSI students were again well represented in regional WorldSkills competitions. Alexander Frick (web design), Andy Lu (IT software applications), Christopher Stevenson (web design), Florian Bachler (landscape construction), Jan Stedry (IT PC/network support), Joseph Astorga (retail baking – bread/pastry), Kate Crocker (restaurant service), Steven Megna (IT PC/network support) and Tristyn Davies (business services), plus vocational education training in schools (VETIS) students Hannah Power from Cheltenham Girls High School (information technology), Mark Broadbridge from...
Normanhurst Boys High School (automotive services) and Sarah Callaghan from Bradfield Senior College (retail), all gained a first placing in their respective categories. Emelyn Pecar (business services) and Richard May (landscape construction), plus VETiS student James Mulligan from Cherrybrook Technology High School (automotive services), gained second placings. This is the first time that NSI has competed in the business services category of the competition. A number of these students will go on to compete in the national WorldSkills competition in Brisbane, in 2010.

Worldskills Regional Landscaping competition

TAFE NSW State Medals

Twenty-five NSI students each received a TAFE NSW State Medal for achieving the highest mark in NSW for their respective courses. NSI students performed particularly strongly in conservation, horticulture and land management courses (seven medals) and in information technology (five medals). More information about our state medallists is available here.

Excellence Awards

Brooke Somerville (Diploma of Community Welfare Work) was named NSI Student of the Year, and Community Services and Health Student of the Year, in NSI’s annual Excellence Awards. In addition to her outstanding academic performance, Brooke was recognised for her dedication to improving the lives of others. While on placement with the St Vincent de Paul Society youth camp program and Youth Reach service at Dee Why, Brooke was instrumental in obtaining funding and support for a range of sport-related programs. More information about all our award winners is available here.

More student achievements

NSI HSC student Sara Scott was included in the All-round Achievers List having gained a Band 6 result (a mark between 90 and 100) in 10 or more HSC units. Twelve students in total achieved a top-10 ranking in the state in business services, electrotechnology and tourism including NSI TVET students who gained the top five places in the state for accounting. Wai-Hoong (Tiffany) Chan from Hornsby Girls’ High School placed first in the state for accounting. Fellow student Jane Chau placed second,
Recipients of the Surf Life Saving Sydney Northern Beaches Scholarship

Mitchell Bainton from St Aloysius’ College placed equal third with Mei Sze (Amy) Yeap from Hornsby Girls’ High School, and Jeremy Leung from Normanhurst Boys High School placed fifth.

Laura-Jayne Brayshaw and Sasha Hutchinson (Certificate IV in Tertiary Preparation) achieved the fourth and 10th highest Tertiary Entrance Score in NSW. Eight NSI students in total were among the state’s top 50 scores receiving an Australian Tertiary Admission Rank (ATAR) of 90 and above.

Danny Hardiman (Certificate III in HSC Studies) from Bradfield Senior College was awarded the Brother John Taylor Memorial Prize by the Board of Studies NSW. The award recognises students who have overcome significant hardship to attain academic excellence. Danny is studying for a Bachelor of Arts at Sydney University and plans to major in performance studies.

Yaroslava Nefodova (Statement of Attainment in HSC Studies) was awarded the Ruben F Scarf Award for Commitment.

Andrew Robinson, Kendrick Louis, Luke Moore, Morgan Evans, Phillip Hawke, Rhys Martin and Ryan Susans each received an inaugural Surf Life Saving Sydney Northern Beaches Scholarship. NSI developed the scholarship program in collaboration with Surf Life Saving Sydney Northern Beaches. Its aim is to support the career and educational aspirations of those who have excelled in surf-related sports, and to recognise those who have made a significant contribution to the ongoing development and operation of their club.

NSI, in collaboration with the International Centre of Excellence in Tourism and Hospitality Education (THE-ICE), an Australian Government initiative that profiles and promotes excellence in tourism and hospitality education, awarded the International Student Ambassador Scholarship to Hertzel Herrera from the Philippines. The scholarship enabled Hertzel to study the Diploma of Events.

Sydney Wine Academy graduate Clara Davidson was awarded the Sommeliers Australia Education Scholarship. The scholarship includes a trip to Burgundy, France, to attend appointments at many of the region’s greatest domains. Clara was also named Fine Wine Partners Student Sommelier of the Year for excelling in her Certificate III in Hospitality (Operations) studies. Clara is currently the manager of Chef Hat award-winning restaurant Bistrode.

Kerri-Ann Perks (Certificate III in Floristry) was named Student of the Year and awarded a scholarship from the Flower Growers Group of NSW to continue her studies, after competing in the group’s annual scholarship competition.
Amanda Allen (Diploma of Games Development) was awarded a travel and work experience scholarship through the Big Brother Movement, an organisation committed to enabling talented young Australians to travel to Britain. While in the United Kingdom Amanda will participate in a leadership challenge and undertake work experience in a games development studio.

NSI graduate Fathima Zafurrullah (Certificate IV in Business Management) became the first TAFE student to be accepted into a corporate-funded Bachelor of Accounting scholarship at the University of Technology, Sydney.

NSI–Le Cordon Bleu Sydney student Pin-Jui (Stephen) Su was named Most Outstanding Apprentice 2009 at the Sydney Culinary Challenge. Stephen received silver medals for his meat and fish main courses and a bronze medal for his poultry main course in the apprentice competition. Stephen also took out the overall gold award at the Australian Culinary Federation NSW Chapter Apprentice Culinary Competition. Le Cordon Bleu Sydney Culinary Arts Institute is an NSI educational partner.

Although entered in the student category of the Callebaut Easter Egg Challenge, fellow NSI–Le Cordon Bleu Sydney student Chia-Hao (Justin) Yu won the open section of the competition with the highest points overall. Justin will travel to Belgium to complete a chocolate making course at Callebaut College.

Philip Norris won the Australian Institute of Landscape Designers & Managers National Student Design Competition, Kieran Hills gained second place and Susan Latty received the prestigious Allan Correy Student Design Award. All three are Diploma of Horticulture students.

Lauren Bridle (Certificate IV in Floristry) won the Interflora Cup, a statewide floristry competition. NSI floristry students also won first prize in the large static display category at the Sydney Royal Easter Show.

Joel Wray received the Dux Plumbing Apprentice of the Year Award. Joel is a Master Plumbers Group apprentice and was recognised for his outstanding academic performance and community involvement.

Aaron Sheridan (Certificate III in Horticulture) was recognised as the 3rd Year Apprentice of the Year by the Master Builders Association.

Shopfitting students Greg Fletcher, Karl Oberg and Robert Willis were presented with Apprenticeship Awards at the Australian Shop & Office Fitting Industry Association Awards.

NSI TVET students Kirstie Kirk from Castle Hill High School (tourism) and Mark Broadridge from Normanhurst Boys High School (automotive) received highly commended recognition from the Hills Schools Industry Partnership program for their work placements, following nominations by their workplace employers Baulkham Hills Shire Council and Ultra Tune Winston Hills.

Apprentice trades students Bianca Christiansen (automotive), Cameron Holmes (plumbing), Hilary Jones (ceramics), Jarrad Ingram (plumbing), Tanya Martin (carpentry) and Wesley Harder (building) all received awards from Rotary.
Services) each received a NSW Quality Teaching Award from the NSW Minister for Education and Training, and Australian College of Educators, NSW. This prestigious award recognises the accomplishments of outstanding teachers.

Helen Robson (Certificate IV in Business Administration) was presented with a President’s Award from the Zonta Club of Hornsby Ku-ring-ai.

Bradfield Senior College HSC students Katherine Natrass and Tracey Bailey had their major design works included in the DesignTECH exhibition at the Powerhouse Museum. Work by fellow student Blanche Kennedy was also selected for the ARTEXTRESS exhibition shown at the Art Gallery of NSW, Newcastle Region Art Gallery and other venues. Both exhibitions showcase the 50 most outstanding HSC works from thousands submitted across the state.

TAFE NSW Managers Leadership Awards

Simone Harris (Acting/Head Teacher, English for Speakers of Other Languages) received a Leadership Award from the TAFE NSW Managers Association in recognition of her work in coordinating NSI’s Language, Literacy and Numeracy Program (LLNP) and in improving compliance.

More staff achievements

Tania Cannon (Teacher, Beauty Therapy) received The Phillips Prize from University of Technology, Sydney, in recognition of her outstanding academic results. The prize is awarded to the graduand with the most outstanding academic and professional record in their vocational field of practice, in the Bachelor of Education in Adult Education.

Counsellors Lynne Paisley and Penny Johnson each received an Australian Government Scholarship for Career Advisors. They were awarded two of only eight scholarships available to career advisors in the tertiary sector nationwide. The scholarships will assist them in gaining up-to-date expertise about research and initiatives in career education and development.

NSW Quality Teaching Awards

Ronda Collins (Head Teacher, Office Administration), Gillian Gray (Teacher, Adult Foundation Education), Kaye Higgins (Learning Coordinator, Bradfield Senior College) and Merrianne Sinclair (Head Teacher, Community

Staff excellence

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David Bartolo (Teacher, Information Technology) received the postgraduate award from the Faculty of Architecture, Design and Planning at the University of Sydney for the second consecutive year. David received the award for his innovation in design computing.
Ezio Favretti (Head Teacher, Shopfitting and Detail Joinery) was presented with an Industry Icon award at the Australian Shop & Office Fitting Industry Association Awards.

Janet Elms-Smith (Manager, Tourism, Hospitality and Events Management) received a National Tourism Legends Award from Tourism Training Australia in recognition of her outstanding contribution to training.

Karen Doyle (Head Teacher, Culinary Programs at NSI – Le Cordon Bleu Sydney) was appointed Director of the Australian Culinary Federation, the national organisation representing professional chefs, cooks and apprentices. Its mission is to participate and advise in the establishment, maintenance and improvement of national and international culinary standards.

Dorjee Dadul (Tibetan mentoring and language teacher) received an Unsung Hero of Compassion Award from the Dalai Lama in San Francisco for demonstrating compassion in action. The award acknowledges Dorjee’s work as a cultural officer with the Tibetan Community of Australia (NSW), as well as his efforts to establish a Tibetan learning centre for children in Sydney and develop a community mentoring program through NSI that helps Tibetan refugees to settle in Sydney.

Caroline Hawkins (Teacher, Information Technology), Jane O’Rourke (Customer Service Officer), Robert Stowe (Educational Support Officer, Fine Arts), Verena Rawling (Counsellor) and Veronica Hamilton (Teacher, Business Services) all received Rotary awards.

Organisational excellence

Australian Training Awards

NSI received the inaugural Skills for Sustainability – Educational Institution Award presented by the Deputy Prime Minister and Minister for Education, the Hon Julia Gillard MP, at the Australian Training Awards. These peak national awards for VET recognise innovation and excellence. The skills for sustainability category recognises an education provider’s achievements in delivering qualifications and skill sets that embed sustainability principles. NSI was also nominated as a finalist in the training initiative category for its Indigenous Cultural Tourism Program, the only provider in Australia to have been nominated in more than one national category.

Dorjee Dadul

NSW Training Awards

NSI’s Indigenous Cultural Tourism Program, developed and delivered in partnership with the NSW National Parks and Wildlife Service, received a Training Initiative Award at the NSW Training Awards. The program focuses on developing cultural interpretation skills in Aboriginal communities in NSW that lead to employment and business development opportunities. It was also recognised with a TAFE NSW Gili Award. More information is presented in the next section.

Caroline Hawkins (NSI) and Jody Orcher (NSW Parks and Wildlife)

Sustainability Advantage program

NSI was named a Bronze Partner in the DECCW Sustainability Advantage program, the first and only educational organisation to be recognised at this level. NSI was one of 13 Bronze Partners selected from 300 members of the program in NSW.
Green Globe Awards
NSI was a finalist in the DECCW Green Globe Awards for maintaining an environmental management system to international standards and building a culture of environmental responsibility.

Restaurant and Catering NSW/ACT Awards for Excellence
Pittwater Training Restaurant at Northern Beaches College was named winner of the restaurant in a training institute category.

Sustainable Cities awards program
NSI received the Environmental Education Award (sponsored by the DECCW) in the Keep Australia Beautiful NSW Sustainable Cities awards program, for its Green with ENV-E eLearning program. Developed and delivered in partnership with Warringah Council, the program aims to promote sustainable work practices among council staff and assist the council in meeting its community and legislative obligations, with regard to sustainable work practices.

Water Efficiency Awards
The Hornsby College Environment Improvement Group received an individual and small team recognition award in Sydney Water’s Every Drop Counts Water Efficiency Awards, for reducing water use at the college by almost 50% since 2004.

Australia’s Wine List of the Year Awards
The Ambassador Restaurant at Ryde College was included in the Fine Wine Partners/Gourmet Traveller WINE Australia’s Wine List of the Year Awards, receiving a ‘first glass rating’. The rating was awarded for the quality of the restaurant’s wine list, which includes a selection of over 30 Australian and international wines selected from 300 hundred wine lists nationally. The Ambassador Restaurant was the only TAFE training restaurant in Australia to be included in the 2009 awards list.
The range of innovative programs and personalised services provided by TAFE NSW – Northern Sydney Institute (NSI) helps individuals to gain employment and achieve further career aspirations. Flexible training options allow learning online, in the workplace and at our colleges, located throughout the northern Sydney region. Recognition of prior learning (RPL) is also provided for previous study, and practical work and life experience.

Initiatives and achievements for individuals

Language backgrounds other than English

NSI delivered the NSW AMES Linked Skills Programs, Traineeship in English and Work Readiness Program and Employment Pathways Program in aged, home and community care, automotive, beauty therapy, carpentry and joinery, commercial cookery, electrical, electrotechnology, hairdressing, hospitality and cafe operations, landscaping and nail technology. The programs combine vocational and English language training, and work placement and employment support, to people with language backgrounds other than English. NSW AMES surveyed participants in Linked Skills Programs delivered by NSI, with very positive feedback received.

NSI also gained Australian Government Department of Immigration and Citizenship funding, administered through NSW AMES, to deliver the Skillmax – Jobseekers course. Skillmax is a five-week intensive program designed to help overseas-qualified professionals and skilled migrants to develop job search strategies for the Australian employment market.

NSI continued to conduct English language, first aid, leadership, mentoring and permaculture training for parents of children at northern region primary schools with large multicultural communities including Chatswood, Dee Why, East Lindfield and Hornsby Heights.

NSI supported a range of multicultural community events including North Sydney Council’s Multicultural Expo. NSI also hosted the Meadowbank College Community Expo, supported by Ryde City Council, and Harmony Day events.

Women

The NSI Women’s Strategy Unit continued to conduct its highly successful Digi-Girls Program, which aims to engage girls and women with technology. More information about Digi-Girls courses is available here.

Three of the Digi-Girls courses delivered to northern region and surrounding high school students (Year 9 to Year 12) are described below.

- News Production involved 22 girls and focused on skills development in news production, screen and multimedia. The course was also part of National Career Development Week (NCDW). A composite film, The Parcel, produced by the girls was screened at a presentation session and posted on YouTube.
fifteen women completed the Work Opportunities for Women Certificate III in Computer Support.

The NSI Women's Strategy Unit organised a series of events across NSI to mark International Women's Day including two presentations. The NSW and ACT Zonta Lieutenant Governor, Carolyn Evans, spoke about the status of women in Australia and the importance of education, and the founder of Inspiring Women, Sue Heines, about the development of this networking group for women in small business.

NSI has a productive relationship with Zonta area clubs (Hornsby, North Sydney and Northern Beaches), supporting events and recognising outstanding women students.

Aboriginals and Torres Strait Islanders

NSI recruited an additional Aboriginal Education Coordinator position to further support and assist indigenous students.

Through the Gamarada Aboriginal Education and Training Unit (‘gamarada’ is a word from the Eora language that means ‘friends’), NSI provided culturally appropriate support for indigenous students to assist with outcomes and articulation such as pre-course counselling, literacy and numeracy screening, tutorial and mentoring support, and the provision of culturally appropriate teaching and learning environments. NSI gained Australian Government Indigenous Tutorial Assistance Scheme (ITAS) funding to provide learner support to students in a range of industry areas.

To develop indigenous part-time teachers, NSI continued to offer the targeted Certificate IV in Training and Assessment.
NSI helped to establish the Wallumetta-Ryde Aboriginal Education Consultative Group (AECG) to further develop educational pathways and opportunities for indigenous people living within the Ryde /Hornsby catchment.

In collaboration with the NSW National Parks and Wildlife Service, NSI extended statewide delivery of the Australian Indigenous Culture Program (Certificate I in Tourism) to 87 participants. The program combines tourism training with recognition, and is targeted at national park rangers who conduct tours for the community, schools and visitors as part of the National Parks and Wildlife Service Discovery program. Many participants have progressed to the Certificate III in Tourism (Guiding) through gap training and flexible delivery. The key to its success has been delivery in the field, rather than the classroom, and culturally relevant assessment. The program recognises the importance of indigenous tourism in NSW, which has been highlighted as a growth area in recent research by Tourism Australia.

People with a disability

NSI recruited a full-time Teacher Consultant (Psychiatric) to support students with psychological and mental health issues.

NSI secured Disabled Australian Apprentice Wage Support funding from the Australian Government Department of Education, Employment and Workplace Relations (DEEWR) to support apprentices with a learning disability.

Teacher consultants developed and delivered a range of workshops and online resources to support teaching and learning outcomes for students with a disability. They included ‘Disability education – teaching strategies’, ‘Disability education – customer support’ (25 participants) and ‘Youth mental health first aid’ (17 participants).

NSI, in partnership with North Sydney Council and Northern Sydney Central Coast Health, continued to support students with Asperger’s syndrome by operating a community cafe. The Kirribilli Tea Rooms Training Café initiative was recognised with a Community Wellbeing Award from the Australian Psychological Society Sydney Branch.

NSI delivered targeted programs such as the Certificate III in Events, Certificate II in Aboriginal Land Management, and an introductory carpentry and joinery program to develop pathways to further study or employment. It also ran an employability skills program for indigenous people living on the central coast.

NSI’s Aboriginal Cultural Education Program was conducted for staff at Balgowlah Boys, Barrenjoey, Freshwater and Mackellar Girls high schools, as well as West Pymble primary school and Stewart House.

The Gawura Aboriginal Learning Centre hosted the inaugural Met-North Regional AECG Guringai/Darug Excellence Awards, (‘gawura’ is a word from the Eora language that means ‘whale’). The awards recognise the achievements of school and TAFE students, and the contribution to indigenous education by indigenous and non-indigenous people, and further develops the relationship between NSI and the indigenous community.
Mature-age groups

In collaboration with Northside Community Forum Inc – a non-government, not-for-profit association committed to supporting carers, older people and people with a disability – NSI helped mature-age workers employed by forum members to gain qualifications in community services work to meet skills gaps. The program included skills recognition, on-the-job training and workshop attendance.

NSI also delivered industry focused training and work placements for mature-age people, including introductions to group training companies, in the areas of commercial cookery, community and personal services, health, and tourism and hospitality.

In conjunction with Trax Personnel Services, NSI delivered the Certificate I in Hospitality specifically for mature-age jobseekers.

Young people

NSI, in conjunction with the Northern Sydney school region, has developed a strategy to support the NSW Government Raising the School Leaving Age legislation. The strategy enables students to commence Year 10-equivalent courses at NSI.

NSI continued to deliver a range of programs to support young people including:

- the Australian Government Connections program, which helps young people aged 15 to 19 to re-engage with education and training
- the Youth Options Youth Outcomes program at Hornsby College, which provides an educational alternative for youth at risk who have disengaged from education, training and employment. Students are supported in attaining a Year 10 equivalent (Certificate II qualification) in a flexible learning environment
- youth at risk programs with an emphasis on early school leavers at Hornsby, Meadowbank and Northern Beaches colleges, including the highly successful Rev-it-Up automotive programs
- the Youth Pathways to Education, Employment and Training program for young parolees, in collaboration with NSW Juvenile Justice, and the Social and Occupational Communication Skills program for students with Asperger’s syndrome, as well as short vocational programs in areas including automotive, information technology, and hair and beauty.

Bradfield Senior College students were enrolled in the Certificate III in Employment, Education and Training for the first time, to enable them to better make the transition into employment and further study. Members of the Friends of Bradfield helped to conduct practice interviews for 170 students.

NSI conducted a range of professional development activities to support the delivery of education and training to young people. The workshops included ‘Communicating with young people’, presented by the Brain and Mind Research Institute at the University of Sydney, and ‘Young people’s preferred communication tools: what’s Facebook, Twitter, Bebo and YouTube got to do with us?’, about social networking.

NSI engaged with local community partners Northern Beaches Business Education Network, North West Business Education Network and Hills Schools Industry Partnership to deliver programs and services to young people, including participation in youth employment forums and workshops.
Responsive training and services

During 2009, NSI developed the following new qualifications in response to feedback from customers (students and employers):

- Advanced Diploma of Enrolled Nursing
- Diploma of Project Management
- Diploma of Specialist Make-up Services
- Certificate IV in Floristry
- Certificate IV in Project Management
- Certificate III in Gravedigging, Grounds and Maintenance

NSI also introduced the following new commercial programs and courses to upskill existing workers:

- Aqua Aerobics Trainer
- Building Contracts – Selection and Preparation (Continuous Professional Development)
- Cisco courses in eSecurity, wireless and VOIP
- Fauna Friendly Bushcare
- Infection Control for Health Workers
- Medication Administration for Enrolled Nurses
- Plant Propagation
- Spray Tanning
- Waterproofing and Wet Areas (Continuous Professional Development).

NSI continued to develop online qualifications, and flexible teaching and learning strategies and resources. Over 4,000 students learnt fully or partially online, 796 sites were developed for online delivery and support, and 80 units of competency were delivered online. For example, NSI:

- offered the following 11 qualifications fully online:
  - Diploma of Business Administration
  - Diploma of Management
  - Diploma of Marketing
  - Certificate IV in Business Administration
  - Certificate IV in Financial Services (Accounting)
  - Certificate IV in Marketing
  - Certificate IV in Project Management
  - Certificate IV in Retail Management
  - Certificate IV in Training and Assessment
  - Certificate III in Retail Management
  - Certificate II in Retail

- expanded flexible learning options and developed eLearning resources for hairdressing and beauty therapy (16 units of competency), sport, recreation and fitness (nine units), nursing (seven units), massage therapy (five units), information technology (four units), and children’s services and welfare (three units), as well as units in building and construction, floristry, hospitality and retail. A trial was also completed for the online delivery of first aid training

- redesigned its website to better service the needs of customer groups. Changes include providing improved access to and information about recognition services, as well as a Recognition Accelerator. This web-based tool provides potential and existing students with an initial assessment of their experience and qualifications, and a report that outlines potential units and qualifications for recognition. Users are also given advice regarding the recognition process, how to apply and how to provide evidence.
Customer satisfaction

According to the National Centre for Vocational Education Research (NCVER) report, ‘Australian vocational education and training: student outcomes 2009’, 91.1% of NSI graduates agreed or strongly agreed that they were satisfied with the overall quality of their training, compared with 88.4% in 2007.

Following the introduction of Australian Quality Training Framework (AQTF) Quality Indicators for registered training organisations (RTOs) in 2009, NSI commissioned its own customer satisfaction survey. NSI used the nationally developed AQTF online survey tool to survey students and ran an online campaign, Have Your Say. Over 1,200 students responded and reported an 89% satisfaction level with work readiness; 87%, with the learning environment; 86%, with training quality; and 84%, with training conditions.

Aspects of their training that NSI students rated most highly were:

- NSI teachers have excellent knowledge and industry experience
- NSI teachers are encouraging and approachable
- You would recommend NSI’s training to other people.

Students were also asked to comment, in their own words, about their experience of studying at NSI. Here are some of the responses to a question asking for the best aspects of the training:

- ‘A lot of the training is related to real-life scenarios, based on practical situations in the workforce, making it easier to relate to and apply’ – business student
- ‘The best aspects of the training are the skills you develop during the course. It helps you to know if the industry is right for you and gives you the basic skills needed to go further and make a career’ – hair and beauty student
- ‘I really enjoy the in-class practical side of things. Teachers are always happy to help, are flexible, and encourage students to achieve their personal best’ – information and communication technology student.

As a result of student feedback received in the survey NSI will be:

- increasing wireless internet access so that students can use the internet from more places at each college, including canteens
- upgrading computers in libraries and classrooms, including installing over 250 new computers
- providing more student resources in libraries.

In addition to the Quality Indicators Survey, over 20 targetted student surveys were conducted among current and online students and recent graduates including:

- student satisfaction surveys in the vocational areas of business administration, business services, carpentry and joinery, general education, hair and beauty, hospitality, marketing, plumbing and real estate teaching sections
- graduate surveys in the vocational areas of access and general education, automotive, carpentry and joinery, children’s services, graphic design, hospitality management, human resources management, management, plumbing and small business teaching sections

Employer satisfaction surveys were conducted among employers of commercial cookery and hairdressing apprentices, and those in the aged care industry.
TAFE NSW – Northern Sydney Institute (NSI) specialises in providing services that meet the workforce development needs of enterprises. NSI understands that enterprises need flexibility in how, when and where training takes place, and provides training tailored to their specific business needs.

Initiatives and achievements with enterprises

National business

NSI became the lead TAFE NSW institute for the NSW Government’s Keep Them Safe – a Shared Responsibility for Child Protection reform initiative in response to the Special Commission of Inquiry into Child Protection Services in NSW, delivering 561 information sessions on changes to the NSW child protection framework for government and non-government organisations across the state (22,500 participants). Training materials were developed to support the sessions including a DVD, an eLearning tool and a website for registration.

NSI developed and delivered the Statement of Attainment in Sustainability Solutions for the Bunnings Warehouse hardware chain. The aim of the program is to extend green skills training to all sales staff, to increase the sale of ecological products and improve the range and accuracy of environmental advice provided. The program focuses on four primary areas – energy, waste, composting and water – and involved Bunnings DIY presenters from stores across Sydney (36 participants).

NSI became the key client relationship manager for the Australian Hotels Association NSW. NSI is responsible for coordinating the delivery of statewide frontline management training, and hospitality and security training, involving a mix of online and workplace delivery. NSI has also conducted wine-tasting courses and WSET® wine foundation certificate training for the association.

The Sydney Wine Academy began delivering the Wine & Spirit Education Trust (WSET®) intermediate course to Foster’s Group staff nationally (over 200 participants). Training involved exploring and tasting wines and spirits of the world. NSI has also delivered training to staff employed by Accor and ANZ Stadium.

NSI pursued collaborative arrangements with industry, enterprises and organisations for workplace delivery and recognition pathways, particularly in the skills shortage areas of health and community services. Workplace delivery has been implemented in aged care, community services and welfare, disability support and nursing to help long-term workers to gain a qualification in their field. For example, NSI:

- commenced delivery of the Diploma of Nursing (Enrolled/Division 2 Nursing) under the TAFE NSW – Ramsay Health Care partnership (22 participants). Students undertake clinical work placement and assessment in Ramsay Health Care’s clinical facilities and gain experience in aged care, mental health, paediatrics and rehabilitation. The 18-month course includes administering medication and graduates are eligible to apply to practice as an enrolled nurse. Ramsay Health Care is Australia’s largest private hospital operator and a recognised trainer of the medical and nursing workforce.
Aboriginal Cultural Education Programs were delivered to staff from the DECCW, providing participants with an introduction to indigenous culture.

NSI provided recognition services and gap training programs to staff employed as cooks for Serco Sodexho Defence Services, the primary provider of integrated facilities management services to the Australian Defence Organisation.

NSI conducted workplace floristry training for Harris Farm Markets staff based at Flemington, with a focus on the preparation and display of floristry stock and stock control.

NSI also delivered:

- maritime training for the Australian Fisheries Management Authority, Sydney Ports Corporation and NSW Maritime

NSI also delivered:

- hospitality and event management training for Arnott's, Sydney Turf Club and the Australian Customs and Border Protection Service

- Auslan training for staff at the AC Foundation, which helps to provide people with disabilities with accommodation and employment opportunities

- management and leadership training for Pandora Australia

- delivered the Diploma of Nursing (Enrolled/Division 2 Nursing) qualification in the workplace to assistants in nursing, in collaboration with the Sydney Adventist Hospital and attached San College of Education (13 participants)

- gained funding under the NSW Board of Vocational Education and Training (BVET) scholarship program to deliver the Diploma of Nursing (Enrolled/Division 2 Nursing) to students with clinical placements at NSW Department of Health public hospitals (over 50 participants)

- conducted statewide ‘Comply with infection control and sterilisation’ workshops for environmental health workers from the NSW Department of Health (over 200 participants)

- developed an RPL pilot program for NSW Department of Ageing, Disability and Home Care (DADHC) case management staff (20 participants). The program matches an individual’s work experience and skills with the requirements of the Diploma of Case Management qualification, and delivers gap training when necessary. NSI also developed a customised recognition resource to support the trainers and assessors, and DADHC provided workplace mentors to assist candidates with assessment, training, clinical supervision and professional reflection. These staff members also have the opportunity to gain the ‘Provide mentoring support to colleagues’ unit of competency. The program is scheduled for statewide delivery in 2010

- delivered further workplace training in the Certificate III in Disability Work (20 participants) and the Certificate III in Aged Care (20 participants) to staff at DADHC’s Rydalmere and Lachlan centres

- gained funding under the Australian Government’s Better Skills Better Care and Community Aged Care Development Workforce programs to provide workforce training to aged, home and community, and recreation and leisure care workers. NSI identified existing workers across 23 facilities, and developed work plans to support recognition and gap training for them, in partnership with Catholic Healthcare, Lourdes Nursing Home, Montefiore and RSL LifeCare.
• English language training for immigration officials from foreign governments, for the Australian Government Department of Immigration and Citizenship, and refresher foreign language training for the Defence Force School of Languages
• mentoring training for Job Services Australia staff based in Chatswood and Wagga, to support them in their roles
• information and communication technology training, and the Diploma of Information Technology (Business Analysis) for Country Energy staff based in regional NSW
• RPL and gap training in machine operations (fitting and machining) to CSIRO Materials Science and Engineering research scientists based at Lindfield
• an intensive 35-hour Restricted Electrical Work Disconnect/Reconnect training program, including RPL, for Toshiba.

NSI is an active member of local business organisations including the Crows Nest, Hornsby, North Sydney and Warringah chambers of commerce, Pittwater Business Limited and the Ryde Business Forum. NSI supported the annual Warringah Chamber of Commerce jobs fair and Ryde Business & Sustainability Expo, sponsored by the Ryde Business Forum and City of Ryde.

Industry

NSI continued to work closely with industry to meet its needs during 2009.

Places were made available for Advanced Diploma of Accounting and Diploma of Accounting students and graduates to undertake a work experience program with premium employers during the TAFE NSW main vacation period, as part of a collaborative relationship with the National Institute of Accountants (50 participants). The relationship also allows NSI to promote its courses and services to the institute’s members.

NSI gained membership of the Australian Institute of Project Management.

NSI established a partnership with Northside Community Forum to assist workers employed by forum members to gain qualifications in community services work, and is delivering the Certificate IV in Advocacy using recognition and skills gap training (20 participants).

A series of master classes were developed with industry for apprentice cooks and their employers to showcase prominent chefs, as well as regional and ethnic specialities that are integral to contemporary cuisine styles in Australia. Classes were conducted in Brazilian, Indian, Japanese, Mexican, Moroccan and Vietnamese cooking.

NSI, in partnership with Confo Proprietary Limited, continued to deliver Continuous Professional Development programs to builders statewide. In 2009, NSI delivered the Building Contracts 1 (Communications) course (363 participants), and also developed and delivered Building Contracts 2 (Selection and Preparation) and Waterproofing/Wet Areas workshops (99 participants).

In response to industry requirements, NSI developed a fast-track certification program for irrigation installers that features a combination of RPL and gap training recognised by Irrigation Australia. The program was delivered to Toro Australia and Reece staff (40 participants).

NSI delivered a range of training to key industry organisations such as the National Electrical and Communications Association (‘Safety checking electrical appliances’ and ‘Safety inspection and testing electrical installation’) and Housing Industry Association (‘Erect and dismantle restricted height scaffolding’).
Despite the global financial crisis, NSI experienced a slight growth (15.9%) in apprenticeship enrolments in the skills-shortage area of boat and shipbuilding. NSI also enrolled students in school-based apprenticeships in carpentry and joinery, fabrication and vehicle body, mechanical engineering and plumbing, and in school-based traineeships in automotive vehicle servicing.

NSI formed the Trade School Reference Group and Working Party, which includes representation from the Housing Industry Association and Bunnings Warehouse, to ensure industry input into the development of a new trade school within Meadowbank College. A NSW Government initiative to address the trade skills shortages, the school will be a flexible and industry linked training centre that provides construction and electrotechnology training, underpinned by workplace and eLearning activities. It will also develop green and employability skills.

NSI also developed a range of electronic newsletters to keep industry up to date on developments in training in the automotive, building and electrical trades.

Apprenticeships and traineeships

NSI delivered workplace hygiene training in Cantonese for Chinese restaurateurs across Sydney.

NSI collaborated with a range of industry organisations such as the Italian Trade Commission, Italian Chamber of Commerce and NSW Wine Industry Association to host industry events such as NSW Wine Week, the Sydney Italian Festival and the Good Food & Wine Show. Industry also actively participated in student events such as the Hospitality Management Business Forum, Hospitality Symposium and Northern Beaches Travel Expo.

During 2009, colleges hosted a range of industry competitions and awards including the:

- Nestlé Golden Chef’s Hat Award, the longest running chef’s competition in Australia and only national competition dedicated to developing junior and apprentice chefs
- Spotless (Alliance) Catering Apprentice Culinary Competition
- Hospitality Training Network Apprentice Chef’s Culinary Challenge
- Defence Catering Excellence Awards

NSI took part in developing and validating the Council of Australian Governments (COAG) online RPL Skills Express project in the area of commercial cookery, to address the skills shortage within the industry.
NSI increased online and flexible delivery of apprenticeship training and improved training in the workplace by:

- offering the Certificate IV in Building and Construction (Building) fully online and through blended delivery, and conducting the Certificate III in Carpentry using blended delivery
- trialling the use of point-of-view cameras with plumbing and children’s services students, to assist in workplace assessment and gathering workplace evidence
- implementing a workplace delivery model for automotive apprentices
- developing a fast-track apprenticeship in hairdressing, which reduces the time taken to complete the Certificate III in Hairdressing from two years to 18 months, by incorporating online and flexible delivery and maximising RPL and industry experience. A skills passport logbook is used to record competencies demonstrated in the salon. This project was featured on the Australian Apprenticeships website as a potential training model for other RTOs. A trial program will be undertaken to monitor industry best practice.

NSI delivered pre-apprenticeship automotive programs with Autostart (previously Motor Traders’ Association Apprenticeships Plus) and pre-apprenticeship automotive, painting and vehicle body programs in partnership with recruitment agency Alliance People Solutions.

In 2009, NSI generated a 32.8% increase in traineeship enrolments in the health and community services sector by developing more flexible, workplace- and technology-based approaches to delivery, which better suit workers in the aged, community and home care sectors.

NSI delivered workplace training in the Certificate III in Hospitality Operations to existing worker trainees employed by DADHC as service support workers, at its Lachlan, Marsden and Rydalmere centres (29 participants). Training involved RPL and workplace assessment, and was tailored to accommodate the high proportion of participants with language backgrounds other than English.

NSI took part in a range of activities that promoted trade training including apprenticeship expos and Try’a Trade events, in collaboration with local community partnerships and business enterprise networks. NSI also hosted career events and exhibitions with industry such as the annual tourism, hospitality and event management expo; hair and beauty job fair; and floristry showcase, landscape design exhibition and horticulture open day.

International business

Institute Director Kevin Harris attended the 10th anniversary partnership celebration with the Shanghai Business School in China. NSI has educational partnerships with 12 universities and colleges in China, which allow students to study and complete TAFE NSW qualifications in their home country. Renewal agreements were signed with Shanghai Business School, Guangdong Industry Technical College and Guangdong Jidian Polytechnic.

During the year, NSI hosted numerous overseas delegations including His Excellency Lieutenant General Masud Uddin Chowdhury, High Commissioner, and Mr Nazrul Islam, Counsellor and Head of Chancery, from the Bangladesh
The Chungnam Provincial Government, in the Republic of Korea, funded a scholarship program for vocational high school students for the second consecutive year. The scholarship students attended NSI for an eight-week program that combined English language with vocational training (21 participants).

NSI developed a new website specifically for international students and alumni. The site allows graduates based overseas to continue their relationship with NSI after completing their studies and to give feedback about their experiences. It also provides international students and alumni with professional and social networking opportunities. More information is available here.

NSI International Alumni

Join Alumni

High Commission in Canberra. NSI also hosted 30 offshore agents from Bangladesh, China, Columbia, India, Korea, Mauritius, Thailand and Vietnam.

NSI took part in offshore marketing and promotion of vocational and English language courses, direct to agents and at exhibitions in major markets including India, Japan, Korea, Malaysia, the Philippines and Vietnam.

NSI’s partnership with the Global Career Academy in Japan featured as a case study in the Australian Government Department of Foreign Affairs and Trade publication, *Australia and Japan: how distance and complementarity shape a remarkable commercial relationship*. The partnership allows Japanese students to study English while taking part in vocational taster programs in Sydney.

A memorandum of understanding was signed with Raffles College of Design and Commerce acknowledging the TAFE English Language Centre at NSI as its preferred English training provider.

NSI hosted 27 study tour groups from 10 countries including Bahrain, Bangladesh, China, Indonesia, Japan, Korea, Malaysia, Singapore, Thailand and Vietnam (over 300 participants). Areas of interest included Australian education and learning systems; the economy; political, government and finance structures; and vocational areas including animal care, architecture, automotive, boathbuilding, business office administration, commercial cookery, electronics and electrotechnology, finance and taxation, horticulture, hospitality, nursing and plumbing.
Communities

TAFE NSW – Northern Sydney Institute (NSI) supports regional associations, local business networks and community agencies, through projects and links designed to build the capability of communities.

Initiatives and achievements with communities

NSI, Boccia NSW and The Spastic Centre (Manly Community Access Services) collaborated in staging the National Boccia Titles at Sydney Academy of Sport and Recreation, Narrabeen. NSI was the competition’s key sponsor and supporter, with Diploma of Welfare and Certificate IV in Community Services students and staff working directly with athletes, families and carers to help with fundraising, sponsorship, venue and event management, and timekeeping. Athletes were aiming for selection to represent Australia at the next Paralympic Games.

NSI travel and events students received a recognition certificate from the NSW Premier for coordinating Seniors Week.

NSI building and construction, horticulture and landscape students and staff continued to support a range of community projects as part of their training. These included:

- constructing an activity and sensory garden at the DADHC Rydalmere Centre, which caters for people with intellectual disabilities. The garden design includes a range of experiential and sensory features such as mazes, aggregate paths, timber boardwalks, a water feature, a birdbath, a bocce court, and vegetable and herb gardens. This training activity also provided students with experience in project managing a site
- establishing a vegetable garden and recreational area, featuring a basketball and bocce court, for carers and residents at a NSW Health Sydney West Area Health Service facility
- constructing 35 outdoor learning shelters for Pennant Hills and Turramurra high schools, and Pymble and Wahroonga public schools. Over the past 10 years, NSI students have constructed 240 shelters at schools.
NSI participated in the Brewarrina Shire Council and Warringah Council sister city Youth Exchange Program, which aims to promote friendship and understanding between bush and beach communities. Northern Beaches College and the Gamarada Aboriginal Education and Training Unit hosted a tour of the college and an information session for a group of six 14 to 19-year-olds.

NSI conducted a Young Drivers Awareness program for Bradfield Senior College students in collaboration with Rotary.

NSI continued to develop community partnerships through leadership and mentoring programs delivered by its outreach service.

NSI, in collaboration with North Sydney Council, helped a group of refugee women attending a community play session run by the children’s services teaching section at Crows Nest College to produce a multicultural cookbook.

Fine arts students, staff and local artists donated 109 artworks for an auction fundraiser for the Red Cross Victorian Bushfire Appeal.

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Artworks auctioned for the Red Cross Victorian Bushfire Appeal

Herve Boutin (Teacher, Bakery Trades) prepared desert at the prestigious Million Dollar Lunch charity event, which raises money for the Kids Oncology and Leukaemia Action (KOALA) Foundation. Celebrity guests included television presenter Eddie McGuire, singer Rob Thomas and chefs Guillaume Brahimi, Neil Perry and Nobu Matsuhisa.

Sue Klajman (Teacher, Information Technology) helped the Sydney 2009 World Masters Games Organising Committee to coordinate the event. Anne Martin (Head Teacher, Adult Foundation Education) and Elizabeth McLoughlin (Teacher, Film and Television) also won gold medals at the games, in women’s golf and surfboat racing respectively.

NSI hosted a range of events open to community participation including the Meadowbank College diamond anniversary, and the annual wine fair and winemaker’s dinner. This year the fair featured the best of NSW’s 14 wine-growing regions, with more than 100 different wines available for tasting. Phillip Shaw, from award-winning Phillip Shaw Wines in Orange, hosted the dinner. NSI event management students promoted and staged the occasion, wine studies and sommelier students sourced the wines and conducted tastings, and food and beverage students served the degustation dinner. Food was prepared by NSI–Le Cordon Bleu Sydney culinary students.
TAFE NSW – Northern Sydney Institute (NSI) is committed to strengthening links with all levels of government and working closely with commonwealth, state and local government departments and agencies in providing VET services and initiatives.

**Contestable government-funded training**

Following successful tenders, NSI was included on the following DEEWR provider panels:

- the Employment Panel and the Economic Development and Business Support Panel, both part of the Indigenous Employment Program 2009–12 tender. RTOs included on these panels help to expand economic and business development skills and opportunities for indigenous Australians
- the Innovation Fund Panel and the Employer Broker Panel, both part of the Employment Services 2009–12 tender. RTOs on these panels help to meet the employment needs of individuals who are highly disadvantaged and to train jobseekers in labour shortage areas such as aged care.

**Productivity Places Program**

In 2009, NSI became a provider under phase 3 of the DEEWR Productivity Places Program (PPP) offering training places to job seekers, existing workers and existing worker trainees over a range of qualifications and vocational areas including the Advanced Diploma of Hospitality Management, Diploma of Nursing (Enrolled/Division 2 Nursing) and Certificate IV in Floristry. Over 200 students were enrolled under phase 3 including 20 staff members from Corrective Services NSW, who were enrolled in the Certificate IV in Training and Assessment.

**New Enterprise Incentive Scheme**

NSI also became a provider under the DEEWR New Enterprise Incentive Scheme (NEIS), a program for jobseekers who want to start their own business. Participants undertake the Certificate IV in Small Business Management and receive mentoring support.

**Language, Literacy and Numeracy Program**

The Australian Government LLNP provides language, literacy and numeracy training to help jobseekers to increase their employability, with ‘literacy’ interpreted broadly to include computer literacy and job-seeking skills. In 2009, 1,215 participants received LLNP training provided by NSI, a 9.4% increase on 2008 (1,165). NSI also chaired the NSW LLNP Provider Forum, attended by senior DEEWR officials and program verifiers. NSI responded to a request for tender to continue delivering the program in 2010.

**Adult Migrant English Program**

The NSW Government Adult Migrant English Program (AMEP), delivered by the NSW AMES, is an English language tuition program that helps migrants and humanitarian clients to settle in Australia. In 2009, AMEP enrolments increased by 24% to 1,075. NSI also gained a contract extension to deliver the AMEP until June 2010 and responded to a request for tender to continue to conduct the AMEP beyond this date. The AMEP and LLNP programs were both subject to verification audits, with excellent feedback received for both programs.
Workplace English Language and Literacy Program

Under the Australian Government Workplace English Language and Literacy (WELL) Program, organisations identify employees whose language or literacy skills are impeding their performance and career advancement. NSI delivered WELL training for Reckitt Benckiser, Sleepmaker and Toga Group.

Connections Program

The Australian Government Connections Program helps disengaged or at-risk youth aged 15- to 19-years-old to reconnect with training, toward gaining employment. Over 200 individuals took part in the program over its three-year duration.

Links with councils

During 2009, NSI launched Green with ENV-E. The eLearning program is designed to help local government staff to understand sustainability and how to apply sustainability principles within the context of local government legislative obligations. Participants gain competency in ‘Participate in environmentally sustainable work practices’ after only three to five hours of online training. Representatives from 15 metropolitan and regional councils and the Local Government and Shires Association of NSW attended the Green with ENV-E briefing, with many considering adopting the program.

In partnership with the DECCW and Eco Logical Australia, NSI developed a range of biodiversity programs specifically for local government. The Biodiversity Awareness course trains council staff in the ‘Monitor biodiversity’ unit of competency, which requires knowledge of ecology, plant and animal classification; monitoring systems for flora, fauna and micro-organism populations; threats to places of natural significance; and international, national and local standards and codes of practice. Five courses were conducted for councils across the state including Ballina Shire Council.

NSI formalised an agreement with City of Ryde to provide local food handling businesses and restaurants with training and workplace hygiene certification.

NSI conducted training for local governments in the Sydney metropolitan area and across the state in:

- Safe Disposal of Community Sharps (funded by NSW Health)
- Bush Care Essentials (Advanced) and Land Management
- SMARTtrain Chemical Application and Apply a Range of Treatments to Trees (workplace delivery for Broken Hill City Council)
- machinery, plant and equipment use (Backhoe, Front End Loader and Chainsaw Operation).
TAFE NSW – Northern Sydney Institute (NSI) focuses on establishing, developing and nurturing mutually beneficial partnerships with other education providers, to grow and develop pathway opportunities for our customers.

Partner programs

NSI established a new partnership agreement with Le Cordon Bleu Australia to deliver culinary training through the NSI – Le Cordon Bleu Sydney Culinary Arts Institute at Ryde College. The culinary institute, which NSI has been operating since 1996, is now the largest Le Cordon Bleu culinary school in the world specialising in cuisine and patisserie training at all qualification levels. More information about the courses is available here.

In 2009, NSI expanded its course delivery with partner and London-based training provider WSET®. NSI became the first RTO in Australia to offer the WSET® Level 2 Professional Certificate in Spirits. The program is designed to develop comprehensive product knowledge of spirits and liqueurs among hospitality industry workers. The Sydney Wine Academy has become Australia’s leading WSET®-approved program provider.

The Microsoft academy at North Sydney College became a Prometric testing facility, which enables it to undertake both vendor certification testing and accreditation.

Universities

NSI established a one-year pathway program from any Advanced Diploma of Business (Accounting/Human Resources/Management/Marketing Management) into the Bachelor of Business Studies program at Charles Sturt University. The program enables students to complete their bachelor qualification at NSI in as little as 12 months. The program will commence in March 2010, at Crows Nest College, as a part-time or full-time offering.

NSI also played a lead role in developing the TAFE NSW and Charles Sturt University articulation agreement, which gives community services diploma graduates the opportunity to enter a Bachelor of Social Science (Social Welfare) with two years advanced standing. Students who have completed any one of 10 relevant diplomas from the national Community Services Training Package are eligible for the articulation program, which allows them to complete the degree in one year.

NSI negotiated credit transfer arrangements with the Australian Catholic University from the Diploma of Business and Advanced Diploma of Business into the Bachelor of Business/Commerce, equivalent to one and a half years of a degree. NSI graduates of business services advanced diploma qualifications also gained direct entry into the Macquarie University Bachelor of Business Administration.

NSI developed recognition and gap training pathways for tertiary students studying qualifications in the personal services sector. A learning pathway was developed for students undertaking the naturopathy degree program at the University of Western Sydney, allowing them to gain qualifications in remedial massage. NSI also reviewed and mapped qualifications from undergraduate programs in exercise and health science, and traditional and Chinese medicine. A pathways program was developed for students of human movement at the University of Technology, Sydney, allowing students to gain practical certifications in massage or fitness training.
NSI commenced TVET training at a number of non-government schools including trade training for students from St Joseph’s College, sports-talented indigenous students from regional areas among them (29 participants), hospitality training for students from Sydney Church of England Grammar (the Shore) School (32 participants) and accounting training for students at Masada College.

NSI conducted 12 Statement of Attainment in Peer Literacy (Tutorial Support) courses for 14 participating schools. The course trains Year 10 and 11 school students to help Year 7 students with their reading.

NSI continued to offer work placement programs in conjunction with enterprises and industry associations such as the Institute of Chartered Accountants and the National Institute of Accountants, to provide employment opportunities for NSI TVET students and young people. The former’s cadetship program gives students the opportunity to work with a top accounting firm during their summer vacation.

In collaboration with ANZ Stadium, NSI hosted a one-week residential culinary training program at Sydney Olympic Park for Year 11 hospitality students from independent schools across the state. The program gave students the opportunity to gain real-world experience in customer service delivery and in meeting the standards and expectations of industry by operating the staff canteen at the stadium.

NSI delivered a two-day program for St Ignatius’ College, Riverview, as part of its Year 9 challenge. The program involved training 216 students over the period of a month and culminated in preparing and serving a function for 150 family members and friends. Students were trained in cookery, food and beverage service, and coffee and chocolate making, and were given an introduction to VET training.

NSI ran the Helping Your Child at Home program to support the parents of primary school children.

NSI supported a range of school to TAFE sessions, school leavers programs, careers expos and events for school students, careers advisors and counsellors, parents and employers, to provide information on courses, study pathways and career options.
Organisational capability

TAFE NSW – Northern Sydney Institute (NSI) is committed to the ongoing development of capability, to meet the changing needs and expectations of individuals, enterprises, communities, government stakeholders and educational partners.

Organisational learning

In 2009, there were 491 separate professional development activities undertaken with more than 5,000 participants recorded.

Over 300 staff members took part in the Aboriginal Cultural Education Program, conducted entirely by indigenous trainers. Since 2007, over 600 have completed the program.

Two groups of indigenous learners qualified as part-time teachers after completing the Certificate IV in Training and Assessment. Indigenous staff attended 17 different professional development activities, including mentoring training, and delivered all sessions of the Aboriginal Cultural Education Program.

Over 600 staff members took part in activities directly connected to the TAFE NSW Workforce Development Guarantee. Major initiatives linked to the guarantee included:

- using technologies to do business. Workshops in Office 2007, Microsoft Project, Sakai, Adobe Presenter, Adobe Captivate, Sharepoint, Audacity and technologies such as eBeams and SMART Boards were held to develop staff capability (223 participants). NSI expanded its online course delivery by growing the capability of staff, with approximately 250 staff members involved in facilitating and teaching online in 2009. Bradfield Senior College staff also took part in ‘Laptops for learning’ and connected classrooms technology training.

Workforce development

To meet the changing needs of the NSI workforce, the following recruitment activities were implemented during 2009:

- 47 part-time casual teacher positions were advertised
- 52 full-time teaching, administrative and clerical positions were filled (including head teacher positions)
- 16 temporary teacher positions were filled
- 80 expressions of interest were distributed.

NSI also reviewed a range of structures and positions, with the following outcomes:

- an additional part-time Aboriginal Education Coordinator was recruited, bringing to three the number of substantive positions within NSI’s Gamarada Aboriginal Education and Training Unit. The unit also employed six indigenous part-time teachers
- a Teacher Consultant (Psychiatric) was recruited, to support students with psychological and mental health issues
- a review of the Business Support unit structure began, toward better supporting NSI’s business model.

Key staff took part in the NSW Department of Education and Training (DET) Learning Management Business Reform process as leaders and subject matter experts. The aim of the process is to reform key elements of the TAFE NSW business to ensure greater responsiveness and flexibility.
During 2009, NSI expanded its eLearning intranet site by including an eLearning framework, how-to guides for planning and implementing eLearning programs, and best practice examples to support staff at all levels of the organisation.

NSI also accessed a number of technology-based projects designed to help staff in gaining experience with specific technologies and in developing their eLearning capability, among them:

- **Centre for Learning Innovation** projects. These included ‘Can do, can adapt: making tourism accessible’, a DVD designed to support students in understanding the needs of people with disabilities in the tourism and hospitality industry, and ‘Developing RPL in the health and community services sector’, a resource to support staff conducting RPL services.

- **Prior Year Cash Balance** projects. These included developing two websites – the ‘Implementing training packages’ site, to increase staff understanding and capability in developing training programs, and ‘Teacher’s guide to providing services to employers’, to help teachers working with employers to identify training needs and deliver workplace RPL – and conducting workshops in key areas such as training and assessment strategies and assessment validation. The ‘Trialling portable technologies for delivery and assessment’ workshop used point-of-view cameras and tablet laptops to gather workplace evidence.

Other professional development initiatives focused on:

- developing leadership. Three NSI managers completed the **TAFE NSW Senior Leadership Capability Development Program**. NSI also identified 15 emerging leaders to receive training at the Australian Graduate School of Management. Over 100 staff members took part in NSI’s **Leaders and Managers Forum** and workshops related to the NSI Capability Framework. Workshops included ‘Having difficult conversations’ (88 participants) and ‘Mentoring’ (30 participants).

- performance management. NSI developed capability profiles (based on the NSW Public Sector Capability Framework) for administration and clerical positions, to assist with performance management.

- customer service delivery. Projects were implemented in three colleges to improve customer service delivery using a combination of accredited and non-accredited training, workplace assessment, workplace mentoring and team building.
Systems and information technology infrastructure

NSI worked with ICT Regional Shared Corporate Services to upgrade and improve its systems and information technology infrastructure, to support more effective approaches to teaching and learning, and to increase operational efficiency. In 2009, NSI:

- implemented audits of educational and non-educational PC and application use (using survey software) toward optimising investment in its computer fleet and deploying equipment where the return on investment would be highest. Through this process, NSI decommissioned 11 underused PC classrooms in 2009
- introduced the Remedy service desk tool, which provides a self-service facility to record IT incidents. NSI is the only TAFE NSW institute to rely solely on self-service, with end-users logging their own service calls online
- migrated all NSI colleges to Telstra for wide area network (WAN) and internet access. This has greatly improved the availability and speed of access to systems and resources from offsite. WAN link speeds were also optimised, resulting in an increase to 200 megabytes per second at North Sydney College, which houses NSI's data centre.

Facilities

Capital works projects completed during 2009 include:

- commercial cookery training facilities upgrade, Ryde College ($9,278,000) – to refurbish commercial kitchens, and major refrigeration and air-conditioning plant. The facilities now feature two demonstration kitchens, a new bakery kitchen and a commercial kitchen with a retail shop front. The upgrade increases the college’s training capacity to 15 full-scale commercial training kitchens, two bars, a restaurant and cafe
- commercial cookery training facilities upgrade, Meadowbank and Northern Beaches colleges ($6,826) – to refurbish commercial kitchens and bar training facilities
- graphic design and digital media training facilities upgrade, Hornsby College ($1,069,000) – to create additional multiple-use computer rooms suitable for graphic design, digital media and games development training
- nursing training facilities upgrade, Meadowbank and North Sydney colleges ($878,000) – to refurbish practical training areas
- electrical trades training workshops upgrade, Meadowbank College ($534,000) – to consolidate and upgrade specialist workshops for wiring, electrical trades and electrotechnology training services
- children’s services training facilities upgrade, Crows Nest College ($254,000) – to refurbish the indoor children’s play training area.

Capital works projects in construction include:

- trade school, Meadowbank College ($446,000) – to develop a specialist industry-linked training centre with a multipurpose workshop facility that focuses on trade, green and employability skills training.

Capital works projects in planning include:

- health and community fitness centre, Northern Beaches College ($8,549,000) – to develop new and refurbished training facilities for sport, fitness and recreation, plus health services training and student support services
- business services training facilities upgrade, Hornsby College ($587,000) – to consolidate and upgrade business services training facilities including computer rooms
- general education training facilities upgrade, Meadowbank College ($565,000) – to consolidate and upgrade general education training facilities including English for speakers of other languages (ESOL), languages and adult foundation education
- hospitality training facilities upgrade, Ryde College ($557,000) – to upgrade training kitchen and classroom facilities, and relocate and upgrade student support services
During 2009, NSI expanded its capacity to deliver green skills training by:

- implementing Green Skills for VET Practitioners, a train the trainer program developed by NSW DET State Training Services (11 participants). The program helped teachers to integrate green skills and sustainability concepts within their teaching
- delivering follow-up Green Skills in VET training to help staff to embed sustainability concepts in training packages. NSI continued to include sustainability units in its training programs including the Business Services (BSB07) and Hospitality Management (SIT07) training packages, and ESOL and Adult Basic Education courses. During 2009, tourism and hospitality staff prepared to include the ‘Participate in environmentally sustainable work practices’ unit of competency in all hospitality courses. A team of teachers also developed eLearning resources to support delivery
- conducting workshops and professional development programs designed to develop sustainability skills in the building and construction, event management and hospitality industries
- hosting and taking part in a range of internal and external professional development programs and events that promoted environmental sustainability.

NSI takes pride in its efforts to achieve environmental sustainability.

Staff and student awareness

Over 40 new staff members received a briefing, as part of the staff induction program, about NSI’s environment management system, environmental awareness and responsibility, and conservation and resource efficiency within the workplace.

NSI teaching and non-teaching staff took part in a range of sustainability training programs covering environmental auditing (29 participants), sustainable purchasing (4 participants) and spill response, dangerous goods and hazardous substances management Chemwatch training (60 participants).

Students and staff organised and took part in environmental initiatives including hosting environmental expos, with representation from local and regional environmental organisations, as well as Clean up the College, Leave Your Car at Home and Green Heart days. Green Heart Day was a media and communication student initiative to raise awareness of the sustainability activities employed at NSI, as well as a learning and assessment event. An indigenous garden was planted at North Sydney College as part of the initiative. NSI also marked Earth Hour and World Environment Day at colleges.
Green skills training

During 2009, NSI expanded delivery of sustainability skills training for the building industry by developing the Eco Skills Training Program at Hornsby College. The program has a specialised focus on renewable energy and energy efficiency, in particular solar energy. New courses and offerings include:

- the Certificate II in Renewable Energy
- the Statement of Attainment in Grid Connected Photovoltaic (PV) System – Design and Installation (blended delivery)
- statements of attainment that focus on installing environmentally sustainable insulation, solar hot water systems, split-system air conditioning and automotive LPG technologies.

Other ecobusiness programs and solutions that can be adapted to all organisations, businesses and enterprises include the:

- Green with ENV-E eLearning program (for details see the ‘Government stakeholders’ section of this report)
- Statement of Attainment in Sustainability Solutions (for details see the ‘Enterprises’ section of this report)
- Biodiversity Awareness course (for details see the ‘Government stakeholders’ section of this report)
- BioBanking Assessors course. This training program, developed in partnership with the DECCW and Eco Logical Australia, covers the ‘Assess applications for legislative compliance’ unit of competency. Student outcomes include gaining competence in using the BioBanking Credit Calculator and preparing expert reports for site biodiversity assessment. NSI has delivered 12 of these training programs in Sydney and regional NSW.
Electricity use reductions

NSI reduced electricity use by 3.6% in 2009, compared with 2008, saving 587,107 kilowatt hours (kWh), 522 tonnes of greenhouse gas (GHG) emissions and $74,799 (at $0.13 per kWh).

(Please see table Electricity use in kWh in 2004 (baseline) and 2008–09 below)

All colleges, except Ryde College, maintained the electricity use reductions they achieved in 2008 or reduced them further. An increase at Ryde College was anticipated, as the college resumed full operation of 16 commercial kitchens following a period of extensive renovation. Meadowbank College made a significant reduction of 13% in 2009, compared with 2008.

[Please see Figure 1: Electricity use by college in 2004 (baseline) and 2008–09]

[Please see Figure 2: Total NSI electricity use in 2004 (baseline) and 2008–09]

NSI had set a target to reduce total electricity use by at least 8% by 2010, compared with 2004. In 2009, NSI exceeded that goal by reducing total electricity use by 12%.

<table>
<thead>
<tr>
<th>College</th>
<th>2004 (baseline)</th>
<th>2008</th>
<th>% change in 2008 on 2004</th>
<th>2009</th>
<th>% change in 2009 on 2008</th>
<th>% change in 2009 on 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradfield</td>
<td>379,875</td>
<td>388,539</td>
<td>2.3</td>
<td>377,888</td>
<td>–2.7</td>
<td>–0.5</td>
</tr>
<tr>
<td>Crows Nest</td>
<td>861,507</td>
<td>784,134</td>
<td>–9</td>
<td>773,303</td>
<td>–1.4</td>
<td>–10.2</td>
</tr>
<tr>
<td>Epping</td>
<td>89,030</td>
<td>86,853</td>
<td>–2.5</td>
<td>86,913</td>
<td>0.1</td>
<td>–2.4</td>
</tr>
<tr>
<td>Hornsby</td>
<td>1,883,736</td>
<td>1,777,130</td>
<td>–5.7</td>
<td>1,677,906</td>
<td>–5.6</td>
<td>–10.9</td>
</tr>
<tr>
<td>Meadowbank</td>
<td>3,094,447</td>
<td>3,876,525</td>
<td>25.3</td>
<td>3,359,064</td>
<td>–13.4</td>
<td>8.6</td>
</tr>
<tr>
<td>North Sydney</td>
<td>5,446,859</td>
<td>3,549,727</td>
<td>–34.8</td>
<td>3,282,673</td>
<td>–7.5</td>
<td>–39.7</td>
</tr>
<tr>
<td>Northern Beaches</td>
<td>1,439,785</td>
<td>1,699,657</td>
<td>18</td>
<td>1,616,210</td>
<td>–4.9</td>
<td>12.3</td>
</tr>
<tr>
<td>Ryde</td>
<td>4,905,503</td>
<td>4,364,662</td>
<td>–11</td>
<td>4,766,163</td>
<td>9.2</td>
<td>–2.8</td>
</tr>
<tr>
<td>Total</td>
<td>18,100,742</td>
<td>16,527,227</td>
<td>–8.7</td>
<td>15,940,120</td>
<td>–3.6</td>
<td>–11.9</td>
</tr>
</tbody>
</table>

(Excludes Seaforth and Belrose sites)
Water conservation

NSI increased potable water use by 9.3% in 2009, compared with 2008, again due to the resumption of training in its commercial kitchens at Ryde College. In addition, the Epping Annex attached to Ryde College also experienced a major water leak and increased demand for potable water in its greenhouses. Another major water leak, caused by neighbouring construction work, occurred at North Sydney College.

<table>
<thead>
<tr>
<th>College</th>
<th>2004 (baseline)</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>% change in 2009 on 2008</th>
<th>% change in 2009 on 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradfield</td>
<td>1,491</td>
<td>1,043</td>
<td>611</td>
<td>743</td>
<td>21.6</td>
<td>-50.2</td>
</tr>
<tr>
<td>Crows Nest</td>
<td>3,222</td>
<td>3,674</td>
<td>3,441</td>
<td>2,618</td>
<td>-23.9</td>
<td>-18.8</td>
</tr>
<tr>
<td>Hornsby</td>
<td>9,687</td>
<td>6,431</td>
<td>4,891</td>
<td>3,668</td>
<td>-25</td>
<td>-62.7</td>
</tr>
<tr>
<td>Meadowbank</td>
<td>24,704</td>
<td>24,447</td>
<td>24,701</td>
<td>22,764</td>
<td>-7.8</td>
<td>-7.9</td>
</tr>
<tr>
<td>North Sydney</td>
<td>37,724</td>
<td>15,610</td>
<td>14,723</td>
<td>18,852</td>
<td>28</td>
<td>-50</td>
</tr>
<tr>
<td>Northern Beaches</td>
<td>12,275</td>
<td>7,630</td>
<td>6,568</td>
<td>7,417</td>
<td>12.9</td>
<td>-39.6</td>
</tr>
<tr>
<td>Ryde</td>
<td>64,151</td>
<td>42,930</td>
<td>43,435</td>
<td>50,070</td>
<td>15.3</td>
<td>-22</td>
</tr>
<tr>
<td>Epping</td>
<td>6,594</td>
<td>8,220</td>
<td>7,326</td>
<td>9,348</td>
<td>27.6</td>
<td>41.8</td>
</tr>
<tr>
<td>Total</td>
<td>159,716</td>
<td>109,985</td>
<td>105,696</td>
<td>115,480</td>
<td>9.3</td>
<td>-27.7</td>
</tr>
</tbody>
</table>

Hornsby College, however, achieved a 25% reduction in potable water use in 2009, compared with 2008; Crows Nest College, a 24% reduction; and Meadowbank College, an 8% reduction.

Outstanding reductions in water use since 2004 have been achieved at Hornsby (62%), Bradfield (50%), North Sydney (50%) and Northern Beaches (40%) colleges. With an overall 27.7% reduction in water use in 2009, compared with 2004, NSI is on track to achieve its target of a 30% reduction in potable water use by 2010.
Waste minimisation

During 2009, NSI focused on reducing paper use. Initiatives included:

• moving from paper-based teaching and learning materials, documentation and records to electronic, using the Sharepoint platform. NSI has set up 1,000 Sharepoint sites to help teachers and staff to reduce their use of paper. Hornsby College was able to reduce its paper use by 50% in 2009, compared with 2008
• trialling the new DET electronic filing and document management system, which uses the TRIM platform, to increase electronic records management
• rationalising the number of photocopiers and printers at NSI
• setting the default printing/copying options on all imaging devices and computers to double-sided, to reduce paper consumption, and black and white, to minimise unnecessary use of coloured ink
• regularly auditing the use of all imaging equipment
• including an environmental message in all emails to reduce paper consumption through printing.

NSI adopted a policy to buy recycled paper in 2006 and encourages buying 100% post-consumer recycled content copy paper. In 2009, 83% of copy paper bought by NSI was made from 100% or 80% recycled post-consumer recycled content. Four colleges used only recycled paper. Although site-specific conditions such as high levels of humidity are preventing the efficient use of recycled content papers at some sections within colleges, NSI will continue its commitment to sustainable purchasing.

Copy paper use by college in 2009

![Copy paper use by college in 2009](image)

NSI Copy paper usage by total use and by recycled content by College

<table>
<thead>
<tr>
<th>College</th>
<th>Total reams</th>
<th>Reams of recycled paper</th>
<th>Reams of sustainable forest paper (no recycled content)</th>
<th>Reams of non-recycled or sustainable plantation paper</th>
<th>% of recycled content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradfield</td>
<td>530</td>
<td>485</td>
<td>45</td>
<td>0</td>
<td>91.5</td>
</tr>
<tr>
<td>Meadowbank</td>
<td>12,500</td>
<td>12,500</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Northern Beaches</td>
<td>2,230</td>
<td>2,230</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Hornsby</td>
<td>180</td>
<td>180</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Crows Nest</td>
<td>650</td>
<td>510</td>
<td>50</td>
<td>90</td>
<td>78.5</td>
</tr>
<tr>
<td>North Sydney</td>
<td>2,980</td>
<td>2,980</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Ryde</td>
<td>3,900</td>
<td>0</td>
<td>0</td>
<td>3,900</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>22,970</td>
<td>18,885</td>
<td>95</td>
<td>3,990</td>
<td>82.2</td>
</tr>
</tbody>
</table>
Other waste minimisation initiatives included:

- collecting and recycling paper, glass, plastic, metals and timber at all sites
- collecting and recycling consumables and equipment including small batteries, fluorescent tubes, old mobile phones, toner cartridges and end-of-life computer equipment
- donating excess food produced in training kitchens to the OzHarvest food rescue charity, to support Sydney’s needy
- composting organic waste from floristry classes and food waste from commercial training kitchens onsite, to provide energy back into the electricity grid.
Financial activity

Gross commercial revenue continued to grow in 2009, by 3.9%. This result can be attributed mainly to strong activity in special projects, the Le Cordon Bleu partnership and LLNP training.

An increase in grants and contributions revenue is mainly due to additional activities relating to AMEP training.

NSI invested $10.1 million in delivering targeted programs in 2009, showing a continued focus on outreach, disabilities, TVET and skills shortages.

NSI’s total funded expenditure decreased from $139.9 million in 2008 to $137.7 million in 2009. Employee related expenses decreased mainly due to a reduction in part-time teaching costs in Semester Two 2009. Non-employee related expenditure remained similar to last calendar year despite increasing cost pressures, particularly in the area of utility costs.

<table>
<thead>
<tr>
<th>NSI Revenue and expenditure</th>
<th>(Dollars ’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>Sales of goods and services</td>
<td>41,074,555</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>259,237</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>41,333,792</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government-funded expenditure</th>
<th>(Dollars ’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
</tr>
<tr>
<td><strong>Employee related expenses</strong></td>
<td>120,214,249</td>
</tr>
<tr>
<td><strong>Non-employee related expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>2,929,495</td>
</tr>
<tr>
<td>Property expenses and maintenance</td>
<td>8,477,207</td>
</tr>
<tr>
<td>Depreciation charges</td>
<td>7,756,543</td>
</tr>
<tr>
<td>Other operation expenses</td>
<td>8,312,023</td>
</tr>
<tr>
<td><strong>TOTAL NON-EMPLOYEE RELATED EXPENSES</strong></td>
<td><strong>27,475,268</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>147,689,517</strong></td>
</tr>
<tr>
<td>Less: depreciation charges (unfunded)</td>
<td>7,756,543</td>
</tr>
<tr>
<td><strong>TOTAL FUNDED EXPENDITURE</strong></td>
<td><strong>139,932,973</strong></td>
</tr>
</tbody>
</table>
### NSI Expenditure on targeted programs

<table>
<thead>
<tr>
<th>Program</th>
<th>2008</th>
<th>2009</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability programs</td>
<td>1,885</td>
<td>1,816</td>
<td>13</td>
</tr>
<tr>
<td>Outreach</td>
<td>642</td>
<td>663</td>
<td>20</td>
</tr>
<tr>
<td>Aboriginal Education Program</td>
<td>152</td>
<td>148</td>
<td>14 &amp; 701</td>
</tr>
<tr>
<td>Australian Traineeship Scheme</td>
<td>1,134</td>
<td>311</td>
<td>708 &amp; 709</td>
</tr>
<tr>
<td>Language Literacy and Numeracy Program</td>
<td>1,417</td>
<td>2,251</td>
<td>707</td>
</tr>
<tr>
<td>Corrective services courses</td>
<td>99</td>
<td>118</td>
<td>718</td>
</tr>
<tr>
<td>Joint secondary schools/TAFE</td>
<td>3,848</td>
<td>4,094</td>
<td>717</td>
</tr>
<tr>
<td>Skills shortage</td>
<td>630</td>
<td>660</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,807</strong></td>
<td><strong>10,061</strong></td>
<td></td>
</tr>
</tbody>
</table>

### NSI balance sheet

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current assets</td>
<td>10,684,682</td>
<td>12,422,636</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>–14,470,958</td>
<td>–26,178,494</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>327,379,069</td>
<td>322,477,398</td>
</tr>
<tr>
<td>Total non-current liabilities</td>
<td>–9,084,694</td>
<td>–10,834,270</td>
</tr>
<tr>
<td>Total inter-location clearing account</td>
<td>–54,454,686</td>
<td>–49,897,833</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>260,053,413</strong></td>
<td><strong>247,989,438</strong></td>
</tr>
</tbody>
</table>
All data provided in this section was sourced from the TAFE NSW corporate data warehouse on 30 March 2009, unless otherwise specified.

**Learner satisfaction**

The NCVER report, ‘Australian vocational education and training: student outcomes 2009’, indicated that:

- 91.1% of NSI graduates agreed or strongly agreed that they were satisfied with the overall quality of their training, which is higher than the TAFE NSW average of 90.0%. In terms of recommending their training, 93.5% would recommend the training they undertook to others and 93.1% would recommend the institution they studied at.

- 75.4% of NSI graduates were employed after training, with the majority (56.8%) engaged in full-time employment.

- 26.4% of NSI graduates were employed as technicians and trade workers; 25.4%, as community and personal services workers; 12.4%, as professionals; and 11.0%, as clerical and administrative workers.

- 40.4% of NSI graduates were enrolled in further study; 26.7%, at university (compared with the TAFE NSW average of 19.2%); and 66.5%, at a TAFE institution.

**Employer satisfaction**

NSI’s 2009 Quality Indicators Survey of 100 employers of apprentices and trainees indicated that 69.3% were satisfied with VET delivered by NSI. NSI is implementing a range of quality improvement strategies following the survey.

During 2009, NSI recorded the following results:

- increased enrolments by 1.9% (to 51,401) and annual student hours by 13.3% (to 14,606,201), compared with 2008.

- increased enrolments in Australian Qualifications Framework (AQF) certificate III level courses and above by 9% (to 25,203), compared with 2008.

- commenced 1,091 apprenticeships and 130 new entrant traineeships.

- increased enrolments in TVET programs from government and non-government schools by 1% (to 2,597), compared with 2008.

- increased enrolments in green skills courses by 16.7% (to 2,736) and green skills units by 21.9% (to 4,058), compared with 2008.

- achieved a 39% course completion rate (as a percentage of enrolments), with 20,056 completions, and a 7.1% course attrition rate, which is slightly lower than the overall TAFE NSW rate of 7.9%.

- increased course completions at AQF certificate level III and above by 17.7% (to 8,805), compared with 2008.

- increased course completions by indigenous students by 99.2% (to 263), compared with 2008. Those who gained AQF certificate III level and higher also increased by 73.5% (to 59).

- achieved an average unit completion rate of 77.3% overall, plus 79.2% for female students, 74.9% for non-English speaking background (NESB) students, 75.3% for unemployed students, 70.9% for students with a disability and 69.4% for indigenous students. NSI’s rates for female and unemployed students bettered the TAFE NSW average. The rate for indigenous students was significantly higher.

- increased RPL hours, as full nominal hours in core, by 36.2% (to 492,667), compared with 2008.

- increased annual student hours in workplace/employment delivery by 68% and module/unit enrolments in the workplace by 67.7%, compared with 2008.

- reduced classroom delivery of units by 6.4%, and increased units delivered electronically by 95.1% and units delivered through on-the-job training by 23.0%, compared with 2008.
### Performance metrics

#### Enrolments by business line 2009 (all funds)

<table>
<thead>
<tr>
<th>Business line</th>
<th>Enrolment</th>
<th>Annual student hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access and general education</td>
<td>17,480</td>
<td>3,564,845</td>
</tr>
<tr>
<td>Business and commerce</td>
<td>7,628</td>
<td>2,148,337</td>
</tr>
<tr>
<td>Community services and health</td>
<td>5,973</td>
<td>2,408,363</td>
</tr>
<tr>
<td>Industry and environment</td>
<td>9,978</td>
<td>2,770,917</td>
</tr>
<tr>
<td>Information and communication technology, arts and media</td>
<td>4,579</td>
<td>1,826,604</td>
</tr>
<tr>
<td>Tourism, hospitality and event management</td>
<td>5,064</td>
<td>1,792,003</td>
</tr>
<tr>
<td>Unspecified</td>
<td>699</td>
<td>95,132</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,401</strong></td>
<td><strong>14,606,201</strong></td>
</tr>
</tbody>
</table>

#### Enrolments by college 2009 (all funds)

<table>
<thead>
<tr>
<th>College</th>
<th>Enrolment</th>
<th>Annual student hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradfield</td>
<td>1,106</td>
<td>353,890</td>
</tr>
<tr>
<td>Crows Nest</td>
<td>2,408</td>
<td>617,922</td>
</tr>
<tr>
<td>Hornsby</td>
<td>8,079</td>
<td>2,256,100</td>
</tr>
<tr>
<td>Meadowbank</td>
<td>13,881</td>
<td>4,300,092</td>
</tr>
<tr>
<td>North Sydney</td>
<td>7,947</td>
<td>2,214,655</td>
</tr>
<tr>
<td>Northern Beaches</td>
<td>8,593</td>
<td>2,580,005</td>
</tr>
<tr>
<td>Ryde</td>
<td>9,387</td>
<td>2,283,537</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,401</strong></td>
<td><strong>14,606,201</strong></td>
</tr>
</tbody>
</table>

#### Enrolments by college (all funds)

- **Ryde**: 18.3%
- **Northern Beaches**: 16.7%
- **North Sydney**: 15.5%
- **Meadowbank**: 27.0%
- **Crows Nest**: 4.7%
- **Hornsby**: 15.7%
- **Bradfield**: 2.2%
### Enrolments by award level 2009 (all funds)

<table>
<thead>
<tr>
<th>Award level</th>
<th>Enrolments</th>
<th>Annual student hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma and above</td>
<td>7,574</td>
<td>3,715,219</td>
</tr>
<tr>
<td>Certificate IV</td>
<td>5,701</td>
<td>2,484,266</td>
</tr>
<tr>
<td>Certificate III</td>
<td>11,928</td>
<td>4,616,862</td>
</tr>
<tr>
<td>Certificate II</td>
<td>4,316</td>
<td>1,081,492</td>
</tr>
<tr>
<td>Certificate I</td>
<td>1,850</td>
<td>453,972</td>
</tr>
<tr>
<td>Statement of Attainment</td>
<td>8,006</td>
<td>1,469,092</td>
</tr>
<tr>
<td>Accredited short course</td>
<td>5,391</td>
<td>471,623</td>
</tr>
<tr>
<td>Other TAFE statements</td>
<td>6,635</td>
<td>313,675</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,401</strong></td>
<td><strong>14,606,201</strong></td>
</tr>
</tbody>
</table>

### Enrolments by award level (all funds)

- Diploma and above (14.7%)
- Certificate III (23.2%)
- Certificate II (8.4%)
- Certificate I (3.6%)
- Statement of Attainment (15.6%)
- Accredited Short Course (10.5%)
- Certificate IV (11.1%)
- Other TAFE Statements (12.9%)
### Student profile 2009

<table>
<thead>
<tr>
<th></th>
<th>% of total enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>Female</td>
<td>49.3%</td>
</tr>
<tr>
<td>Male</td>
<td>50.7%</td>
</tr>
<tr>
<td>Full-time</td>
<td>12.5%</td>
</tr>
<tr>
<td>Part-time</td>
<td>87.6%</td>
</tr>
<tr>
<td>New enrolments</td>
<td>79.8%</td>
</tr>
<tr>
<td>Re-enrolments</td>
<td>20.2%</td>
</tr>
<tr>
<td>NESB home language</td>
<td>33%</td>
</tr>
<tr>
<td>Born in a non-English speaking country</td>
<td>31.8%</td>
</tr>
<tr>
<td>Age 19 years or less</td>
<td>28.5%</td>
</tr>
<tr>
<td>Age 20–24 years</td>
<td>19.6%</td>
</tr>
<tr>
<td>Age 25–29 years</td>
<td>12.1%</td>
</tr>
<tr>
<td>Age 30–39 years</td>
<td>16.3%</td>
</tr>
<tr>
<td>Age 40–49 years</td>
<td>12.6%</td>
</tr>
<tr>
<td>Age 50 years and over</td>
<td>10.9%</td>
</tr>
<tr>
<td>Aboriginal/Torres Strait Islander</td>
<td>1%</td>
</tr>
<tr>
<td>Persons with a disability</td>
<td>8%</td>
</tr>
<tr>
<td>Previous study – university graduates</td>
<td>15.2%</td>
</tr>
<tr>
<td>School education level – HSC or equivalent</td>
<td>9.7%</td>
</tr>
<tr>
<td>Required help with English</td>
<td>8.7%</td>
</tr>
</tbody>
</table>
Quality certification

In 2009, NSI achieved the updated quality management standard ISO 9001:2008. The certification auditors from the British Standards Institution commented that they were particularly impressed with the commitment of the teaching staff they met and the courtesy of all sections involved, and were confident that students would be very satisfied with the quality of NSI’s service as demonstrated in this attitude and commitment.

NSI also gained ISO 14001 environmental management recertification. NCS International, a subsidiary of the National Association of Testing Authorities, Australia (NATA), conducted 17 internal and 18 external audits. The independent auditors noted that all major improvement requests identified in the internal audits had been addressed or placed on a schedule of works, and that no major or minor non-compliance issues were evident. NCS International acknowledged the sophistication of NSI’s environmental management system and is nominating NSI for a NATA Compliance Services International Champions Award.
Institute Advisory Council

The Institute Advisory Council (IAC) 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 2009, the IAC comprised:

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

**Members**
Michelle Armour  
Business Tourism Manager  
Whitsundays Convention Bureau  
Deborah Butler  
Student Representative (Guest)

Wendy Foster  
President/CEO  
North Sydney Chamber of Commerce

Maree Jaloussis  
Staff Representative

John Jeremy  
Chartered Professional Engineer

Dr Ian Lin  
Managing Director/Futurist

Cliff Lyons  
Indigenous Sporting Personality (Guest)

John Quick  
Training Consultant

Russell Scott  
Staff Representative

Stephen Thurgate  
Dean of Information and Communication Sciences  
Macquarie University

Ex-officio member  
Kevin Harris  
Institute Director
Institute Executive

The Executive is responsible for setting NSI’s strategic direction, providing leadership and monitoring performance. During 2009, the Executive comprised:

**Kevin Harris**
Institute Director

**Lucy Arundell**
Associate Director, Institute

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

**Jeff Oates**
Relieving Regional Manager
Financial and Administration Services (Northern Sydney Region)
Until 24 April 2009

**Phil Martin**
Relieving Regional Manager
Financial and Administration Services (Northern Sydney Region)
From 16 April 2009

**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
# Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AECG</td>
<td>Aboriginal Education Consultative Group</td>
</tr>
<tr>
<td>AMEP</td>
<td>Adult Migrant English Program</td>
</tr>
<tr>
<td>AQF</td>
<td>Australian Qualifications Framework</td>
</tr>
<tr>
<td>AQTF</td>
<td>Australian Quality Training Framework</td>
</tr>
<tr>
<td>ATAR</td>
<td>Australian Tertiary Admission Rank</td>
</tr>
<tr>
<td>BVET</td>
<td>NSW Board of Vocational Education and Training</td>
</tr>
<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>DADHC</td>
<td>Department of Ageing, Disability and Home Care</td>
</tr>
<tr>
<td>DECCW</td>
<td>Department of Environment, Climate Change and Water</td>
</tr>
<tr>
<td>DEEWR</td>
<td>Department of Education, Employment and Workplace Relations</td>
</tr>
<tr>
<td>DET</td>
<td>Department of Education and Training</td>
</tr>
<tr>
<td>ESOL</td>
<td>English for speakers of other languages</td>
</tr>
<tr>
<td>HSC</td>
<td>Higher School Certificate</td>
</tr>
<tr>
<td>IAC</td>
<td>Institute Advisory Council</td>
</tr>
<tr>
<td>ICT</td>
<td>information and communication technology</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organisation for Standardisation</td>
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<tr>
<td>ITAS</td>
<td>Indigenous Tutorial Assistance Scheme</td>
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<tr>
<td>LLNP</td>
<td>Language, Literacy and Numeracy Program</td>
</tr>
<tr>
<td>NATA</td>
<td>National Association of Testing Authorities</td>
</tr>
<tr>
<td>NCDW</td>
<td>National Career Development Week</td>
</tr>
<tr>
<td>NCVER</td>
<td>National Centre for Vocational Education Research</td>
</tr>
<tr>
<td>NEIS</td>
<td>New Enterprise Incentive Scheme</td>
</tr>
<tr>
<td>NESB</td>
<td>non-English speaking background</td>
</tr>
<tr>
<td>NSI</td>
<td>TAFE NSW – Northern Sydney Institute</td>
</tr>
<tr>
<td>PPP</td>
<td>Productivity Places Program</td>
</tr>
<tr>
<td>RPL</td>
<td>recognition of prior learning</td>
</tr>
<tr>
<td>RTO</td>
<td>registered training organisation</td>
</tr>
<tr>
<td>TAFE</td>
<td>Technical and Further Education</td>
</tr>
<tr>
<td>THE-ICE</td>
<td>International Centre of Excellence in Tourism and Hospitality Education</td>
</tr>
<tr>
<td>TVET</td>
<td>TAFE-delivered vocational education and training</td>
</tr>
<tr>
<td>VET</td>
<td>vocational education and training</td>
</tr>
<tr>
<td>VETiS</td>
<td>vocational education training in schools</td>
</tr>
<tr>
<td>WAN</td>
<td>wide area network</td>
</tr>
<tr>
<td>WELL</td>
<td>Workplace English Language and Literacy Program</td>
</tr>
<tr>
<td>WSET®</td>
<td>Wine &amp; Spirit Education Trust</td>
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</tbody>
</table>