The Northern Sydney Institute takes pride in welcoming our students back again and again as they complete follow on programs – we encourage them and watch with interest as they progress through their careers and attain new skills.

With seven college locations throughout Sydney’s north – from the urban bustle through to the natural beauty of the beach and the bush – the Northern Sydney Institute offers a motivational approach to professional education and career development.

Not shy of our TAFE heritage, we draw daily on the educational expertise mastered by past generations to ensure that current and future generations are taught in a manner that allows them to comprehend, interpret, adapt and prosper.

Harnessing teamwork and collaboration with more than 1,000 staff, whom are well supported so they can effectively develop and deliver training and educational programs that are strongly connected to industry.

From sought after skilled apprentices through to professional cybercrime fighters, the Northern Sydney Institute formulates programs that meet both workplace demands and align different learning preferences – be that a supportive classroom approach, a mentor-based traineeship, self-paced online learning or an innovative offshore program with a partner institution in China.

With a graduate satisfaction score of 91.4%, the Northern Sydney Institute ranks above the average of TAFE NSW and all VET providers in Australia.*

By fostering the dreams and aspirations of all students – be they adults looking to complete their HSC, school leavers looking to master a trade or those embarking on higher level certificates with a view to continuing on to university level programs – the Northern Sydney Institute is helping to unlock the potential of both the current and the next cohort of productive Australians.

* The (NSI) NCVER Student Outcomes Survey 2012, conducted in May 2012, surveyed graduates who completed training at the Northern Sydney Institute in 2011.
[ Director’s message ]

As TAFE NSW moves to reinvent itself in the light of upcoming VET sector reform, I am pleased to report that the Northern Sydney Institute has taken the challenge firmly in both hands. This report, highlighting the Institute’s many achievements in 2012, shows we are making tangible progress.

With three new degree programs through to innovative workplace delivery models, we are embracing the challenge to provide a sound and relevant education for all students and industry partners.

We successfully launched our first TAFE NSW Higher Education Bachelor of Information Technology (Network Security) program – accredited by the Australian Computer Society (ACS) – and added two others to our established higher education offerings: the Degree in Applied Finance (Financial Planning) and the Associate Degree in Accounting.

Our students have excelled in all areas of study: topping the HSC Merit Lists, receiving state medals and excellence awards, winning gold and silver medals at World Skills and being formally acknowledged by our partner universities.

Staff, programs and the Institute itself also received numerous awards, including several for environmental responsibility. Our commitment to establishing, promoting and maintaining a culture of environmental responsibility, both within the Institute and in the wider community, was again formally rewarded in 2012. The Northern Sydney Institute is the first public sector organisation, and one of only two organisations in Australia, recognised as a Gold Partner in the NSW Office of Environment and Heritage’s Sustainability Advantage Program. We are extremely proud of this standing which recognises our ongoing contribution and performance in business sustainability and environmental management.

Importantly, 2012 saw the Northern Sydney Institute reverse a decline in enrolments – with a significant (4%) increase over the previous year. There were increases in enrolments and completions at certificate III and above, together with an increase in enrolments and completions at diploma and above. There were marked increases in enrolments and completions at certificate III, certificate IV, diploma and advanced diploma level.

We exceeded our targets in both enrolments and completions for students from an Aboriginal or Torres Strait Islander background, which pleases me greatly both professionally and personally.

While the Institute exceeded our 2012 target net revenue margin by 22%, we are aware that more needs to be done to ensure that other key Performance Agreement targets for 2013 are met.
A new approach to sales and customer experience was engaged, with a dedicated team assembled to effectively position the Institute for the introduction of a more competitive VET market.

Research was undertaken to ensure that the Institute as a “brand” remained both relevant and recognised.

The year ended with the launch of our new brand which pays homage to our heritage, reflects our position as a leading provider of education and training while communicating what we do and how we do it to students, employers, industry and community groups.

So as the Northern Sydney Institute prepares to meet the challenges of 2013 and beyond, please enjoy this review of our achievements over the past twelve months.

Kevin Harris
Institute Director
The Northern Sydney Institute, part of TAFE NSW
49,379 course enrolments

13,005,297 training hours delivered

19,388 course completions

4,206 Apprenticeship and traineeship enrolments

769,659 Recognition of Prior Learning (RPL) hours

2,277 international student enrolments
Enrolments by Business Line

- Access and General Education: 17,001
- Business and Commerce: 8,029
- Community Services and Health: 5,382
- Engineering, Transport and Construction: 5,475
- Information and Communication Technology, Arts and Media: 5,773
- Tourism, Hospitality and Event Management: 7,719

Student diversity

- 47.5% Combined work with study
- 33.2% Non-English speaking background
- 17.4% University graduate
- 9.2% With a disability
- 1.1% Aboriginal or Torres Strait Islander
The Northern Sydney Institute is one of the largest providers of vocational education and training in Australia, and delivers 9% of TAFE NSW training. The Institute offers over 385 programs and has 49,000 course enrolments per annum delivered at campuses located at Bradfield, Crows Nest, Hornsby, Meadowbank, North Sydney, Northern Beaches and Ryde in addition to offshore programs.

The Institute has 1,336 (full-time equivalent) full time and part-time staff deliver close to 13.4 million annual student hours per year. It has an annual recurrent budget of $179 million.

The Institute delivers training programs and services across the industry areas of: Construction & Engineering, Foundation Education, Health & Community Services, Information Technology, Media & Business, Tourism, Hospitality and Horticulture.

NSI Strategic Approach 2011 – 2013

The Institute’s core business is to provide workforce development and vocational skills for individuals seeking to improve their vocational prospects and enterprises that wish to improve productivity through workforce development.

Our distinctive capabilities are:

- Providing personalised learning experiences for individuals and customised solutions for enterprises. The Institute has a strong business and commercial culture and partners with enterprises to grow their performance. We are a leading provider of integrated degree pathways through vocational and higher education, producing work-ready graduates.
- Specialised within the areas of digital media, network engineering, community health, financial planning services, urban horticulture, conservation, culinary arts and hospitality. We have a leading capability to manage significant state, national and international workforce development projects. We have expertise and success in providing onshore and offshore globally recognised educational outcomes for international students.
- A deep commitment to excellence in the area of environmental sustainability which has been widely recognised through several state and national awards.

Our focus for now and the future:

- Focus on areas of high opportunity in which we have distinctive and emerging capability
- Increase emphasis on customised enterprise solutions to enhance productivity
- Grow eEnabled personalised learning
- Attract, develop and retain staff with cutting-edge skills and high levels of engagement
- Be nimble and responsive through innovative product development and services
- Expand the leadership capability across the whole Institute.

Progress towards NSI Strategic Approach 2011 – 2013

As part of the implementation of the Strategic Approach, the Institute developed and integrated a planning and reporting framework including the Annual Plan for 2012/13. This framework allocated key targets to business units, ensuring a more focused and integrated approach to meeting business goals and performance targets.
Progress to date indicates that the Institute has demonstrated a marked shift in business directions, operations and processes towards meeting the targets aligned to the Key Success Measure as set in the NSI Strategic Approach 2011 – 2013:

- Institute delivery has shifted towards higher level qualifications with marked increases in course completions.
- Consistent improvement in customer satisfaction.
- Implementation of Net Promoter Score, a customer engagement measure, to demonstrate how customers are engaged with NSI.
- Expansion of Higher Education delivery.
- Leadership development and talent management.

In particular, Grow Strategy was implemented across the Institute.

Our strategic direction – Grow

Tasked with the development of a strategic sales and marketing approach, in early 2012 the Institute established the Sales and Customer Experience (SaCE) Portfolio, to position the Institute for VET sector reform in 2014. SaCE plays a key role in attracting students to the Institute and differentiating it from other providers in the VET marketplace.

Qualitative and quantitative research was conducted to ensure that a strategic rationale was in place.

The research highlighted that the Institute as a “brand” needed a refresh to effectively reposition itself in an increasingly competitive marketplace. Not only were new players ready to tout for business, for the first time we were preparing to compete with our sister TAFE Institutes.

Drawing on internal resources, new branding options were developed, tested and refined until a final version was implemented.

The Grow strategy was implemented in mid-2012. A series of roadshows, presented by the SaCE team, took the message Institute wide. The team explained to all staff the basis of the five strategic pillars, which are to:

- revive the brand
- delight customers and inspire learning
- think Institute and act local
- grow business
- build engaged and capable teams.

In the new funding model, partnership with industry, business, other educational sectors and RTOs is acknowledged as a critical success factor.

To this end, a further strategic tool was developed, the segment atlas. This demonstrated to the Institute that it needed to align its products and services to different sectors in order to gain insight into why and how people wish to study; and to design and deliver products as closely aligned to these needs as possible.

In 2012 the campaign attracted 72 new commercial customers to the Institute from the community services and health, hospitality, local government and education and service industries. New customers were mainly medium sized enterprises (250+ employees) and drawn from the Institute’s catchment including Zouki Group of Companies, AMT Group, Horizons Aged Care, and Northern Region Councils. Large enterprises (500+ employees) included United Group Limited, Veolia and Rheem. The Institute provided training to support leadership and change management, as well as compliance and innovation.

The direct results for the Grow strategy will not be evident until 2013 enrolment numbers are available, but a continuation of increasing enrolment numbers is anticipated.
Why we are here

**Why**
We unlock the potential of individuals and enterprises through inspiring learning and by providing amazing customer experiences.

**What**
We have over 500 programs available ranging from hair and beauty to network engineering. Our programs are delivered online, face-to-face or onsite at workplaces. We provide programs for apprentices and trainees through to higher education degree students.

**How**
We do this by providing education and training programs that are closely linked to industry and cater for different learning preferences, from classroom to fully online.
Colleges

Crows Nest
Situated close to North Sydney CBD and Sydney’s leading restaurant district, Crows Nest offers a unique blend of specialist programs. It’s home to:

- The Asian Culinary Centre
- Bachelor of Business Services and the AGMC (Charles Sturt University)
- Child Studies Workplace Centre.

The college offers distinctive vocational and higher education business programs and is the only hospitality training centre specialising in Asian cuisine.

The child studies training facility is one of the largest in NSW and offers simulated workplace experience for students.

Hornsby
Located on Sydney’s upper north shore, Hornsby College is set in lovely bushland. The college specialises in Graphic Design, Information Technology, Fine Arts and Ceramics with the latest in light filled studio and exhibition spaces open to the public. It’s home to:

- The White Room – simulating a real-world design studio
- EcoSkills Training Centre
- Hornsby Art Gallery.

The graphic design and multimedia studio complex embraces the latest in digital technologies and provides the students with real-world design house experience through The White Room.

The EcoSkills Training Centre is a unique full-scale construction training facility. Built by students utilising environmentally sustainable principles, it is now used to demonstrate those principles to students from architectural technology to land management and electrotechnology.

Meadowbank
One of the largest college locations in Sydney, our Meadowbank college offers an extensive range of study areas. It is home to:

- Cisco Academy Training Centre
- Hair, Beauty and Makeup Academy
- See Street Art Gallery
- Massage Therapy Clinic
- Higher Education College
- Sport and Fitness Centre.

Meadowbank is the Institute’s higher education college offering degrees in network security and finance.

Meadowbank is home to one of only two Cisco Academy Training Centres in the Australasia Pacific region. Information Technology students at Meadowbank access Cisco Vendor certification training from basic essentials through all professional CCNA levels.

Hair, beauty and massage clinics and a sports and fitness centre give students access to real-world on-the-job training.

North Sydney
Our North Sydney College is located at St Leonards. It lies between the major commercial business areas of North Sydney and Chatswood. It’s home to:

- The largest broadcast quality Film and TV training studios in TAFE NSW (proudly operating for over 55 years)
- Hair, Beauty and Makeup Academy.

The college has established strong links to the film and broadcast industry and a reputation for producing creative and enterprising work ready graduates.

Study areas include: accounting and finance; aged care; automotive panel beating and spray painting; business administration; electrotechnology; general education; hair and beauty; health and community services; information technology; language...
Northern Beaches

Surrounded by the beautiful beaches of the peninsula, our Northern Beaches college provides specialist training facilities for hospitality, hair and beauty, sport and fitness, community services and health, ceramics and much more. It’s home to:

- Hair, Beauty and Makeup Academy
- Community Health and Fitness Education Centre
- Pittwater Training Restaurant
- Maritime Simulator – life-size ship’s bridge – realistic ocean going experience
- Gawura Aboriginal Learning Centre.

The multi award-winning training restaurant and bar, the Pittwater Training Restaurant, gives hospitality and events students hands-on experience in a working environment.

The recently opened Community Health and Fitness Education Centre offers a dedicated learning space which encompasses the very latest in equipment and technology.

The ceramics training facility embraces best practice in sustainable construction principles, with light-filled studios equipped with the latest in kiln and wheel technology.

Bradfield Senior College

For 20 years, Bradfield Senior College have given students the opportunity to capitalise on their natural talents and interests and find their own path to the HSC. It’s home to:

- Creative Industries Centre of Excellence.

The college is a unique adult learning environment, where students actively take control of the design of their HSC and teachers are passionate about what they do be it music, IT or performing arts.

Ryde

Set in 25 acres of beautifully landscaped gardens with views to the Blue Mountains, our Ryde College is an internationally renowned specialist training centre for hospitality, tourism, horticulture and environmental management. It’s home to:

- Le Cordon Bleu Sydney Culinary Arts Institute, the largest hospitality education institution in the world
- Sydney Wine Academy, a world leader in wine and spirits education – 2010 Wine and Spirit Education Trust (WSET) Educator of the Year
- Sydney Coffee Academy – teaching the art and science of great coffee.

Ryde is also home to the largest hospitality training centre in the Asia-Pacific region and one of the largest horticulture training centres in the world.

Hospitality students train in commercially equipped kitchens, bars, cafes and the Ambassador Restaurant.

Training facilities for the horticulture industry include computerised glasshouses, landscape design studios, a full size cricket pitch, golf green and a bowling green.
In 2012 the Northern Sydney Institute achieved a marked level of growth in a number of key targets and measures compared to 2011 and reversed a three year downward trend particularly in higher level qualifications.

Compared with 2011, total enrolments increased by 4% and enrolments at Certificate III and above gained a 13% reversing a consistent decline trending back to 2009. Course completions at Certificate III and above achieved a 17% increase.

Graduate satisfaction is a key indicator of whether students have achieved their goal while studying at the Institute. In the 2012 national survey, 91.4% of NSI graduates indicated that they were satisfied with the overall quality of training. The Institute has consistently achieved over 90% graduate satisfaction since 2009, showing a higher percentage of graduate satisfaction than national average.

The Institute’s financial position supported the growth in enrolments and completions in 2012. This is reflected in the Financial Year performance to the end of December 2012 highlighting achievement in Net Revenue that exceeded target significantly.

The Institute is committed to delivering high quality education training and support services to individuals seeking to improve their vocational prospects and enterprises wishing to improve productivity through workforce development. In 2012, 35% of the Institute’s delivery was generated from commercial business and government funded contestable programs, demonstrating consistent increases for the past three years.

### Three year summary – Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total course enrolments</td>
<td>50,239</td>
<td>47,462</td>
<td>49,379</td>
</tr>
<tr>
<td>Total student numbers</td>
<td>36,585</td>
<td>34,746</td>
<td>36,417</td>
</tr>
<tr>
<td>Total course completions</td>
<td>20,021</td>
<td>19,114</td>
<td>19,388</td>
</tr>
<tr>
<td>Training hours delivered</td>
<td>12,856,377</td>
<td>11,910,871</td>
<td>13,005,297</td>
</tr>
<tr>
<td>Recognition of Prior Learning (RPL) hours</td>
<td>807,160</td>
<td>796,429</td>
<td>769,659</td>
</tr>
<tr>
<td>Higher level qualifications (certificate II and higher) course enrolments</td>
<td>23,302</td>
<td>21,509</td>
<td>24,389</td>
</tr>
<tr>
<td>Higher level qualifications (certificate III and higher) course completions</td>
<td>8,277</td>
<td>7,538</td>
<td>8,783</td>
</tr>
<tr>
<td>International student enrolments</td>
<td>2,255</td>
<td>1,259</td>
<td>2,277</td>
</tr>
<tr>
<td>Green skills unit enrolments</td>
<td>10,460</td>
<td>10,951</td>
<td>12,746</td>
</tr>
<tr>
<td>Apprenticeship and traineeship course enrolments</td>
<td>4,333</td>
<td>4,199</td>
<td>4,206</td>
</tr>
<tr>
<td>Percentage of module enrolments flexibly delivered</td>
<td>20.1%</td>
<td>21.8%</td>
<td>22.53%</td>
</tr>
<tr>
<td>Percentage of module enrolments employment based</td>
<td>13.8%</td>
<td>14.1%</td>
<td>14.91%</td>
</tr>
</tbody>
</table>
## Enrolments by Business Line

<table>
<thead>
<tr>
<th>Business Line</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access and General Education</td>
<td>16,319</td>
<td>15,553</td>
<td>17,001</td>
</tr>
<tr>
<td>Business and Commerce</td>
<td>7,427</td>
<td>7,152</td>
<td>8,029</td>
</tr>
<tr>
<td>Community Services and Health</td>
<td>5,929</td>
<td>5,242</td>
<td>5,382</td>
</tr>
<tr>
<td>Engineering, Transport and Construction</td>
<td>5,996</td>
<td>5,712</td>
<td>5,475</td>
</tr>
<tr>
<td>Information and Communication Technology, Arts and Media</td>
<td>7,123</td>
<td>5,709</td>
<td>5,773</td>
</tr>
<tr>
<td>Tourism, Hospitality and Event Management</td>
<td>7,445</td>
<td>8,094</td>
<td>7,719</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50,239</strong></td>
<td><strong>47,462</strong></td>
<td><strong>49,379</strong></td>
</tr>
</tbody>
</table>

## Student diversity

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combine work with study</td>
<td>51.3%</td>
<td>52.7%</td>
<td>47.5%</td>
</tr>
<tr>
<td>From non-English speaking background</td>
<td>33.8%</td>
<td>33.5%</td>
<td>33.2%</td>
</tr>
<tr>
<td>Aboriginal or Torres Strait Islander</td>
<td>1.5%</td>
<td>1.2%</td>
<td>1.1%</td>
</tr>
<tr>
<td>With a disability</td>
<td>7.8%</td>
<td>9.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>University graduate</td>
<td>17.8%</td>
<td>18.2%</td>
<td>17.4%</td>
</tr>
</tbody>
</table>

## Customer outcome and satisfaction (% of graduates)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed after training</td>
<td>N.A.</td>
<td>72.1%</td>
<td>72.60%</td>
</tr>
<tr>
<td>Employed or in further study after training</td>
<td>N.A.</td>
<td>88.6%</td>
<td>86.40%</td>
</tr>
<tr>
<td>Enrolled in further study at university after training</td>
<td>N.A.</td>
<td>9.2%</td>
<td>8.50%</td>
</tr>
<tr>
<td>Satisfied with overall quality of the training</td>
<td>N.A.</td>
<td>92.0%</td>
<td>91.40%</td>
</tr>
<tr>
<td>Fully or partially achieved their main reason for doing the course</td>
<td>N.A.</td>
<td>81.9%</td>
<td>81.60%</td>
</tr>
</tbody>
</table>

## Staff

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers – full-time</td>
<td>505</td>
<td>496</td>
<td>472</td>
</tr>
<tr>
<td>Teachers – part-time or casual</td>
<td>802</td>
<td>767</td>
<td>715</td>
</tr>
<tr>
<td>Educational resources – full-time</td>
<td>83</td>
<td>93</td>
<td>77</td>
</tr>
<tr>
<td>Administration and support – full-time</td>
<td>736</td>
<td>752</td>
<td>681</td>
</tr>
</tbody>
</table>
**Financial summary of revenue and expenditure**

The financial summary of revenue and expenses is an abridged version of NSI’s financial performance based on financial year which ends 30 June annually. NSI is consolidated with the NSW TAFE Commission financial statements which are subject to an independent audit. NSI is not required to produce its own audited financial statements. The financial summary provides all NSI revenue for each financial year and only the government funded expenditure. As such, the information supplied cannot be translated directly to the TAFE Commission’s Financial Statements, which ended on 30 June.

<table>
<thead>
<tr>
<th>Student diversity</th>
<th>DOLLARS ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010/11</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>49,598</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government – funded expenditure</th>
<th>DOLLARS ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee related expenses</td>
<td>106,960</td>
</tr>
<tr>
<td>Non-employee related expenses</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>3,690</td>
</tr>
<tr>
<td>Property expense and maintenance</td>
<td>10,826</td>
</tr>
<tr>
<td>Depreciation charges</td>
<td>7,870</td>
</tr>
<tr>
<td>Other operation expenses</td>
<td>8,415</td>
</tr>
<tr>
<td>TOTAL NON-EMPLOYEE RELATED EXPENSES</td>
<td>30,801</td>
</tr>
<tr>
<td>TOTAL EXPENDITURE</td>
<td>137,761</td>
</tr>
<tr>
<td>Less: Depreciation charges (unfunded)</td>
<td>7,870</td>
</tr>
<tr>
<td>TOTAL FUNDED EXPENDITURE</td>
<td>129,891</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure on target’s programs – based upon calendar year</th>
<th>DOLLARS ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
</tr>
<tr>
<td>Disabilities Program</td>
<td>2,206</td>
</tr>
<tr>
<td>Outreach</td>
<td>461</td>
</tr>
<tr>
<td>Aboriginal Education Program</td>
<td>147</td>
</tr>
<tr>
<td>Australian Traineeship Scheme</td>
<td>483</td>
</tr>
<tr>
<td>Adult Migrant Education Program</td>
<td>1,607</td>
</tr>
<tr>
<td>Language, Literacy &amp; Numeracy</td>
<td>499</td>
</tr>
<tr>
<td>Corrective Services Courses</td>
<td>51</td>
</tr>
<tr>
<td>Joint Secondary Schools/TAFE</td>
<td>4,904</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10,358</td>
</tr>
</tbody>
</table>
Our customers

The student experience

Our investment in our students was richly repaid with a host of awards and accolades presented to those earmarked as future leaders in their chosen fields. Students representing all seven colleges were presented with a myriad of awards.

Eleven students, nine studying at a Diploma level or above, were awarded a TAFE NSW State Medal for achieving the highest marks in NSW for their chosen course including Accounting, Community Services Work, Youth Work, Information Technology, Nursing, Horticulture and Tourism.

The endeavours of a further 15 students were also recognised at the Northern Sydney Institute’s 2012 Excellence Awards. These awards acknowledge our very best students for their hard work and dedication to their studies, outstanding academic achievement and demonstrated leadership qualities. Two new categories were introduced in 2012: Higher Education Student of the Year and Aspirational Student of the Year.

In late August, ten students competed in Australia’s largest and most prestigious skill and trade show WorldSkills Australia National Competition. The three day event, held at Sydney Olympic Park, saw our students compete alongside the country’s best trainees and apprentices with an outstanding result of six medals: four gold and two silver.

- Jessica Martin, Restaurant Service - Gold
- Mitchell LaRosa, Web Design – Gold
- Keith Buckley, IT Software Solutions – Gold
- Alex Cowle, VET in Schools IT – Gold
- Angela McCauley, Retail Baking – Silver
- Christopher Schofield, Web Design – Silver

High achievers

Megumi Takayangi, who completed the Advanced Diploma of Tourism at the Northern Beaches College, received a Student Achiever Award, for her enthusiasm and drive. The NSW Minister for Tourism has been awarding high-achieving students since 1991. The awards are an important accolade that celebrates the most outstanding tourism students in NSW. As a top achiever studying tourism and hospitality, Megumi received a framed certificate and prizes.

Jonathan Solomon was awarded the top prize for the Institute of Public Accountants (IPA) Project student competition in which he solved a ‘real-world’ accounting challenge. Completing his Certificate IV in Accounting at the North Sydney College, Jonathan won $5000 for himself and $5000 for the Institute.
Chloe Gerega, who graduated from the Institute with a Charles Sturt University (CSU) Bachelor of Business Studies, received a Dean’s Award for her outstanding academic results. Chloe completed a Certificate IV in Marketing and the Certificate IV in Advertising at Northern Beaches College, enrolled in the Diploma of Marketing and Diploma of Advertising.

DG Magazine’s Student Design Competition was won by the Hornsby College’ Albert Lee. The ‘Images of the Decade’ competition required entrants to design a cover for an imaginary issue of DG magazine, incorporating a series of articles and images representative of a particular decade. Albert’s winning artwork ‘Revolution’ featured the decade 1900 – 1910, and included a caricature of Albert Einstein.

Three of our star apprentices from Meadowbank College won first, second and third place at the Ryde Rotary Apprentice of the Year Awards. Plumbing apprentice Cameron Dagger took the top prize - Ryde Rotary Apprentice of the Year, while mechanical engineering student Harry Stacey received second prize and fellow plumbing apprentice Martin Campbell received third prize.

Le Cordon Bleu Advanced Diploma Hospitality student Mohamed Hussain Mohamed Al-Matin Bin (Matin) won Best Student Entremet in the Chocolate Showpiece category at the Callebaut Hunter Valley Chocolate Festival and Competition, with other Le Cordon Bleu students receiving two silver and three bronze medals in the same category.

The year ended with six of our students named in the HSC Top Achievers List: Accounting, Business Services and Automotive. Automotive school – based apprentice Mathew Miller achieved the top honour of the highest marks in the state for Automotive. Accounting students Kenneth Lai, Mandy Lin and Lynda Zheng all placed equal second in NSW in Accounting, while Business Services student Vanessa Cooper was ranked ninth in the state for Business Services.

As her prize for winning the 2012 Proud to Be a Chef Competition, hospitality student Sonja Dawson was awarded an international culinary scholarship to the value of $7,500.
Industry partners

In 2012, the Northern Sydney Institute expended enterprise and industry relationships, conducting customised workplace training and Recognition of Prior Learning (RPL) and experience services.

Capability

The Faculties developed customised work training packages.

- **Department of Education and Communities (DEC) School Teachers in Construction**
  Programs were delivered to a total of 17 groups including 57 participants in General Construction OHS Induction (Whitecard) and Skills Assessment, 99 participants in Certificate I in Construction and Certificate II in Construction Pathways and 36 participants in Hand Skills Development. The programs have been in place since 2010 and involved teachers from across the NSW DEC teaching construction (VET) in schools.

- **Scientific Management Associates (for the Royal Australian Navy)** had customised programs delivered to 9 groups including, 22 participants in Certificate IV in Engineering – Welding stream, 25 participants in Certificate IV in Engineering – Fluid Power stream, 16 participants in Certificate IV in Engineering – Fitting and Machining and 20 participants were assessed to AS/NZ S1554.1 structural Purpose Welder. This contract has been held for over 15 years.

- **The Youth Employment and Study Skills (YESS) Program** aims to provide job seekers aged 17–24 with foundational literacy and numeracy skills to enable them to access further training and employment. As well as advancing their English, Maths, Computer, job seeking and employability skills, it also includes the opportunity to try out hands-on vocational courses such as hospitality.

- **Christiane’s Hair Design** received a customised certificate III in hairdressing for apprentices employed by a major client. The work-based Hairdressing apprenticeship model will be promoted and customised for other clients to meet their specific demands.

- **Aged care providers** received a customised work-based training model, funded under Aged Care Workplace VET (ACWVET). During 2012 the training was provided to a number of major training providers including Catholic Health Care and Baptist Community Care.
At the Northern Sydney Institute environmental sustainability is a way of thinking and doing that is embedded in every aspect of the Institute’s operations. As an educational provider, we are committed to enabling others to do the same, not just to meet basic standards or mandatory requirements but to reach a stage where all business decisions are approached through the lens of sustainability. NSI focused on its own operations to meet ISO 14001 Environmental Management Systems standards and now provides advice and training in environmental auditing to other TAFE NSW institutes and universities.

Our sustainability achievements in 2012 included:

- electricity use reduced by 24% in 2012 on 2004 levels with cost saving of $977,627
- water use reduced by 41% in 2012 on 2004 levels, saving $218,085
- up to 350 kW Solar Systems installed on college buildings
- conducting over 150 Environmental Management System Audits since 2009
- 33.5 tonnes of food waste diverted from landfill and converted into Green Power in 2012
- Green Skills enrolments have increased since 2006.

NSI staff and students won the following Awards for their sustainability achievements:

- Winner State Government 2012 CE Green Globe Award
- 2012 Crows Nest College Children’s Services Eco-Play Centre
- Winner NCSI 2012 Chairman’s Award for Environmental Management Systems-Case Study
- Winner ACTS 2012 Green Gown Award for Skills for Sustainability
- 2011 Ryde College Sustainable Irrigation Facility
- 2010 Northern Beaches Food to Energy PulpMaster initiative
- Winner 2009 Inaugural National Training Award Skills for Sustainability
- Winner GOLD Partnership with the OEH Sustainability Advantage program – Case Study (NSI is one of only 4 enterprises out of 645 organisations in NSW to achieve gold partnership status)
- Winner DEC Learning for Sustainability Excellence Award.

Our aim is that every Northern Sydney Institute graduate will be competent in environmental management and practices in their field, regardless of what that field is...

Kevin Harris, Director, The Northern Sydney Institute
The Salvation Army (OASIS) Youth Support Network

The Northern Sydney Institute is a partner with The Salvation Army in the Youth Connections contract. This contract is funded by the Australian Government, Department of Education which assists young people who have not completed, or are at risk of not completing Year 12 or equivalent qualifications and have barriers that make it difficult to participate in education, training or employment.

The Salvation Army provide an alternate education facility in Chatswood (now relocated to Eastwood in 2014) to assist young people who are disengaged from school, as well as case management in local primary schools. Under the Youth Connections contract, Outreach at Crows Nest and Meadowbank Campus work closely with The Salvation Army to offer opportunities for young people to embrace their potential and envision their life taking a different path.

The mission statement for OASIS is ‘The OASIS Youth Support Network provides a place of safety and care where, through compassion and skillful intervention, troubled young people find refuge and hope to achieve dreams and potential’.

Youth Connections Program - Youth Reach (St Vincent De Paul Society)

The Youth Connections Program is funded by Youth Reach (St Vincent de Paul Society) and delivered by the Adult Foundation Education section at Northern Beaches Campus. This course helps young people who are severely disengaged from school, to continue with their education and ultimately gain a Year 10 equivalent level education.

Service delivery is characterised by flexible and individualised case management to assist young people to remain engaged or re-engage with education, and to improve their ability to make positive life choices.

Case management and mentoring support is provided to enable the disengaged ‘at risk’ young people overcome barriers and engage with education.

Northern Beaches Campus offers the Youth Connections program to students on a part-time or full-time basis. The program incorporates self-paced learning for the core units of English and Mathematics with practical classes offered in a variety of vocational areas including Hair and Nails, Automotive/Welding as well as Sport and Recreation.

The Northern Sydney Institute and Mental Health services

The Northern Sydney Institute and the Vocational, Education, Training and Employment (VETE) Consultants, part of Mental Health Drug & Alcohol, NSW Health, enjoy a strong partnership to assist consumers of Mental Health services in their recovery from acute and/or chronic mental health problems. Through this close partnership, we are able to assist students with pre-enrolment planning, development of study plans, coping strategies, anxiety management strategies and support throughout their TAFE course. This allows these students to enjoy success and gain a positive future, in some cases, for the first time in their lives. The student’s vocational goals and their mental health care are supported by the 2 specialist services but in an integrated manner, leading to better outcomes for the students by gaining greater social, vocational and economic equity.
Excellence Awards

The 2012 Excellence Awards were held on 7 July 2012 at the Institute’s Ryde College. Both State Medal and Excellence Award Winners were acknowledged at the event. TAFE NSW Deputy Director General, Pam Christie, presented local Baulkham Hills resident and Bradfield College student Kimberley Wright with the Student of the Year award in addition to her 2012 HSC Pathways Student of the Year award.

Highlights included a special address from 702 ABC Breakfast Show Presenter Adam Spencer and musical performances by Bradfield Senior College students. Students from the Institute’s Ryde College and Le Cordon Bleu assisted with event coordination, food preparation and service. The event’s major sponsors included Fuji Xerox, Telstra, Universal Childcare, De Bortoli Wines and the Northern Sydney Institute’s Student Association, with support by a further 32 category sponsors.

2012 TAFE NSW State Medal Winners The highest academic achievers (statewide) in their nominated course (2011 results)

- **Joanne McCurrie**
  Diploma of Accounting
  North Sydney College

- **Leisa Tye**
  Diploma of Beauty Therapy
  Meadowbank College

- **Izette Felthun**
  Diploma of Ceramics,
  Hornsby College

- **Ruth Middleton**
  Diploma of Community Services Work
  Northern Beaches College

- **George Kung Lien Tiong**
  Diploma of Horticulture
  Ryde College

- **Scott Hardie**
  Certificate III in Horticulture (Parks and Gardens)
  Ryde College

- **Samantha Jane McCully**
  Certificate III in Horticulture (Wholesale Nursery)
  Ryde College

- **Vikaas Chhatwal**
  Advanced Diploma of Information Technology (Network Security),
  Meadowbank College

- **Michaela Louise Cuthbert**
  Diploma of Nursing (Enrolled/Division 2 Nursing)
  Meadowbank College

- **Yuka Sato**
  Advanced Diploma of Tourism
  Northern Beaches College

- **Anona Marie Le Page**
  Diploma of Youth Work
  Northern Beaches College

* International student from India
** International student from Japan
2012 TAFE NSW – Northern Sydney Institute Excellence Student of the Year Award Winners
(for studies complete by February 2012)

- 2012 Aboriginal and Torres Strait Islander
  Denise Booth – Northern Beaches College
- 2012 Access & General Education
  Jason Randell – Northern Beaches College
- 2012 Apprentice
  Malcolm McDonald – North Sydney College
- 2012 Business & Commerce
  Stefanie Kuhlee – North Sydney College
- 2012 Community Services and Health
  David Roche – Meadowbank College
- 2012 Engineering, Transport and Construction
  Martyne Preston – North Sydney College
- 2012 ICT, Media, Arts and Electrotechnology
  Ei Phyo Hlaing – Meadowbank College
- 2012 International Student of the Year
  Megumi Takayanagi – Northern Beaches College
- 2012 TAFE Vocational Education
  and Training (TVET)
  Azize Asanovski – Ryde College
- 2012 Tourism, Hospitality, Environment
  & Horticulture
  Kieu Hanh Ha – Ryde College
- 2012 Trainee Student of the Year
  Radmila Hammond – Crows Nest College
- 2012 HSC Pathways Student
  Kimberly Wright – Bradfield Senior College
- 2012 Environmental Sustainability Student
  Justin Kearnes – Hornsby College
- 2012 Higher Education
  Rosetta Crecca – Crows Nest College
- 2012 Aspirational
  Alexandra Nebauer – Meadowbank College

"TAFE is a great way to get started and it provides future opportunities in studies as well as information about career choices."

Stefanie Kuhlee
Business and Commerce Student of the Year
[Our team]

Workforce development

In 2012, NSI concentrated on increasing knowledge and skills in the area of Managing Change. 145 staff members participated through workshops, training coaching and mentoring.

A total of 3,607 participants attended 495 separate professional development activities run by the Institute Workforce Development unit. 157 teachers completed Certificate IV in Training and Assessment from the TAE10 Training Package and over 204 staff enrolled in accredited training.

Major capability development initiatives undertaken included:

- The Talent Development & Leadership program, consisting of 11 training programs throughout the year; 360 Degree Feedback, Introduction to Leadership, From Strategy to Action, Leading Innovation, Project Management, Leading Your Client Full Circle, Leading With Emotional Intelligence, Coaching Clinic, Organisational Change and Development, How Finance Works, Leadership Project

- eLearning included activity training programs to up skill 200 teachers in facilitating and developing online learning

- A series of four eMentor Bootcamp workshops held to build capability in elearning tools and skills using Sakai (LMS). The workshops also included training on change management and Adobe products (Adobe Premier, Captivate and Presenter)

- Staff Engagement through a series of ‘Coffee with Kevin’ sessions where all staff were invited to meet with the Institute Director over a cup of coffee to discuss major state and Commonwealth initiatives and their impact on NSI

- A series of three Leadership Forums and one Head teacher forum on relevant topics with attendance reaching over 300

- A series of workshops and activity to support Sustainability and green skills training for over 200 staff

- Professional development workshops for staff in areas such as learning and teaching in Higher Education, strategies for SCOPE, classroom management techniques, Assessment strategies, Managing Performance.
Governance

The Northern Sydney Institute Advisory Council is a representative body providing corporate advice to assist in meeting the needs of industry, the community and individual students. In 2012, the Institute Advisory Council worked to identify and align future strategies in line with Smart and Skilled policy directions.

Offering leadership and monitoring performance, The Institute Executive guides this strategic direction. In 2012, the Institute’s Annual Plan closely aligned to the Institute Strategic Approach 2011 – 2013, providing a framework across business lines, colleges and Institute support services to plan and deliver products and services to meet customer and stakeholder needs.

Members of the Institute Advisory Council 2012:

Mr Keith Gomes (Chair)
Director Industry Partner Development Alliances and Channels Asia Pacific, Oracle

Ms Michelle Armour
Consultant Tourism

Mr Michael Bennett
Chief Executive Officer, HTN Sydney

Mr Kevin Harris
Director, The Northern Sydney Institute, part of TAFE NSW

Ms Julie Hendicott
Case Manager, Uniting Care Northern Sydney Region

Mr John Jeremy
Naval Architect

Dr Ian Lin
Director, Quo Vadis

Mr John Quick
Consultant Education and Training

Ms Danielle Tedesco
Teacher Hairdressing (staff representative)

Prof. Stephen Thurgate PhD
Executive Dean, Faculty of Science, Macquarie University

Ms Hayley Ward
Project Officer, Aboriginal Health and Medical Research Council

Brenda Cleaver (in attendance)
Associate Director Institute, The Northern Sydney Institute, part of TAFE NSW

Institute Executive 2012:

Kevin Harris
Institute Director

Brenda Cleaver
Associate Director Institute

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

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

Audette Benson
Associate Director
Industry and Environment College Director, Hornsby

Suzanne Bergersen
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, Northern Beaches

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
We inspire learning.
We unlock potential.
We are the Northern Sydney Institute.
nsi.edu.au • 131 674

Bradfield • Crows Nest • Hornsby • Meadowbank
Northern Beaches • Ryde • St Leonards

Sustainability Advantage Gold