THE NORTHERN SYDNEY INSTITUTE
( WHO WE ARE )

People learn best through trying and doing. That is how we teach.

Our fundamental goal is to help people and businesses unlock their career or business potential. We do this through inspiring learning and by providing quality customer experience.

We are building Australia’s workforce of tomorrow by providing education and training programs aligned to industry and catering for different learning preferences – delivering online, face-to-face or on-site in the workplace.

We have over 500 programs available ranging from hair and beauty to network security. We provide programs for apprentices, trainees and a number of pathways courses that lead straight into university.

We are a leader in customer service, partners with industry in almost all subjects that we teach, and award winners in environmental management and education for sustainability.

Our Learning and Innovation Campus integrates student learning with enterprise and industry and our Centres of Excellence provide students with dedicated learning environments.

We are proud of who we are and know that current and future students will benefit from our expertise, gain confidence in their abilities and ultimately, achieve their desired goals.
CONTENTS

WHO WE ARE |
STRATEGIC APPROACH |
2014-2016 |
INSTITUTE DIRECTOR’S MESSAGE |
2015 YEAR IN REVIEW |
OUR PERFORMANCE |
FINANCIAL SUMMARY |
OUR CUSTOMERS |
OUR BUSINESS |
OUR STUDENTS |
OUR STAFF |
OUR INSTITUTE |
SUSTAINABILITY |
GOVERNANCE |
Unlock customer potential by maximising success and opportunities:

- Provide specialised educational experiences to meet diverse customer needs
- Create pathways that increase customer employment opportunities and enterprise workforce capability
- Establish student scholarships to improve access to education
- Listen to our customers and provide them with great experiences
- Collaborate with industry and business to create sustainable global business networks

Build high-performing teams and a customer-focused culture:

- Recognise and value high performers
- Implement a strategic professional development program aligned to capability development frameworks
- Build high-performing leaders across the organisation
- Attract, develop and retain qualified and experienced people with cutting-edge skills
- Engage people through wellness programs, corporate citizenship and team building

Invest in educational innovation and excellence:

- Accelerate development of products and services that our customers want and value
- Become sought after thought leaders in innovative education
- Use technology to deliver great training
- Develop high-quality educational resources that support diverse learning styles
- Establish an Institute approach to scholarly practice
- Drive customer experience through specialist world-class facilities and services

Maximise operational performance:

- Improve performance by harnessing technology
- Increase operational efficiency through business process improvements
- Manage risk to improve business operations and increase opportunities
- Ensure continued compliance with registration and certification requirements and relevant standards and legislation
Expand our horizons and create our future:

- Optimise financial performance through diversified revenue streams and improvements to our balance sheet
- Develop business opportunities and partnerships beyond our borders to enhance our educational profile and brand and increase market share
- Ensure assets support innovation in education and provide a return on investment
- Achieve corporate social responsibility goals
- Embrace innovation, technology and entrepreneurship
- Continually evolve the business to focus on areas of opportunity and capability
In 2015, the Northern Sydney Institute implemented the NSW Government initiative Smart and Skilled, a reform of the NSW Vocational Education and Training (VET) system.

Teaching staff and administration teams across the Northern Sydney Institute worked diligently to implement the policy reforms and embed these into every aspect of the business including program planning, marketing and careers advice, financial planning and budgeting, and student administration.

In 2015, the Institute allocated considerable resources to operationalising the new TAFE-wide Student Administration and Learning Management System (SALM), launched in October 2014.

The Northern Sydney Institute continued to build on its strong links with industry and the community; consulting, collaborating and winning tenders to provide first-class training across government and commercial sectors. We pride ourselves on actively working in synergy with industry partners to deliver relevant, high quality, practical and creative training and related services.

The training and educational sector is transforming and becoming increasingly competitive. Our Institute is responding to rapid changes in market forces, rising customer expectations, changes in government policy and accelerated digital disruptions. We are proud to be a high-performing organisation with engaged and professional people that deliver world-class training, to have strong industry networks and create work-ready graduates. In 2015, we worked to address priority 5 of our Strategic Approach - Expanding our horizons and creating our culture by asking our Institute staff to share their views on what values define us and guide our success.

From this, we defined our four core values – Excellence, Integrity, Collaboration and Learning. We have set about embedding these values in every aspect of the business from executive leadership to college operations.

In 2015, the Institute took its focus on customer experience (CX) to a new level. Priority 3 of our Strategic Approach is to build high-performing teams and a customer-focused culture. In 2015, we hosted our first CX Summit. Over 100 staff had the opportunity to hear from guest industry speakers, participate in interactive and engaging workshops, and speak directly with our customers. Also in 2015, CX champions were identified and supported, the use of net promoter score (NPS) was expanded and monthly reporting was introduced.

Our students continued to excel in all areas of study in 2015, gaining national and international awards in; accounting, art, floristry, horticulture, hospitality, HSC, landscape construction, patisserie and confectionary, restaurant service, teaching, travel and tourism, and wine. Our B2B projects include successes in qualifying and finding work placements for unemployed students, and providing training to the disability, sustainability, hospitality and childcare sectors, to name but a few.

We know we change lives through learning and that by creating and delivering great learning experiences, we not only help people realise their potential, we help communities grow stronger. We embrace the responsibility we have to build the skilled and talented workforce needed to support economic prosperity for Australia – now and in the years to come.

Alison Wood
## Year in Review

### Number of Qualifications Offered

<table>
<thead>
<tr>
<th>Qualification</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate I and II</td>
<td>62</td>
<td>76</td>
</tr>
<tr>
<td>Certificate III and IV</td>
<td>204</td>
<td>228</td>
</tr>
<tr>
<td>Diploma and above</td>
<td>122</td>
<td>127</td>
</tr>
</tbody>
</table>

### Course Enrolments by Qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total course enrolments</td>
<td>43,351</td>
<td>35,937</td>
</tr>
<tr>
<td>Diploma and above</td>
<td>5,441</td>
<td>4,547</td>
</tr>
<tr>
<td>Certificates III and IV</td>
<td>17,898</td>
<td>14,224</td>
</tr>
<tr>
<td>Certificates I and II</td>
<td>7,313</td>
<td>5,463</td>
</tr>
<tr>
<td>Statement of Attainment and other short courses</td>
<td>12,693</td>
<td>11,446</td>
</tr>
<tr>
<td>Apprenticeships and Traineeships</td>
<td>4,637</td>
<td>4,390</td>
</tr>
<tr>
<td>International students</td>
<td>1,993</td>
<td>2,512</td>
</tr>
</tbody>
</table>

### Training Hours by Qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Training Hours</td>
<td>12,838,126</td>
<td>8,945,378</td>
</tr>
<tr>
<td>Diploma and above</td>
<td>2,878,722</td>
<td>2,066,118</td>
</tr>
<tr>
<td>Certificates III and IV</td>
<td>6,896,016</td>
<td>4,594,690</td>
</tr>
<tr>
<td>Certificates I and II</td>
<td>1,952,113</td>
<td>1,262,983</td>
</tr>
<tr>
<td>Statement of Attainment and other short courses</td>
<td>1,105,102</td>
<td>995,493</td>
</tr>
</tbody>
</table>

### Enrolments by Faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradfield College</td>
<td>628</td>
<td>537</td>
</tr>
<tr>
<td>Construction &amp; Engineering</td>
<td>7,540</td>
<td>4,918</td>
</tr>
<tr>
<td>Foundation Education</td>
<td>11,345</td>
<td>9,989</td>
</tr>
<tr>
<td>Health &amp; Community Services</td>
<td>6,480</td>
<td>5,176</td>
</tr>
<tr>
<td>Information Technology, Media &amp; Business</td>
<td>9,098</td>
<td>7,385</td>
</tr>
<tr>
<td>Tourism, Hospitality and Horticulture</td>
<td>8,236</td>
<td>7,537</td>
</tr>
<tr>
<td>STUDENT DIVERSITY</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Female</td>
<td>21,727</td>
<td>18,801</td>
</tr>
<tr>
<td>Male</td>
<td>21,624</td>
<td>17,134</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 years or less</td>
<td>10,716</td>
<td>9,067</td>
</tr>
<tr>
<td>20-24 years</td>
<td>7,612</td>
<td>6,863</td>
</tr>
<tr>
<td>25-29 years</td>
<td>5,444</td>
<td>3,773</td>
</tr>
<tr>
<td>30-39 years</td>
<td>7,341</td>
<td>6,235</td>
</tr>
<tr>
<td>40-49 years</td>
<td>5,821</td>
<td>4,696</td>
</tr>
<tr>
<td>50 years and over</td>
<td>6,417</td>
<td>5,303</td>
</tr>
<tr>
<td>Job seekers</td>
<td>9,510</td>
<td>7,481</td>
</tr>
<tr>
<td>Students combining work with study</td>
<td>21,448</td>
<td>16,495</td>
</tr>
<tr>
<td>Aboriginal/Torres Strait Islander</td>
<td>439</td>
<td>452</td>
</tr>
<tr>
<td>Students with a disability</td>
<td>3,432</td>
<td>2,385</td>
</tr>
<tr>
<td>Students with diverse linguistic and cultural backgrounds</td>
<td>16,087</td>
<td>12,822</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COURSE ENROLMENTS</th>
<th>35,937</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNATIONAL STUDENTS</td>
<td>2,512</td>
</tr>
<tr>
<td>TOTAL TRAINING HOURS</td>
<td>8.9m</td>
</tr>
</tbody>
</table>

Quality standards

In 2014, the Northern Sydney Institute was successful in its application for re-registration by the national regulator the Australian Skills Quality Authority (ASQA). In response to feedback from the audit, we implemented a strategy to improve the standard and consistency of assessment tools and processes in 2015. This strategy includes a comprehensive suite of assessment tool templates supported by Teaching and Learning Coordinators.

In October 2015, ASQA conducted an offshore site audit of one of Northern Sydney Institute’s third-party providers — Beijing College of Politics and Law in China. The audit found the partnership to be fully compliant with the Australian Standards for Registered Training Organisations.

In May 2015, the Northern Sydney Institute successfully completed a continuing assessment (surveillance) audit of our Quality Management System against the international standards ISO 9001:2008. The audit confirmed that the Northern Sydney Institute’s management system supports our compliance with statutory, regulatory and contractual requirements.

International student enrolments

In 2015 the Institute attracted 1,333 onshore international student enrolments, a 15 percent increase in comparison to international student enrolments in 2014.

International students from 60 different nationalities, Canada to Chile to China to the Czech Republic, all chose to study across the six Northern Sydney Institute campuses.

The greatest growth of international enrolments has been in the Northern Sydney Institute degree in Information Technology (Network Security).

Offshore

The Northern Sydney Institute has strong partnerships of over 10 years standing with six government polytechnics in China, resulting in 1,375 enrolments in 2015.

Study tours and internships

The Northern Sydney Institute continued to deliver short, customised-training programs and internships to key clients from China, Korea and Japan.

"In 2015 the Institute attracted 1,333 onshore international student enrolments, a 15% increase in comparison to 2014."
Higher Education

In 2015, the Institute continued to grow enrolments across its TAFE NSW degrees and university partnership degrees. The Institute has two university partners, Charles Sturt University and the University of Canberra. Both partnerships offer degree pathways for students wishing to continue their studies and complete a degree on campus at the Northern Sydney Institute.

Degrees offered in 2015 include:

**TAFE NSW HIGHER EDUCATION DEGREES**
- Bachelor of Information Technology (Network Security)
- Associate Degree of Accounting

**UNIVERSITY PARTNERSHIP DEGREES**
- Bachelor of Education (Birth to Five Years) – Charles Sturt University
- Bachelor of Hotel Management – Charles Sturt University
- Bachelor of Graphic Design – University of Canberra

**POSTGRADUATE PROGRAMS**
- Graduate Certificate in Management (Professional Practice) – Australian Graduate Management Consortium (AGMC)
- Graduate Diploma in Management (Professional Practice) – Australian Graduate Management Consortium (AGMC)
The summary of revenue and expenses is an abridged version of the Northern Sydney Institute’s financial performance based on the financial year, which ends 30 June annually. The information provided relates only to the Institute’s non-core activities such as commercial, international and other non-Smart and Skilled activities. Smart and Skilled and other Government appropriated revenue is not shown in the financial summary below. The Northern Sydney Institute’s financial results are consolidated with the NSW TAFE Commission’s financial statements, which are subject to an independent audit. As such, the Institute is not required to produce its own audited financial statements and the information supplied cannot be directly translated to the TAFE NSW Commission’s Financial Statements, which ended on 30 June.

**FINANCIAL SUMMARY OF INSTITUTE NON-CORE ACTIVITIES***

<table>
<thead>
<tr>
<th>FINANCIAL YEAR</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial/Fee for Service</td>
<td>$18,939</td>
<td>$24,795</td>
</tr>
<tr>
<td>International</td>
<td>$6,987</td>
<td>$9,395</td>
</tr>
<tr>
<td>Other (non-Smart and Skilled)</td>
<td>$23,628</td>
<td>$24,795</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$49,554</strong></td>
<td><strong>$58,985</strong></td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial/Fee for Service</td>
<td>$13,653</td>
<td>$15,357</td>
</tr>
<tr>
<td>International</td>
<td>$3,512</td>
<td>$6,356</td>
</tr>
<tr>
<td>Other (non-Smart and Skilled)</td>
<td>$15,801</td>
<td>$14,551</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>$32,966</strong></td>
<td><strong>$36,264</strong></td>
</tr>
<tr>
<td><strong>NET PROFIT</strong></td>
<td><strong>$16,588</strong></td>
<td><strong>$22,721</strong></td>
</tr>
</tbody>
</table>

*Excludes Smart and Skilled and NSW government appropriated revenue and related expenditure.

The Northern Sydney Institute generated revenue through successful tenders and contracts for other contestable government funding as well as its commercial and international business activities. Commercial income increased by 24 percent between 2014 and 2015 financial years. Overall revenue in non-core activities increased by 16 percent between the two financial years.
Our customers’ opinions and thoughts about how we are performing are extremely important to us as evidenced by Priority 1: Unlock customer potential by maximising success and opportunities.

We regularly engage with our customers through surveys and use this feedback to calculate our Net Promoter Score (NPS). NPS is a management tool that measures the willingness of customers to recommend a company’s products or services to others.

In 2015, our NPS was steady across the year. Our highest NPS score was 20 and our median score was 19. March-May recordings did not take place due to the implementation of a new technology system.

We also undertook three other key surveys (graduate, employer and learner) and the results illustrate high-levels of satisfaction with the overall quality of training provided.

Employer satisfaction was up nearly 2 percent from 2014, highlighting an increase in the satisfaction employers feel about the level and depth of training of their trainees and apprentices.

<table>
<thead>
<tr>
<th></th>
<th>2013 (%)</th>
<th>2014 (%)</th>
<th>2015 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learner satisfaction</td>
<td>93.7</td>
<td>93.8</td>
<td>86.6</td>
</tr>
<tr>
<td>Employer satisfaction</td>
<td>91.5</td>
<td>95.6</td>
<td>97.2</td>
</tr>
</tbody>
</table>

Source: Learner and Employer 2015
### GRADUATE OUTCOMES

#### GRADUATE SATISFACTION

<table>
<thead>
<tr>
<th></th>
<th>2013 (%)</th>
<th>2014 (%)</th>
<th>2015 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled in further study after training</td>
<td>88.6</td>
<td>88.4</td>
<td>84.0</td>
</tr>
<tr>
<td>Employed or in further study after training</td>
<td>39.3</td>
<td>42.3</td>
<td>35.2</td>
</tr>
<tr>
<td>Employed after training</td>
<td>85.5</td>
<td>88.1</td>
<td>83.1</td>
</tr>
<tr>
<td>Not employed before training but employed after training</td>
<td>72.1</td>
<td>74.2</td>
<td>68.7</td>
</tr>
<tr>
<td>Fully or partially achieved the main reason for training</td>
<td>36.7</td>
<td>41.0</td>
<td>32.9</td>
</tr>
<tr>
<td>Received at least one job-related benefit</td>
<td>82.4</td>
<td>84.4</td>
<td>79.3</td>
</tr>
<tr>
<td>Improved employment status after training</td>
<td>76.1</td>
<td>81.3</td>
<td>73.9</td>
</tr>
<tr>
<td>Of those employed after training, found the training relevant to their current job</td>
<td>57.9</td>
<td>62.5</td>
<td>52.7</td>
</tr>
</tbody>
</table>

Source: NCVER Student Outcomes Survey 2015

#### COURSE COMPLETIONS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total completions</td>
<td>17,751</td>
<td>12,049</td>
</tr>
<tr>
<td>Diploma and above</td>
<td>1,989</td>
<td>2,082</td>
</tr>
<tr>
<td>Certificates III and IV</td>
<td>6,169</td>
<td>4,525</td>
</tr>
<tr>
<td>Certificates I and II</td>
<td>2,887</td>
<td>1,352</td>
</tr>
<tr>
<td>Statement of Attainment and other short courses</td>
<td>6,706</td>
<td>4,090</td>
</tr>
</tbody>
</table>

Long-term unemployed given training for employment

The Institute teamed up with the Accommodation Association of Australia, Mission Australia, Salvation Army and Max Employment to train long-term unemployed people in housekeeping to work in key hotel chains such as The Star and Hilton Hotel. The students completed a four-week Certificate III in Hospitality program, including a work placement, to provide positive job outcomes for the students.

The Star Casino partners with the Northern Sydney Institute

The Star (Echo Entertainment Group) selected the Northern Sydney Institute to provide training to their 34 commercial cookery apprentices for 2015. This was the biggest single enterprise enrolment for apprentice chefs ever within the Institute.

Partner school in China welcomes Crows Nest students

Ten Early Childhood Education students had the opportunity to be a part of the Northern Sydney Institute’s Outbound Mobility Program. This educational initiative, supported by the Australian Government, provided our students an opportunity to expand their learning and to explore international methodologies. During the 12-day program, students visited Guangzhou and Beijing, and our partner college, Guangdong Teachers College of Foreign Language and Arts (GTCFLA), to experience early education across the globe.

The Sydney Wine Academy expands its Chinese offerings

The Sydney Wine Academy launched two offerings of the WSET Award Level 2 in Wines and Spirits course in Chinese. Following on from the successful ground-breaking delivery in 2014, the Academy added an intensive three-day course to its 2015 program. The courses were once again taught by Andy Chen, an experienced WSET accredited wine educator and graduate of the Academy.

Cruise line partnership with the Northern Sydney Institute

Cruiseco, Australia’s leading cruise sales organisation, celebrated the graduation of 10 staff members in Certificate III in Tourism following a course conducted on-site which incorporated specific training related to the growing cruise industry in Australia. The program was taught in partnership with Cruise Lines International Association Australasia and the senior management of Cruiseco.

Indigenous hospitality program a success

The Northern Sydney Institute partnered with the National Centre of Indigenous Excellence (NCIE) to train 20 students in Certificate II in Hospitality who all successfully graduated. As a result, the Institute has established an ongoing partnership with NCIE to work together on future job-ready programs.
Mental Health First Aid training delivered

The Northern Sydney Institute delivered Mental Health First Aid training to 40 people at the Department of the Prime Minister & Cabinet. This was a significant contract as the Institute is the only government provider for Mental Health First Aid on the tender list and the first Institute to win an Australian Public Service Commission tender for this program.

Partnership with Credit Corp

The Northern Sydney Institute signed a partnership agreement with Credit Corp to deliver training to 300 Credit Corp staff members in either a Certificate III or IV in Financial Services. The partnership has led to further opportunities to provide a wider range of training services throughout the business, including upskilling their staff with other certificates and diplomas.

RSA4 Schools Program

The Tourism, Hospitality and Horticulture Faculty successfully trained 120 high school students at the Ryde and Hornsby campuses in the Responsible Service of Alcohol in a subsidised course. The partnership was forged with the City of Ryde Council, NSW Health Ryde, Hornsby Health Promotion, Ryde Community Drug Action Team, Eastwood Gladesville Liquor Accord, Hornsby Ku Ring Gai Liquor Accord, NSW Police and 2realise (youth charity). The program is significant to community engagement with the opportunity to expand to the Northern Beaches and Eastern Suburbs.

Diploma of Government

The Northern Sydney Institute was successful in a submission responding to the Australian Public Service Commissions (APSC) to deliver an assessment-only pathway of the Certificate IV and Diploma of Government for up to 800 of the Department of Human Services staff. The Hunter Institute delivered the training on behalf of the Northern Sydney Institute, who was the only public sector registered training organisation (RTO) successful in becoming an APSC panel member following a tender submission in 2014.
The Northern Sydney Institute hosts Cisco’s Women Rock IT event

The Northern Sydney Institute and Cisco joined forces to host the Women Rock IT event, as part of the International Girls in ICT Day in April. The event saw more than 100 young women (and some men) from the Northern Sydney Institute, Bradfield College, local high schools and the wider community come together to challenge stereotypes and pursue a career in IT.

Warringah Council

The Northern Sydney Institute partnered with Warringah Council to deliver an eight-week pilot program providing an introduction to cookery for students with a mild intellectual disability. Outcomes were excellent with many students gaining employment as a result of the training, and increased community engagement.

Raise Foundation

The Northern Sydney Institute, in conjunction with Raise Foundation, launched a new pathway to nurture and support teenagers through challenging times. The Youth Frontiers program gives mentees (Year 8 and 9 students) an opportunity to build life skills and self-confidence by working collaboratively with mentors on a community project and making a positive difference.

Central & Northern Sydney (Bay 2 Bay) NSW Regional Training Awards

The Institute won the honour of hosting the 2015 Central and Northern Sydney (Bay 2 Bay) NSW Regional Training Awards, conducted annually by the NSW Department of Education and Communities, to recognise outstanding achievement in the vocational education and training sector. Ryde Campus hosted the awards, which provided good publicity and exposure to the business community in the region.

Horticulture and the City of Sydney

The Northern Sydney Institute won the opportunity to deliver the Certificate III in Horticulture to a group of staff at the City of Sydney.

The Northern Sydney Institute delivers training to the RANCCB - Royal Australian Navy Central Canteens Board (Trading as Navy Canteens)

The Northern Sydney Institute established a collaborative partnership arrangement for the ongoing provision of hospitality training by for Navy Canteens workers nationwide. Navy Canteens provides a variety of hospitality services including canteen and café operations, catering, events management and food and beverage production to supply the officers and sailors in Navy establishments across Australia. The training solutions, from Certificate II to Diploma level, ensure the workforce has the core skills and competencies required to perform their roles safely and to a service standard expected by Navy Canteens.

The Northern Sydney Institute joins the Department of Education & Communities (DEC) Early Childhood Education and Care (ECEC) Sector Development Program Training Panel

The Northern Sydney Institute was selected as one of 19 panel members for the Department of Education and Communities (DEC) Early Childhood Education and Care (ECEC) Sector Development program. The panel, consisting of pre-qualified DEC providers, assists in the development and delivery of policy and regulatory changes, professional development, content and training to services such as community preschools, mobile preschools, long day care centres, OSHC, family day care and other emerging childcare services across NSW. The panel membership is from 1 July 2015 to 1 July 2018. The Northern Sydney Institute was the only TAFE NSW Institute selected for the panel.

Two training contracts secured for New South Wales (NSW) Department of Education Sector Development Program

As a pre-qualified provider for the NSW Department of Education Sector Development Program, the Northern Sydney Institute was successful in winning two contracts. These are to develop and implement innovative programs for staff, to improve pedagogy and practice (Quality Area 1: Education Program and Practice, and Quality Area 7: Leadership and Service Management) in both family day care and outside school hours care centres. The Institute developed
resources, webinars, community of practice and seven face-to-face workshops with delivery in various locations across NSW.

**Office of Environment and Heritage (OEH) Energy Efficiency Preferred Contractor**

The Northern Sydney Institute won a place on the OEH Energy Efficiency Professional Service Panel for training provision, and was successful in gaining places on the Preferred Contractor Lists (PCLs) for the three courses in the OEH’s Energy Efficiency program; Building the Business Case, Energy Efficient Lighting and Energy Management Basics. The Institute was successful in winning a proposal to deliver two ‘Building the Business Case’ workshops on behalf of the OEH.

**State Training Services – 2015 People with a Disability Program**

The Northern Sydney Institute was successful in gaining funding under the State Training Services 2015 People with Disability Training Program. Students seeking or returning to work gained training and work experience to help prepare them for jobs in their chosen vocational area. The Institute delivered two Certificate I, Access to Work and Training (Introductory) programs, one specialising in horticulture and the other in hospitality. Both programs included language, literacy and numeracy units (LLN) and targeted 15 to 24-year-old job seekers providing them with foundation and employability skills required in the urban horticulture/landscape construction, sports turf, hospitality and commercial cookery industries.

**Trade Recognition Australia (TRA) and The Northern Sydney Institute partner to offer skills assessment for Electricians (General)**

The Northern Sydney Institute partnered with the Australian Government’s Trade Recognition Australia (TRA) to undertake the Trades Recognition Service (TRS) assessment for Electricians (General). The TRS is a skills assessment service for Australian residents seeking skills’ recognition for employment purposes and/or occupational licensing. The TRS, developed in conjunction with Australian industry, provides a fully endorsed domestic skills service that is supported and shaped by industry, and aligned with contemporary skills recognition practices.

**Merivale Recruitment Day**

Ryde and Northern Beaches campuses hosted recruitment days in November where hospitality, events and culinary students had the chance to meet with staff from the Merivale Group and discuss employment opportunities. Merivale, one of the largest hospitality groups in Australia, required staff for its seven new venues opening across Sydney.
Higher Education Success

In 2015, students studying a degree with our university partners performed exceptionally well, with many students named on the university Dean’s List (achieved a distinction or high distinction across all coursework assignments):

- Bachelor of Business Studies – four students were named Dean’s List recipients at Charles Sturt University
- Bachelor of Education (Birth to five years) – six students were named Dean’s List recipients at Charles Sturt University
- Bachelor of Graphic Design – six students were named Dean’s List Recipients at the University of Canberra
- Two students studying the TAFE NSW Bachelor of Information (Network Security) received a ‘Recognition of Academic Achievement’ in acknowledgment of their success

Excellence Awards 2015

The Northern Sydney Institute recognised the next generation of industry leaders at the Institute’s 2015 Excellence Awards. Institute Director, Alison Wood, presented awards acknowledging high achievers in 14 categories across the five Institute faculties.

The Honourable John Barilaro, Minister for Regional Development, Minister for Skills and Minister for Small Business, presented a keynote address and proudly awarded the trophy for 2015 Student of the Year, along with Ms Wood, to Sustainability Student of the Year, Rachael Buzio. Ms Buzio completed the Diploma of Conservation and Land Management at Ryde Campus.

World Skills Competition

Two students from the Northern Sydney Institute were selected for the Australian Skillaroos team to compete at the 43rd WorldSkills Competition at São Paulo, Brazil. Samantha Johnson (Restaurant Service) and Adele Di Bella (Patisserie and Confectionery) earned their spot on the national team through a rigorous selection process that included gold medal winning performances at the 2014 WorldSkills Australia National Competition held in Perth and the 2015 Oceania WorldSkills Competition held in New Zealand.
2015 Minister’s Student Achiever Award in Tourism and Hospitality

Northern Sydney Institute student Travis Mollard was a recipient of a 2015 Minister’s Student Achiever Award in Tourism and Hospitality at the awards presentation at Parliament House. Travis, a graduate of the Advanced Diploma of Travel and Tourism and Certificate III Tourism (Guiding) achieved his award for his commitment and academically high achievements.

New South Wales (NSW) International Student Award VET category finalist

Sarah Elbert, Diploma of Accounting student at Northern Beaches campus was a finalist for the NSW International Student Awards. The annual Awards celebrate the outstanding contribution that international students make to NSW and recognise excellence in international student community engagement. The winners were announced at a prestigious gala presentation in Sydney. As a finalist, Sarah, from Langared, Sweden received a Certificate signed by the Premier. Since the awards first started in 2012, The Northern Sydney Institute has had three successful recipients.

Two finalists at the Central and Northern Sydney Regional Training Awards

The NSW Training Awards are celebrated through 11 regional events each year to recognise the excellence displayed by apprentices, trainees and students in NSW. Competing with over 23,000 students in the region, Northern Sydney Institute students Gyoka Yau Okina and Joshua Passafaro were finalists at the 2015 Central and Northern Sydney Regional Training Awards hosted at our Ryde campus.

Gyoka Yau Okina studied the Advanced Diploma of Hospitality at Le Cordon Bleu and was a finalist for Vocational Student of the Year. Joshua Passafaro studied Certificate III in Landscape Construction and was a finalist in the hotly contested Apprentice of the Year award. Joshua has previously won Apprentice of the Year with the Landscape Association of NSW and ACT in 2014. He also competed in the Landscape Construction Category at the Regional WorldSkills Competition in 2013, where he won the Gold Medal and at the nationals in Perth where he won a Silver Medal.

WorldSkills Skillaroos Samantha Johnson (Restaurant Service) and Adele Di Bella (Patisserie and Confectionary)

Travis Mollard receiving his award from Stuart Ayres MP, NSW Minister for Trade, Tourism and Major Events
Award winner has the right foundation

Emily Jacobs, graduate of the Certificate IV in Tertiary Preparation, was recognised with an Australian Federation of Graduate Women (AFGW) award for exceptional achievement in the area of education. Emily’s tertiary entrance score of 298/300 earned her equal second in the state with work of an exceptionally high nature. The AFGW is the national voice of graduate women working for the advancement and well-being of women and girls through education. Emily is currently studying a Bachelor of Medical Sciences and believes that completing the Tertiary Preparation Certificate with the Northern Sydney Institute equipped her with a strong foundation to successfully complete a degree and pursue a career in medical science.

Horticulture graduate off to Chelsea Flower Show

Emma Sloane, a student in the Diploma of Landscape Design won an Australia-wide competition to travel to the Royal Horticultural Society Chelsea Flower Show in London for four weeks, all expenses paid, with horticulturalist, TV personality and Institute alumni, Charlie Albone. Emma assisted in building Charlie’s show garden where the team won Silver - Gilt Medal at the famed garden show.

Floristry students win Sydney Royal Easter Show competition

Ryde Campus floristry students won the 2015 Sydney Royal Easter Show’s Floristry competition. The theme for the display was Beauty Down Under. The students represented four themes of beauty - desert, bush, rainforest and ocean.
Ryde campus Floristry students' Sydney Royal Easter Show winning piece
Students serve up the win on a platter

A team from the Northern Sydney Institute took out the 2015 Front of House Challenge, part of a Fine Food Australia industry event held at Sydney Olympic Park. Four Diploma of Hospitality students battled it out against 11 other teams from across Australia employed by hotels, function centres, restaurants and cafés. Each team was required to set up and serve a two-course menu and beverage service for 30 seats in front of a live audience and a panel of industry experts.
The Northern Sydney Institute Australian-Chinese international student competition

The Northern Sydney Institute has six partner colleges in China. Every year they hold a competition where Chinese students studying the same courses in Australia and China compete for a prize. This year there were 13 team entries. Both countries submitted excellent work and judges awarded two groups first position: Shunde Polytechnic and Guangdong Industry Technical College. In September, Mark Wood, Deputy Consul-General (Commercial), Australian Consulate-General Guangzhou presented certificates and awards to the winning student teams at Shunde Polytechnic in China.

St Leonards Campus hosts Games Jam

A Northern Sydney Institute Games Jam took place over a weekend in Cameraygal with 100 students, games developers, designers and programmers coming together for 48 hours of non-stop games creation. The success of the event has led to regular Games Jam events every couple of months at the campus.
Meadowbank graduate finalist again

Sydney Gallery School Meadowbank campus graduate and Open Studio painting student, Jeffrey Wei Bin Chen, was a finalist in the 2015 Archibald Prize. His work ‘The artist - self-portrait no. 6’, was displayed in the Archibald Prize Exhibition at the Art Gallery of New South Wales. Jeffery was also a semi-finalist in the Doug Moran National Portrait Prize (DMNPP) for another of his paintings titled ‘Alex’.

Visual Arts student awarded North Sydney Art Prize

Meadowbank campus Visual Arts student Susanna Chen’s drawing ‘Working Harbour’ was included in the North Sydney Art Prize. She also won a ‘Brand X’ Studio Residency in St Leonards.

WorldSkills Regional Competition – Restaurant Service, Cookery and Landscaping

Ryde campus students won a plethora of awards at the WorldSkills Sydney Regional Competition held at the Northern Sydney Institute’s Ryde campus.

RESTAURANT SERVICE

Evi Rahmawati (International student) won a gold medal, Daniel Sozou won a silver medal and Matthew Tilley (Diploma of Hospitality) won a bronze medal.

COOKERY

Matthew Wills won a gold medal and Rebecca Merhi won a silver medal.

LANDSCAPING

Jordan Cahill won a gold medal, Luke Kaldas won a silver medal and Chris Roberts won a Bronze medal in the Landscape Construction category.

All medallists and their support teams from restaurant service, cookery and landscaping have worked extremely hard to secure themselves a place at the national competition, held in Melbourne in October 2016.
Arboriculture students clean-up fire damage

Certificate III in Arboriculture students from the Northern Sydney Institute’s Ryde campus travelled to Winmalee to assist in the rebuilding of the local community after the destructive 2013 bushfires. In association with the local Catholic Care Social Services, which helped prioritise the dangerous trees, the students pruned and removed dead and affected trees on five different sites classed as dangerous or hazardous.
The Northern Sydney Institute finalist in the national ‘Best Wine Educator’ Award

Clive Hartley, Senior Head Teacher at Ryde campus was a finalist (representing Sydney Wine Academy) in the National Wine Communicator Awards 2015 under ‘Best Wine Educator’. The awards recognise outstanding contribution to, and excellence in, wine communication in all its forms.

The inaugural ‘Best Wine Educator’ award recognises an individual or persons who have a proven ability to communicate and impart wine knowledge in an engaging and formal education-based manner, in both writing, and face-to-face formal workshops, or classes. Judges commented that Clive is a long-time educator at The Sydney Wine Academy with an extensive wine knowledge, noting his breakdown on food and wine matching is very clear and interesting.
Head On Portrait Prize

The Northern Sydney Institute’s Glyn Patrick won second prize in the 2015 Head On Portrait Prize. Her poignant work ‘John’, was selected as one of 40 finalists from thousands of entries. The photo was taken in March near the Clyde River on the south coast, where Patrick was celebrating her 40th wedding anniversary with her husband, John.
The Northern Sydney Institute’s sustainability recognised at World Economic Forum

As a Gold Member Partner in the NSW Office of Environment and Heritage’s Sustainability Advantage Program, the Northern Sydney Institute won recognition as a world leader in sustainability at the World Economic Forum’s Annual Meeting. The program was runner-up for the Circular Economy Cities/Regions award at the International Circular Economy Awards in Switzerland on January 24. The award provides welcome recognition of the shared achievements of Sustainability Advantage’s members and demonstrates the power of building a strong and engaged circular community.

TEDx Northern Sydney Institute

Nine brilliant speakers from science, education and technology were brought together to share some of their innovative ideas at TEDxNorthernSydneyInstitute. The 2015 theme was ‘The Lightbulb Moment.’ TV personality Ed Halmagyi, aka ‘Fast Ed’ was MC, and Event Management, Screen and Media and Bradfield Senior College students performed and assisted in managing the event on the day.

Northern Sydney Institute selected for Office of Environment & Heritage (OEH) – Energy Efficiency Professional Services Panel

The Northern Sydney Institute was selected for the OEH Energy Efficiency Professional Services Panel with a contract/tender period until 2017. Panel members will take an active part in the development and delivery of training courses on energy efficiency for the OEH. This includes the development of associated trainer and learner resources as required and delivery of post-training technical support. As part of this panel, members can provide quotes for energy and efficiency training by all OEH departments and other government departments.

CompletionCAT

The Northern Sydney Institute implemented a strategic initiative to address issues around the non-completion of students. CompletionCAT is a survey tool that analyses staff capability across a range of functional areas. All teaching and administrative staff are involved in some aspect of the student learning journey and have a part to play in helping learners complete their courses. The CompletionCAT survey identifies individual staff member strengths and areas where professional development is required. Results from the survey provide valuable information to assist the Institute in improving student retention and course completions.

OUR INSTITUTE

28,274

damaged, old, irrelevant or out of date books, CD and DVD’s removed from Northern Sydney Institute libraries.

$1,800

raised for the Salvation Army.

$6,000

returned to libraries to purchase resources both physical and digital.
Cameraygal building wins two NSW Architecture Awards

The Northern Sydney Institute’s newly refurbished Cameraygal building won two awards and a commendation at the prestigious NSW Architecture Awards at Sydney Town Hall. The St Leonards campus building was shortlisted from a field of more than 170 entries across the state and nominated for three categories, winning awards in the Educational Architecture and Sustainable Architecture categories and a commendation in the Heritage (Creative Adaptive) section. The Institute’s vision is to be a leader in both environmental management and education for sustainability. Repurposing the Cameraygal Building demonstrates the Institute’s commitment to this vision.

NSW Adult Migrant English Service - transition of administrative functions and management to the Northern Sydney Institute

As of 1 July 2015, responsibility for the administrative functions and management of the NSW Adult Migrant English Service (known as NSW AMES) transferred from the Director Department of Education and Communities International (DECI) to the Institute Director TAFE NSW - Northern Sydney Institute. This change, approved by the Managing Director, TAFE Commission is a result of the devolution of DEC International and the separation of TAFE NSW from DEC.

WorldSkills Games Design and Development event hosted by the Northern Sydney Institute

The Northern Sydney Institute hosted the inaugural WorldSkills Regional Competition in Game Design and Development at its St Leonards campus. It was the first time that Gaming has been included in WorldSkills. Following the regional competition, a demonstration event was held at the national competition, with the aspiration for Gaming to be included in the next international competition in 2017. A group of students from the Northern Sydney Institute designed the brief for the competition.
Crows Nest Campus now part of the Department of Education and Communities

The Department of Education and Communities acquires Crows Nest Campus

The Minister for Education, Adrian Piccoli, with the Minister for Regional Development, Skills and Small Business, John Barilaro, announced the sale of the Northern Sydney Institute’s Crows Nest campus in an exchange that benefits both TAFE and local school students. The Department of Education and Communities will acquire the campus to provide the region with a senior high school to support the growing number of young people in the region that intend to complete their Year 12 schooling. All programs and services currently delivered from Crows Nest will be relocated to suitable campuses across the Northern Sydney Institute over the next two years. Proceeds from the sale will be used to upgrade campus facilities to accommodate the Crows Nest educational programs and staff, and to reinvest in ICT platforms that will support and increase the Institute’s online capability.

The Northern Sydney Institute wins Sustainable Gold for the second time

The Northern Sydney Institute won Gold Partner status with the NSW Office of Environment and Heritage Sustainability Advantage program for the second time in three years. Organisations must have demonstrated outstanding environmental achievements, improvements and leadership throughout all levels and facets of their organisation to be eligible for Gold Partner status. The Institute was the first educational institution in NSW to receive the Gold Partner status in 2012.
The Northern Sydney Institute is a leader of both environmental management and education for sustainability. Our Priority 4, Maximise operational performance, indicates how we are committed to establishing, promoting and maintaining a culture of environmental responsibility, both within the Institute and in the wider community.

**CAMPUS WATER CONSUMPTION**

<table>
<thead>
<tr>
<th>Location</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBK</td>
<td>11,839</td>
<td>10,360</td>
</tr>
<tr>
<td>NB</td>
<td>6,329</td>
<td>4,524</td>
</tr>
<tr>
<td>STL+B</td>
<td>13,667</td>
<td>11,149</td>
</tr>
<tr>
<td>HNB</td>
<td>4,524</td>
<td>4,568</td>
</tr>
<tr>
<td>CNS</td>
<td>2,500</td>
<td>2,003</td>
</tr>
<tr>
<td>RYD</td>
<td></td>
<td>36,040</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>64,419</td>
</tr>
</tbody>
</table>

**ELECTRICITY CONSUMPTION (kWh)**

<table>
<thead>
<tr>
<th>Location</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBK</td>
<td>2,279.72</td>
<td>2,086.46</td>
</tr>
<tr>
<td>NB</td>
<td>1,167.51</td>
<td>1,089.39</td>
</tr>
<tr>
<td>STL+B</td>
<td>3,021.82</td>
<td>2,758.65</td>
</tr>
<tr>
<td>HNB</td>
<td>1,164.36</td>
<td>1,131.94</td>
</tr>
<tr>
<td>CN</td>
<td>463.742</td>
<td>454.712</td>
</tr>
<tr>
<td>RYD</td>
<td>2,964.76</td>
<td>2,899.63</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>10,865.2</td>
<td>10,420.8</td>
</tr>
</tbody>
</table>
The Institute has reduced carbon emission not only in real terms but also in terms of how much each student uses. The graph (above) illustrates the tonnes of carbon dioxide equivalent per full-time student.

The Institute carbon emissions are 8%. This has reduced from last year in terms of total carbon (scope 1, 2) and is a 31% reduction from 2011 (equivalent of taking 212 cars off the road).

For the 2015 calendar year EarthPower received 54 tonnes of food waste from Ryde Campus which was processed onsite in our anaerobic digester for energy recovery.

The waste delivered diverts 53 tonnes from landfill and avoids 91 tCO2-e of emissions from landfill and coal mining sources.

The energy potential of this material will contribute 13,297 kilowatt hours of renewable energy (green electricity) which would power two homes* for one year.

*Based on average NSW & ACT household energy use of 6,450 kilowatt hours of electricity per year.
2015 IAC MEMBERS

MICHAEL BENNETT (CHAIR)
Chief Operating Officer
HTN Sydney

DAVID DIXON
Human Resources & Workforce Consultant

SHARON HANNAFORD
Managing Director
Limetree Consulting

SUSAN METCALF
Exec Director Social Ventures Australia

SCOTT PHILLIPS
General Manager
Sutherland Shire Council

ALISON WOOD
Director
The Northern Sydney Institute – TAFE NSW

BRENDA CLEAVER
Chief Operating Officer
The Northern Sydney Institute – TAFE NSW
(in attendance)

2015 EXECUTIVE MEMBERS

ALISON WOOD
Institute Director

BRENDA CLEAVER
Chief Operating Officer

DEREK POLA
Director Information Technology,
Media and Business Faculty

DIANA KHABBAZ
Director Technology

ELIZABETH SMITH
Director Tourism, Hospitality and Horticulture Faculty

ELIZABETH WEBB
Director Health and Community Services Faculty

GLENN WILLIAMSON
Director Construction and Engineering Faculty

HUGH GREENOUGH
Director Campus Services

KARL KING
Director Sales and Customer Experience
(to 22 November 2015)

SEAN COOKSON
Director Sales and Customer Experience
(from 23 November 2015)

KEVIN KELLER
Director Foundation Education (to 14 August 2015)

HELEN COSGROVE
Director Foundation Education (from 15 August 2015)

MEREDITH MELVILLE-JONES
Director Bradfield Senior College

RICHARD GRIFFITHS
Director People and Culture

WILLIAM YAN
Chief Financial Officer