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In 2013 North Coast TAFE embarked on a two year Transition Plan to meet the challenges of a more competitive, open training marketplace from 2015.

Shaped by the NSW Government’s desire for VET reform under Smart and Skilled, by the transformative impact of technology and by changing customer expectations, the Transition Plan has enabled North Coast TAFE to sharpen our business.

The year’s work focused on 2 goals:

- defending our traditional business by putting the customer more firmly at the centre
- growing new opportunities through innovative learning partnerships and business models.

Every aspect of our business has been under the microscope. While there is still a lot to do, this report is an opportunity to reflect on what has been achieved so far.

We are now more responsive to the rapidly changing needs of our learners and employers. We have consolidated our strengths in existing markets and entered new relationships with strategic partners to move into new markets.

Investment in new ventures during 2013 has delivered growth outside our own footprint. 2013 saw the launch of:

- one of North Coast TAFE’s new online brands, TAFEnow
- the Aboriginal Learning Circle alliance with four other TAFE NSW Institutes
- a strategic co-operation agreement with Open Colleges.

Despite the volatility of the year, teaching staff stayed focused on the core quality matter of assessment and our “best in the nation” customer satisfaction ratings attest to that:

- 94% of employers expressed satisfaction with teachers’ knowledge and experience, 92% would recommend our training and 90% were satisfied with the work readiness of our graduates
- 97% of students would recommend us to others and expressed satisfaction with teacher currency, 96% were satisfied with the support they received during their time with us and with their overall experience.

This report celebrates our customers, partners and staff who’ve come with us as we’ve moved into a new way of working.

Elizabeth McGregor
Institute Director
The North Coast TAFE Institute Council in 2013 comprised eight community and industry representatives, a higher education representative, a student representative and a staff representative, all appointed by the NSW Minister for Education and Training. The purpose of the Council is to assist North Coast TAFE to improve its services and raise its profile throughout our region. The Council reviews and monitors North Coast TAFE’s performance and draws on its networks to provide input and advice on regional training and skills priorities. I am pleased to commend this report to you.

Warren Grimshaw AM
Chair, Institute Council

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warren Grimshaw AM</td>
<td>Chair, Community Representative</td>
<td>Former Executive Director, Coffs Harbour Education Campus</td>
</tr>
<tr>
<td>Rashmere Bhatti</td>
<td>Community Representative</td>
<td>Coordinator, Woolgoolga Neighbourhood Centre</td>
</tr>
<tr>
<td>Mark Diem</td>
<td>Staff Representative</td>
<td>Head Teacher – Tourism &amp; Hospitality Coffs Harbour Education Campus</td>
</tr>
<tr>
<td>Bob Howarth</td>
<td>Industry Representative</td>
<td>Human Resources Manager, Wingham Beef</td>
</tr>
<tr>
<td>Dean Irvine</td>
<td>Industry Representative</td>
<td>Irvines Jewellers, Kempsey</td>
</tr>
<tr>
<td>Rod Macpherson</td>
<td>Industry Representative</td>
<td>Business Consultant, HR &amp; People Matters, Coffs Harbour</td>
</tr>
<tr>
<td>Judy Radich</td>
<td>Industry Representative</td>
<td>Manager, Cooloon Children’s Centre, Tweed Heads</td>
</tr>
<tr>
<td>Ian Tiley</td>
<td>Community Representative</td>
<td>Chair, Northern Rivers Regional Development and Councillor, Clarence Valley Council</td>
</tr>
<tr>
<td>Alan Turvey</td>
<td>Industry Representative</td>
<td>Group Manager, Training Services, Essential Energy</td>
</tr>
<tr>
<td>Melanie Williams</td>
<td>Student Representative</td>
<td>Information Technology student, Coffs Harbour Education Campus</td>
</tr>
<tr>
<td>Rosie Wickert</td>
<td>Higher Education Representative</td>
<td>Southern Cross University, Coffs Harbour (retired)</td>
</tr>
<tr>
<td>Elizabeth McGregor</td>
<td>Ex-officio</td>
<td>Institute Director, North Coast TAFE</td>
</tr>
<tr>
<td>Joy Corben</td>
<td>Executive Officer</td>
<td>Director of TAFE Services – Corporate Relations &amp; Communications, North Coast TAFE</td>
</tr>
</tbody>
</table>
### North Coast TAFE – 2013 Performance Agreement Report

#### Institute Core ASH Targets/ or enrolments

<table>
<thead>
<tr>
<th></th>
<th>2010 Result</th>
<th>2011 Result</th>
<th>2012 Result</th>
<th>Target 2013</th>
<th>2013 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Core ASH (includes Fine Arts in years 2010 - 2012)</td>
<td>5,937,371</td>
<td>5,986,996</td>
<td>5,970,263</td>
<td>5,239,818</td>
<td>5,226,948</td>
</tr>
<tr>
<td>2 Core Enrolments (excludes Fine Arts in years 2010 - 2012)</td>
<td>23,870</td>
<td>23,704</td>
<td>22,316</td>
<td>22,158</td>
<td>21,968</td>
</tr>
</tbody>
</table>

#### Institute Performance Targets

1. **New Core funded enrolments in AQF Certificate III to Advanced Diploma**
   - a for all students: 8,459 (2013 Result: 9,381)
   - b for Aboriginal students: 685 (2013 Result: 829)
   - c for young people 15-24 years: 3,684 (2013 Result: 3,912)
   - d people with a disability: 1,048 (2013 Result: 1,174)

2. **New non Core funded enrolments in AQF Certificate III to Advanced Diploma**
   - a for all students: 4,833 (2013 Result: 6,300)
   - b for Aboriginal students: 307 (2013 Result: 480)
   - c for young people 15-24 years: 1,491 (2013 Result: 2,337)
   - d people with a disability: 311 (2013 Result: 346)

3. **Core funded enrolments in AQF Certificate II to Advanced Diploma**
   - 16,140 (2013 Result: 16,627)

4. **Non Core funded enrolments in AQF Certificate II to Advanced Diploma**
   - 10,112 (2013 Result: 13,950)

5. **Course completions at AQF Certificate III and above**
   - a for all students: 6,035 (2013 Result: 6,656)
   - b for Aboriginal students: 229 (2013 Result: 392)
   - c for young people 15-24 years: 2,979 (2013 Result: 2,412)
   - d people with a disability: 458 (2013 Result: 564)

6. **Unit/module completion rates**
   - a for all students: 80.40% (2013 Result: 81.81%)
   - b for Aboriginal students: 65.40% (2013 Result: 69.17%)

7. **Apprenticeships**
   - a Commencements: 6.15% (2013 Result: 6.25%)
   - b Regional Commencements NC STS Region: 80% (2013 Result: 85.30%)
   - c Completions: 763 (2013 Result: 763)

8. **Enrolment in Skill Priority areas**
   - tba (2013 Result: tba)

9. **Higher Education: enrolments in Associate Degrees and above**
   - a for all students: progress 0
   - a for Aboriginal students: progress 0

10. **% of ASH achieved through RPL**
    - 4.46% (2013 Result: 5.43%)

11. **ASH achieved through workplace/employment based delivery**
    - 9.14% (2013 Result: 18.67%)

12. **NCVER TAFE NSW graduates satisfied with overall quality of TAFE training**
    - na (2013 Result: 90.30%)

13. **NCVER TAFE NSW graduates employed after training**
    - 70.70% (2013 Result: 69.20%)

14. **Business revenue as % of total funding with revenue reported for: (Fin. Yr.)**
    - b. Contestable: na (2013 Result: 11.31%)
Key performance indicators charter success outcomes – highlights

Customers at the centre of everything we do
- learners overall satisfaction increased to 96% (up from 89.9% in 2012)
- Students’ satisfaction with support increased to 96.50% (up from 94.54% in 2012)

Jobs, career opportunities, skills and qualifications for learners
- Employers’ satisfaction with employee work readiness increased to 89.70% (up from 87.9% in 2012)
- Completions in Certificate III and above by Aboriginal participants increased to 392 (up from 373 in 2012)

Workforce development and business improvement for employers
- 94% of employers said the training was an effective investment
- On the job delivery of training increased to 18.67% (up from 15.29% in 2012)
- North Coast TAFE’s share of the region’s traineeship market increased to 36.35% (up from 30.54% in 2012 and its share of apprenticeships was 84.08% (up from 82.52% in 2012)

Socio-economic and cultural capacity for communities
- The percentage of students participating in Green Skills training increased to 19% (up from 16% in 2012)

Responsible stewardship of our resources
- North Coast TAFE’s energy consumption was reduced by 18 MJ/m2 (down from 192 MJ/m2 to 174 MJ/m2 in 2013)
- Student satisfaction with teacher currency stayed steady at 97.3% (97.17% in 2012)
- Employer satisfaction with teachers’ knowledge and experience of industry increased to 93.8% (up from 92.5% in 2012)
Preliminary work in late 2012 involving our Executive, our staff and external advisors led to a Transition Plan for 2013-2014.

The strategic approach behind the Plan was based on the fundamental agreement that, given changes in customer behaviour, competitor behaviour and government funding, North Coast TAFE needed new organisational capabilities and new business models to achieve growth in our business as well as retention of our existing business.

The Transition Plan was designed to:
- move us into a radically different operating environment
- guide us from where we were in 2012 to where we need to be by the end of 2014
- outline the changes we needed to make to our current strategies and operations
- set achievable revenue targets to be viable, and
- provide a map for the organisation to ensure we all head in the same direction.

<table>
<thead>
<tr>
<th>CHARTER INTENT</th>
<th>BUSINESS GOALS</th>
<th>KEY TRANSFORMATIONAL STRATEGIES</th>
<th>BUSINESS RESULTS</th>
<th>STRATEGIC ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUALITY SERVICES</td>
<td>Retain revenue and market share for things we’re known for and retract where needed</td>
<td>Meet the specific and changing needs of learners and employers by engaging them in designing and re-designing services that wow them</td>
<td>Learner &amp; employer satisfaction</td>
<td>ACTION 1 Invest in a ‘New Ventures’ space to drive the development of innovative business models</td>
</tr>
<tr>
<td>INNOVATIVE PARTNERSHIPS &amp; BUSINESS MODELS</td>
<td>Re-design our organisation so that we can generate new business models that surprise our competitors</td>
<td></td>
<td>Market &amp; revenue retention</td>
<td>ACTION 2 Support all of us to learn how to engage customers in designing solutions to their specific and changing needs</td>
</tr>
</tbody>
</table>
| TECHNOLOGY FOR SUSTAINABILITY | Grow revenue and market share by becoming known for new things | Invest in technological capabilities that transform how we engage with customers and do our work | Improved yield | ACTION 3 Design and execute inter-connected strategic projects that position us competitively:
- Technology Strategy to mobilise delivery, customer service, and marketing/PR
- Operating models that
  - make it easy for customers to choose us
  - help staff to create superior, contemporary experiences for our learners and employers
  - give us efficiencies that make us more streamlined and competitive
- Finance Strategy to ensure viability against new competitive pressures and new performance metrics
- Marketing strategy to build and sustain competitive advantage and market leadership
- Asset strategy to maximise usage and ensure they are fit for purpose |
| PEOPLE | Develop a diverse, healthy and future oriented workforce willing to disrupt unhelpful practices and try new ones | | Employee engagement | ACTION 4 Invest in an Organisational Development Strategy that stimulates strong internal networks, communication and trust to develop shared purpose and to tackle intractable problems |

Our transition plan
In 2013, North Coast TAFE enrolled 46,361 learners and increased access to personalised, flexible learning options for students. More partnerships with business and industry and extensive workplace delivery provided greater access for individuals and employers and communities across the North Coast.

<table>
<thead>
<tr>
<th>Success Outcome</th>
<th>Key Performance Indicators</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers at the centre of everything we do</td>
<td>Learners’ overall satisfaction</td>
<td>&gt;90%</td>
<td>96.0%</td>
</tr>
<tr>
<td></td>
<td>Employers’ overall satisfaction</td>
<td>&gt;90%</td>
<td>91.3%</td>
</tr>
<tr>
<td></td>
<td>Employers’ satisfaction with flexibility</td>
<td>&gt;90%</td>
<td>91.4%</td>
</tr>
<tr>
<td></td>
<td>Students’ satisfaction with support</td>
<td>&gt;90%</td>
<td>96.5%</td>
</tr>
</tbody>
</table>

North Coast TAFE used the Australian Quality Training Framework (AQTF) National Quality Indicators to survey students and employers about their experiences in 2013. The results show consistently high levels in achieving key success outcomes in our Charter.

**Learner Survey Responses**

<table>
<thead>
<tr>
<th>Statement</th>
<th>% of learners who agreed with the statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am satisfied with the training</td>
<td>96%</td>
</tr>
<tr>
<td>I would recommend the training to others</td>
<td>97%</td>
</tr>
<tr>
<td>I would recommend the training organisation to others</td>
<td>97%</td>
</tr>
<tr>
<td>The training focused on relevant skills</td>
<td>97%</td>
</tr>
<tr>
<td>The training prepared me well for work</td>
<td>94%</td>
</tr>
<tr>
<td>The training had a good mix of theory and practice</td>
<td>93%</td>
</tr>
<tr>
<td>I developed the skills expected from this training</td>
<td>97%</td>
</tr>
</tbody>
</table>

(Source: North Coast TAFE 2013 AQTF Quality Indicators Student Engagement Survey)

**Employer Survey Responses**

<table>
<thead>
<tr>
<th>Statement</th>
<th>% of learners who agreed with the statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training organisation was flexible enough to meet our needs</td>
<td>91%</td>
</tr>
<tr>
<td>The training organisation provided good support for workplace training and assessment</td>
<td>93%</td>
</tr>
<tr>
<td>Overall, we are satisfied with the training</td>
<td>91%</td>
</tr>
<tr>
<td>We would recommend the training organisation to others</td>
<td>95%</td>
</tr>
<tr>
<td>We would recommend the training to others</td>
<td>92%</td>
</tr>
<tr>
<td>Trainers were effective in their teaching</td>
<td>95%</td>
</tr>
<tr>
<td>The training was an effective investment</td>
<td>94%</td>
</tr>
<tr>
<td>Trainers were able to relate material to the workplace</td>
<td>92%</td>
</tr>
</tbody>
</table>

(Source: North Coast TAFE 2013 AQTF Quality Indicators Employer Satisfaction Survey)
Customers at the centre of everything we do

Quality assessment: Learners’ satisfaction in our assessment processes improved from last year, for example:

- Provision of useful feedback on assessments: 94.3% (up on 93.1% in 2012)
- Assessments were based on realistic activities: 95.9% (up on 95.3% in 2012)
- The assessment was a fair test of skills and knowledge: 96.9% (up on 96.4% in 2012)

National benchmarks: Additionally, the 2013 Student Outcomes Survey conducted by the National Centre for Vocational Education and Research targeted students who completed recognised vocational training in the previous year. In key areas of this survey, North Coast TAFE was among the best in class, performing well above state and national averages.

Key results included:

- 90.3% of North Coast TAFE graduates were satisfied with the overall quality of their training - higher than the state average (88.9%) and higher than the national average for all providers (87.3%)
- 93.4% were satisfied with assessment - higher than the state average (90.1%) and higher than the national average for all providers (89.0%)
- 85.8% were employed or in further study after training
- 83.9% of North Coast TAFE graduates ‘fully or partly achieving their main reason for doing the training’

We are highly accessible

Communities, business and industries on the North Coast and beyond were able to access a wide range of courses, resources, technology, services, staff and facilities in 2013. Enrolments once again topped 46,000 and access to learning online and on the job increased further. The percentage of units delivered in the workplace rose from 13.56% in 2012 to 18.67% in 2013 and electronic delivery rose by just over 8% on 2012 levels.

<table>
<thead>
<tr>
<th>Statement</th>
<th>% of learners who agreed with the statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training resources were available when I needed them</td>
<td>96%</td>
</tr>
</tbody>
</table>

(Source: North Coast TAFE 2013 AQTF Quality Indicators Student Engagement Survey)

In 2013, North Coast TAFE continued to invest in initiatives, projects and technologies to help improve accessibility for learners:

Financial support: Students had increased access to support in paying fees, with North Coast TAFE trialling a payment plan option called ‘Debit Success’. The take up of VET-FEE HELP by North Coast TAFE students was the second highest of all TAFE NSW Institutes.

Echo 360 technology: this software provides learners more personalised access before, during and after classes. Teachers can record and upload classes, demonstrations and other material for learners to access at their convenience. A dashboard enables teachers to track individual learner progress, and practical assessments can be uploaded easily by students from home.
Clinical Educator of the Year combines work and study

Medical Education Officer, Lynne Denby, with junior doctors from The Alfred who nominated her as Clinical Educator of the Year

When Lynne Denby, Medical Education Officer at Melbourne’s The Alfred Hospital, was looking to improve her job performance and that of the staff she manages, she enrolled in North Coast TAFE’s Diploma of Management as an online student.

Working six days a week and responsible for the complete training, mentoring and well-being of the hospital’s junior medical staff, Ms Denby found online study ideal.

“I couldn’t afford the time to attend a course face to face, so it really suits me to log on, download the work and do it whenever I could. You get plenty of feedback and encouragement so North Coast TAFE was the right choice for me.”

Industry peers acknowledged Ms Denby’s professionalism with the Clinical Educator of the Year Award, a national award recognising an individual who has made a significant difference to doctor training.

Administration workers fill skills gap on fast-track

Business teacher, Toni Shannon, with ‘Tracks to Success’ students Raelene Davis, Tania Clarke, Kerry Delaforce, Karen Maxwell and Robyn Bar

The ‘Tracks to Success in Business’ course, which was trialled at Kempsey Campus, hit the mark with local employees, allowing people employed in administrative roles to have their skills recognised in a formal way.

The course was designed to meet the needs of people who have unfinished or incomplete business qualifications and for experienced workers who have strong business skills but no formal qualifications.

Debbie Kennington, North Coast TAFE’s Head Teacher of Business, said the participants’ skills were assessed in relation to the national criteria to identify areas of competency and to identify any gaps in their learning.

“Course facilitators work with each student to develop a personal learning plan including flexible delivery and workplace assessment.”

Heavy vehicle assessment team hits the road

Heavy Vehicles trainer/assessor, Wayne Kercher, travelled over 28,000 kilometres in 2013 to conduct onsite assessments

Stage 2 and 3 apprentices in Heavy Vehicles throughout the North Coast were able to access their trainer/assessor on the job, thanks to North Coast TAFE’s mobile heavy vehicle assessment team.

In 2013, the assessors travelled over 28,000 kilometres to conduct onsite assessments at 50 workplaces with 17 apprentices achieving competency in that time.
Customers at the centre of everything we do

Improved access to student services

The new open plan student services centre at Ballina TAFE Campus

Customer Service facilities in a number of campuses were redesigned and refurbished in 2013 to give students more direct access to support staff and resources.

Ballina and Taree Campuses were the first to create open plan student service centres.

Online resources for pharmacy students

2013 trainee, Amanda Mather, learning in her workplace using ‘augmented reality’ software on a smart phone

Students studying Community Pharmacy through North Coast TAFE in 2013 were able to access a suite of innovative technological resources to help them learn at their own pace and at their own place.

Unique ‘augmented reality’ software was adapted to allow video-based training via mobile devices, such as tablets and smartphones. An online Community Pharmacy Course using Moodle was launched with social media employed as a further communication and education platform.

E-learning tool meets retail students’ unique needs

Retail Teacher, Debbie Poulson at the launch of Merchandising Games (photo courtesy of Manning River Times)

Students with a disability studying Retail at Taree Campus benefited from industry consultation and e-learning in 2013. After consultation between Breakthru Employment Services, Wingham and Forster High Schools and the Disability Consultant at Taree Campus, a pilot training program was developed and implemented in the Certificate II Retail course.

The course was developed around each student’s individual needs, and was designed to allow plenty of practice of the skills being learned.

A visual learning app called Merchandising Games introduced students to the basics of merchandising, which they then practised in a hands-on merchandising environment.
We meet industry’s needs

In 2013, North Coast TAFE staff connected regularly with employers and industry groups so that they could develop customised training and delivery models to meet specific customer needs.

Employer Survey Responses

<table>
<thead>
<tr>
<th>Statement</th>
<th>% of employers who agreed with the statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training organisation developed customised programs</td>
<td>86%</td>
</tr>
<tr>
<td>We would recommend the training to others</td>
<td>91%</td>
</tr>
<tr>
<td>The training was an effective investment</td>
<td>92%</td>
</tr>
<tr>
<td>Trainers were able to relate material to the workplace</td>
<td>94%</td>
</tr>
</tbody>
</table>

(Source: North Coast TAFE 2013 AQTF Quality Indicators Employer Satisfaction Survey)

Aged care and construction industries benefit from collaboration

Some of the participants in the Bringing it all Together program at Macleay Valley House Aged Care Facility in Frederickton

The ‘Bringing it all Together’ program helped develop skills in Aged Care across the region and was a highly successful collaboration between Industry, Job Services Providers, Australian Apprenticeship Centres, State Training Services, the Community Services Industry Skills Council and North Coast TAFE.

Over 500 participants (including existing employees and job seekers) benefited from the collaboration:

- 73 participants trained in 5 units of the Certificate III in Aged Care Work qualification as part of the New Entrant Pre-Vocational Program from Coffs Harbour, Nambucca Heads, Frederickton, Port Macquarie/Hastings and Taree
- 48 New Entrant traineeships commenced with 11 aged care employers between Coffs Harbour and Taree
- 179 workers were educated under the “Supporting a Professional Aged Care Workforce” and “Aged Care Workforce Vocational Education and Training” programs
- 204 job seekers gained direct employment outcomes including 154 jobseekers being employed locally by six Mid North Coast aged care employers
- Two job seekers were employed in other sectors following participation in the New Entrant Program
- 77 work experience opportunities were provided via the New Entrant Pre-vocational Programs throughout the Mid-North Coast
- 256 existing staff members up-skilled by participating in the program.

The ‘Kempsey Bypass Alliance’ project helped build civil construction skills and local employment during the 14.5km upgrade of the Pacific Highway. The collaboration, between Leighton Contractors, North Coast TAFE, the National Industry Skills Council for Resources & Infrastructure and MEGT as the Australian Apprenticeship Centre, also involved input from the Australian Society of Concrete Pavement.

42 employees gained the Certificate III in Civil Construction qualification within 18 months. An additional 23 employees received units of competency under the newly developed Concrete Paving Operations skill sets.
Customers at the centre of everything we do

TAFE helps pharmacy assistants meet new qualification requirements

North Coast TAFE delivered accredited training programs to help pharmacies meet new qualification requirements, which state that pharmacies must ensure relevant employees have completed, or are completing, their Certificate III or Certificate IV in Community Pharmacy.

Coffs Harbour TAFE Campus met this new industry need by harnessing the latest technology, using current pharmacy software and offering interactive learning options, such as step-by-step videos accessible on mobile phones.

Debbie Linden, Community Pharmacy Trainer who began work as a pharmacy assistant in 1989, said the Quality Care Pharmacy Program released by the Pharmacy Guild of Australia and the training provided by North Coast TAFE aimed to ensure customers received the best service, product advice and shopping experience.

Papuan training team learns from North Coast TAFE

North Coast TAFE’s flexible training in the automotive area attracted international attention from a group of representatives of Balai Latihan Kerja Industri (BLKI) visiting from Papua province, Indonesia.

Balai Latihan Kerja Industri translates to “place of industry training” and is the Papuan equivalent of TAFE. Head of Training and Teaching at BLKI, Tommy Isnandar, saw the visit as an opportunity to investigate how North Coast TAFE applied teaching and learning principles, given that North Coast TAFE was the major provider of automotive training in the region.

Manager of International Programs, Gillian Gray, welcomed the opportunity to showcase the flexible delivery model that operates from Wollongbar Campus. “The individual learning programs delivered in the light vehicle area were of great interest to the delegation - particularly how these could be applied in Papua.”

Unique TAFE/industry partnership creates opportunities

North Coast TAFE partnered with Aanuka and Opal Cove resorts, CHESS Employment and NSW State Training Services to meet a specific industry challenge: finding and retaining reliable, properly trained staff.

General Manager of Aanuka Resort Mr Graham Oliver said, “We could see it would benefit both our industry in finding people with the skills we require, and the participants, in giving them an opportunity to find employment locally.”

As a result, a group of students completed a Specialised Skills Set course in Housekeeping, with most students successful in securing local employment.
More students design how their learning happens

In 2013, North Coast TAFE engaged with existing and prospective students, listened to their needs and developed new or different approaches to meet those needs.

**TAFEnow makes learning possible whenever, wherever you choose**

TAFEnow, North Coast TAFE’s online offering, was launched in 2013 in response to growing demand for self-directed learning.

Designed for people who want their studies to fit their lifestyle at a time that suits them, the online channel enables customers to set their own timetables, start a course within hours of enrolling, and study on their mobile phones or tablets.

Students work at their own pace with online teachers and support staff always ready to help with any educational or technical problems. Online courses involve interaction with teachers and other students via telephone, email, forums and chat groups.

TAFEnow was launched in December 2013 by the Honourable Chris Gulaptis MP at Grafton TAFE Campus, and by the Honourable Thomas George MP at the Murwillumbah TAFE Campus.

**Fast tracked study improves prospects for project management graduate**

Miranda Batten, from Geraldton, Western Australia, is a big believer in continuous learning. As a registered pharmacist, she has successfully completed a variety of qualifications to improve her job prospects; the latest, a Certificate IV in Project Management through North Coast TAFE.

When she chose TAFEnow, Ms Batten was looking for ‘experienced teachers, industry standard learning materials, 24/7 access and the ability to work at her own pace’. As Ms Batten was working part-time when she decided to study, she had the time, energy and motivation to commit to a regular study timetable and was able to complete the 12 month course in just two months.

Soon after completing her qualification Ms Batten was offered a new job as the Regional Clinical Practice Improvement Co-ordinator for the WA Country Health Service Midwest Region.

**Aboriginal Learning Circle guides learning design and delivery**

The Aboriginal Learning Circle – Illawarra, South Western Sydney, North Coast, New England, and Hunter Institutes working together

In 2013 North Coast TAFE led an initiative that culminated in the establishment of the Aboriginal Learning Circle, an alliance among five TAFE NSW Institutes designed to deliver customised TAFE services and learning solutions to Aboriginal learners in a culturally appropriate way.

The fundamental principle of the Aboriginal Learning Circle is recognising and respecting the wisdom, life experience and strength of Aboriginal people, and taking that as the starting point in designing learning for them.

The Aboriginal Learning Circle builds connections among elders, young people, communities, educators, employers, schools and other partners to design the delivery process and to ensure that there is a wider and more diverse choice of culturally appropriate learning for Aboriginal communities.


**Growth in flexible teaching and personalised support**

North Coast TAFE has continued to grow in flexibility. There have been significant increases in enrolments via electronic delivery and simulated workplaces, and new initiatives to provide support to learners that was specific to their needs.

<table>
<thead>
<tr>
<th>Statement</th>
<th>% of learners who agreed with the statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training was flexible enough to meet my needs</td>
<td>96%</td>
</tr>
<tr>
<td>The training organisation had a range of services to support learners</td>
<td>97%</td>
</tr>
</tbody>
</table>

(Source: North Coast TAFE 2013 AQTF Quality Indicator Student Engagement Survey)

The percentage of units delivered in the workplace has increased steadily from 2.43% in 2006 to 19.16% in 2013. This increase reflects North Coast TAFE’s continued commitment to meeting the needs of employers and industry through delivery in the workplace.

**Personalised Learning and Employment Support (PLES)**

Under the 2013 Personalised Learning and Employment Support (PLES) program, Language Literacy and Numeracy teachers worked closely with vocational teachers to ensure students had personalised support plans to help them complete their courses and gain employment.

**Skills Locker**

Skills Locker is a user-friendly technology, implemented in 2013 to help make Recognised Prior Learning and assessment more accessible for customers. It allows students to easily capture and provide evidence of their learning and skills – anytime, anywhere, on any device. Work samples can be captured instantaneously, electronically verified by an employer or supervisor on the spot and sent to the teacher for review.

**Mentoring support sees TAFE students succeed**

**TAFE commercial cookery apprentices Alexx Marshall and Adon Triplet with mentor/teacher Roz Crouch**

Young commercial cookery students and apprentices, Alexx Marshall and Adon Triplet, were just two of many students who benefited from North Coast TAFE’s ability to provide intensive tutorial support and mentoring during their studies.

The students teamed up with hospitality teacher and mentor, Roz Crouch, who said the study load becomes intense during the third year of the course. “With a couple of extra hours each week, these guys are now among the top students, and have just successfully completed their Certificate III”.

“They are so much more confident now, with Alexx well on the way to successfully completing his apprenticeship at No.2 Oak Street Restaurant in Bellingen, and Adon at Urban Express Restaurant on the Coffs Jetty strip” said Ms Crouch.

**Work experience leads to employment and qualification**

**Nardia Pidcock and Hayley Gollan at City Toyota, Lismore**

After participating in the Lismore TAFE Campus work experience program, Business Administration student Hayley Gollan secured full-time employment with City Toyota in Lismore and began working as a Concierge while continuing with her studies.

“The teachers have been really supportive as they have allowed me to finish my Business Administration certificate by flexible delivery so I could start working full-time straight away,” Ms Gollan said.

Nardia Pidcock, stock controller and supervisor at City Toyota, said the work experience program was of benefit to the business in many ways. “It gives us access to a pool of trained people for future recruitment which saves us time and money. There are always things that need to be done and the students are eager to lend a hand and really light up the workplace.”
North Coast TAFE worked with students, employers and education partners to assist students in 2013 to gain employment, further their careers or move on to further study after training - an important contribution to prosperity and sustainability in North Coast communities.

### Success Outcome

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates employed or in further study after training</td>
<td>increase</td>
<td>85.8%</td>
</tr>
<tr>
<td>Number of qualification and skill set completions at higher level</td>
<td>6,140</td>
<td>6,656</td>
</tr>
<tr>
<td>Employers’ satisfaction with employee work readiness</td>
<td>&gt;90%</td>
<td>89.7%</td>
</tr>
<tr>
<td>Increased higher level completions for Aboriginal participants</td>
<td>increase</td>
<td>392</td>
</tr>
</tbody>
</table>

### Our students get jobs or further their careers

Among employed North Coast TAFE graduates in 2013, 81.9% reported that their training was relevant to their current job.

In addition, 77.5% reported receiving at least one job-related benefit after training (up from 75.4% in 2012), and 19.6% reported that they were employed at a higher skill level (up from 15.1% in 2012).

37.4% of graduates enrolled in further study after they graduated, which was 2.8% higher than the national results for all VET providers in 2013.

Overall, 85.8% of graduates were employed or in further study after training.

More than a third of those unemployed before they studied with North Coast TAFE gained employment after training.

### Coffs student lands dream job

**Hannah Caba**

After completing her Advanced Diploma in Tourism at Coffs Harbour Education Campus, TAFE student Hannah Caba, landed a great position with Tiger Airways.

Ms Caba said the course provided her with a good look at all the opportunities in the tourism industry and helped her decide to pursue a career in the airline industry. “The TAFE tourism course is what got me here.”

Ms Caba was excited to be part of the special celebrations to mark Tiger’s first flight into Coffs Harbour in February. Her first ‘real’ day on the job involved greeting the first of Tiger’s passengers arriving in Coffs Harbour, following a hectic week of training in Sydney.
Tourism students flying high

Two tourism students took advantage of unique employment opportunities after completing their studies at Wollongbar campus.

After gaining her Diploma of Tourism, Rebecca Grill headed to Florida on a 6-month Cultural Student Exchange Summer Work Program at Disney World to work as a lifeguard.

“TAFE is great as I’ve learnt how to ask questions, think for myself and got lots of support and encouragement from the teachers.”

In addition, Joanna Law was employed by Jetstar as a cabin crew member servicing domestic flights all over Australia. “As well as studying the Tourism Diploma, I did the Aviation Certificate which provided industry knowledge and background and that really helped me through the whole application process. The teachers have been a really positive influence on me.”

Rewarding jobs for information technology specialists

Many young local professionals in the Manning Valley – like Aaron Beard at Knowledge Systems, Chris Leech at Taree Communications, and Dane Potter at Computers and Things – graduated from Taree TAFE Campus and moved into rewarding local IT jobs. Others found jobs with internet service providers – for example, 2012 graduate Tim Callow was employed in 2013 by iPrimus in Perth.

Information Technology teacher at TAFE Taree Campus, James Jackson, said “Information technology is one of the few areas where you can be assured of a well-paid job, regardless of whether you are working in the country or the city. It’s an exciting field where no two days are the same, because technology changes so rapidly.”

Living the dream on the racing circuit

The dreams of Thomas Rann, who studied at Wollongbar and Murwillumbah TAFE Campuses, came true with a position in the pit crew of the Ford Performance Racing travelling team in 2013 while completing the fourth and final year of his apprenticeship.

As part of the pit crew, Mr Rann contributed to the success of the Ford V8 Supercars at the Bathurst 1000 and the Gold Coast 600. “Being at the podium, deafened by the chant of the crowd and sprayed by the winner’s champagne are moments my team mates have spent years working towards. For me this experience was fast tracked and is mind blowing.”

Thomas applied for the prestigious Telstra Racing Recruit Series while studying Automotive Mechanical Technology with North Coast TAFE. His role on the track is in driver assistance and tyre maintenance, which are both high pressure positions that involve liaising with engineers to initiate calculated adjustments which enhance the speed of the car.
**Mature age student works her way up**

Esther Bemrose, from Kingscliff, decided it was time to return to the workforce after being a stay-at-home mother for many years. She had previously worked as a dental nurse and recognised that she needed to obtain a qualification to increase opportunities for employment.

Ms Bemrose completed a Certificate III in Health Services Assistance part-time at Kingscliff Campus, finding that the timetable for the course “fitted in perfectly with family commitments” and that the training and facilities made her confident with the skills she had acquired.

Ms Bemrose obtained a casual position as Patient Care Assistant at John Flynn Hospital, and then worked her way up to a permanent part-time position in Day Surgery. She plans to return to her studies to become a qualified Registered Nurse. “As a mature aged student I have definitely found I am more focused and have a passion to achieve.”

**Electrotechnology summer school sparks careers**

Electrotechnology students who undertook a summer school at Port Macquarie TAFE Campus fast-tracked their studies with up to six months credit and gained a real advantage. Most graduates were successful in securing an apprenticeship.

Graduate, West Thomas, was offered a position with a local electrician before he had even finished the summer school. “He was happy to have me finish the program, as it made it easier for him to instruct me on the work site. I have now completed my apprenticeship and graduated as a fully qualified electrician and I couldn’t be happier.”

Rex Davies, Electrotechnology Head Teacher at the Port Macquarie TAFE Campus, said the summer school provided an excellent way for students to find out if they are suited to the trade. “It also allows students to demonstrate to a prospective employer that they can be successful in this course.”
More students complete higher level skill sets and tertiary qualifications

North Coast TAFE continued to record above-target completions in higher level skills and qualifications in 2013, with over 6,600 completions in Certificate III courses and above. There was also an increase in the number of pathway programs into university degrees.

<table>
<thead>
<tr>
<th>Award Level</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma and above</td>
<td>472</td>
<td>665</td>
<td>858</td>
<td>1,017</td>
<td>1,022</td>
<td></td>
</tr>
<tr>
<td>Certificate IV</td>
<td>1,635</td>
<td>1,858</td>
<td>1,837</td>
<td>2,018</td>
<td>1,897</td>
<td></td>
</tr>
<tr>
<td>Certificate III</td>
<td>3,145</td>
<td>3,512</td>
<td>3,336</td>
<td>3,675</td>
<td>3,737</td>
<td></td>
</tr>
<tr>
<td>Total Certificate III and above</td>
<td>5,250</td>
<td>6,033</td>
<td>6,031</td>
<td>6,710</td>
<td>6,140</td>
<td>6,656</td>
</tr>
</tbody>
</table>

North Coast TAFE worked closely in 2013 with a number of universities to collaboratively develop pathways and support for TAFE graduates, including:

- with Charles Sturt University to partner in the delivery of the Associate Degree Education (Birth to 5 years) through a supported distance program for Diploma graduates
- establishing formal credit arrangements with Flinders University for Certificate IV in Teaching English to Speakers of Other Languages (TESOL) into the Graduate Certificate TESOL (our graduates receive 50% course credit)
- ongoing planning for support and delivery of the Southern Cross University College Associate Degrees in Business and Allied Health

As part of its Higher Education Strategy, North Coast TAFE developed an integrated marketing plan to promote our higher education programs, pathways and partnerships.

Award winning student gets down to business

Kingscliff student, Tara McGhee, is fast tracking her Bachelor of Business at Southern Cross University, which she is studying part time online, thanks to credit gained from a Diploma of Business Administration from North Coast TAFE. Her goal was always to study at university and now she will achieve her degree in four years instead of six. Ms McGhee is majoring in Human Resources, whilst working in Associate Recruitment with JHA Recreation & Staff ‘@’ Work in Byron Bay.

Ms McGhee completed her Diploma of Business Administration in 2012 and gained the Institute-wide Student Achievement Award for the Business Faculty as well as the North Coast Regional Training Award for Vocational Student of the Year.
Community Services students Marette Smith and Emma Bull received hands-on experience as part of their assessment

A practical approach to training gave Port Macquarie TAFE Campus Community Services students, Marette Smith and Emma Bull, the opportunity to work on a high profile community project while on the pathway to university.

As part of their assessments, the students assisted with administrative operations for the White Ribbon Day Coastal Walk, which supports the world’s largest male-led movement to end men’s violence against women. Although the workload was challenging, the students said the positive awareness campaign provided them with experience and insight into connecting with the community.

The students will graduate with a Community Services degree, after completing their Certificate IV and Diploma level qualifications through a Port Macquarie TAFE Campus pathway program, which earns them up to 18 months towards a four year undergraduate degree with Charles Sturt University.

Sarah Condran’s work experience led to tertiary study

After Aboriginal student Sarah Condran completed her Year 10 work experience in a local childcare centre, she knew that was the career for her.

Sarah enrolled in, and completed, the Diploma of Children’s Services (Early Childhood Education and Care) at credit level in 2012, and was accepted into the dual degrees of Bachelor of Teaching (Primary)/ Bachelor of Early Childhood Studies at the University of Newcastle in 2013.
More disadvantaged learners complete programs and gain work

In 2013, North Coast TAFE continued to focus on providing greater access and options for disadvantaged students, with some significant initiatives to improve learning and employment outcomes for students with a disability, students facing financial difficulties and students from local Aboriginal and Torres Strait Islander communities.

<table>
<thead>
<tr>
<th>Aboriginal Enrolments</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma and above</td>
<td>92</td>
<td>121</td>
<td>169</td>
<td>241</td>
<td>269</td>
</tr>
<tr>
<td>AQF Certificate IV</td>
<td>247</td>
<td>383</td>
<td>297</td>
<td>345</td>
<td>402</td>
</tr>
<tr>
<td>AQF Certificate III</td>
<td>565</td>
<td>719</td>
<td>875</td>
<td>815</td>
<td>986</td>
</tr>
<tr>
<td>AQF Certificate II</td>
<td>674</td>
<td>1,056</td>
<td>1,127</td>
<td>1,211</td>
<td>1,450</td>
</tr>
</tbody>
</table>

North Coast TAFE built on its previous growth in the number of Aboriginal students enrolled in 2013. The proportion of Aboriginal students enrolled increased from 10% in 2012 to 10.5% in 2013, and there were steady increases in completions by Aboriginal learners in Certificate II and Certificate III courses, while completions in Diploma level qualifications matched the 2012 result.
In 2013, 5,585 students with a disability enrolled at North Coast TAFE, representing 12.6% of total enrolments in 2013, which was in line with previous years.

**North Coast TAFE - % of enrolments with a disability**

![Graph showing percentage of enrolments with a disability from 2007 to 2013]

**Programs increase employment for people with disabilities**

In 2013, North Coast TAFE successfully tendered for Federal Government funding through the National Disability Employment Initiative for a project that aimed to increase employment opportunities for people with disabilities in the Manning and Richmond Valleys.

The project involved extensive collaboration between North Coast TAFE, Disability Employment Services and employers in the Northern Rivers region and placed more than 20 people with a disability into employment.

Taree Campus ran ‘TradeAbility,’ a pre-apprenticeship program devised specifically for people with a disability. The program was funded through State Training Services and offered in partnership with Disability Employment Services and local employers who provided work placement.

**Passion pays off for event management student**

Award winner Kristy Pursch gained employment half an hour after finishing her Diploma of Events Management.

Originally from Fraser Island in Queensland, Kristy Pursch attended 13 different schools and didn’t complete Year 12.

After moving to the North Coast of NSW and completing the Open Foundation Course in 2007, Ms Pursch started a part-time university degree in Social Science, whilst running her own dance business.

In 2012, she followed her passion and switched to the Diploma of Events Management at Coffs Harbour Education Campus. As well as winning the Student Achievement Award in Tourism and Hospitality that year, Kristy also gained employment in a Coffs Harbour-based event management company – just 30 minutes after completing her Diploma.
Awards and employment for Wiradjuri student

Wiradjuri woman, Misty Ah-See, cared for five children in her community in Wauchope while studying her Certificate III in Community Services at Port Macquarie Campus. “Getting ready for TAFE each day was something I took pride in, because I was able to tell my children that, just like them, I was going to ‘school’ too.”

On completion of her qualification, she was successful in securing a position with Centrelink at the Smart Centre. “The skills I have learnt throughout the course will be seen as invaluable tools and hopefully make me a diligent and effective team member”.

Ms Ah-See went on to win the Aboriginal and Torres Strait Islander Student of the Year at the North Coast Regional NSW Training Awards.

Scholarship helps international student with studies

Kenyan-born Elijah Mureithi was nine years old when he lost his father due to kidney failure. His destitute mother couldn’t find work and had to put her four much-loved children into an orphanage.

Thanks to a chance meeting in 2010 with Australian Alan Noble, who was travelling with a fundraising mission in Kenya, 21-year-old Mr Mureithi was able to move to Harrington and to study accountancy at Taree TAFE.

He was awarded a $2,000 scholarship by TAFE North Coast’s International Services Unit, which helped pay for his studies.

Mr Mureithi completed his Certificate IV in Accounting in 2013, paving the way to study a Diploma and an Advanced Diploma in Accounting in 2014. His goal is to take over as breadwinner in his family, supporting his three sisters in their studies, so they too can improve their lives.

Student overcomes challenges to help others

Tim Thomas’ Community Services studies at Murwillumbah TAFE Campus paid off with a new job as a mentor with Lifestyle Solutions.

Mr Thomas, who was born with Cerebral Palsy, said his new role with Lifestyle Solutions involves providing support services to people with a disability. “My job will be to help them along the way as I’ve been there and done that. Like everyone else, I have challenges but mine are just more visible.”

With the credits gained from his TAFE Diploma, Mr Thomas will save one and a half years in the Bachelor of Social Welfare he is currently undertaking at Southern Cross University. He then hopes to complete a Master of Social Work.
North Coast TAFE worked with organisations and enterprises locally and nationally in 2013 to develop and implement cost-effective, sustainable workforce solutions aimed at improving business performance.

<table>
<thead>
<tr>
<th>Success Outcome</th>
<th>Key Performance Indicators</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce development and business improvement for employers</td>
<td>Employers’ satisfaction with customised services</td>
<td>&gt;80%</td>
<td>85.80%</td>
</tr>
<tr>
<td></td>
<td>On the job delivery</td>
<td>&gt;10%</td>
<td>18.67%</td>
</tr>
<tr>
<td></td>
<td>Share of region’s traineeship market</td>
<td>30%</td>
<td>36.35%</td>
</tr>
<tr>
<td></td>
<td>Share of region’s apprenticeship market</td>
<td>81%</td>
<td>84.08%</td>
</tr>
</tbody>
</table>

**More partnerships and relationships that deliver mutual benefit**

In 2013, North Coast TAFE continued to build relationships and partnerships in order to benefit industries, businesses and TAFE students. For example:

- A partnership was developed with the Wauchope Chamber of Commerce to develop a course, “Introduction to Governance.” This one-day program for members of boards across the Hastings region covers the process of contributing to board governance and being an effective board member.
- Since signing a Memorandum of Understanding in 2011, the Holiday Coast Credit Union has worked with North Coast TAFE to develop learning resources for their existing policies and procedures, design a number of customised short courses and train and assess Certificate III in Financial Services trainees.
- North Coast TAFE’s partnership with Open Colleges continued to grow in 2013. Open Colleges broke its own record for the highest sales for any new course following the introduction of North Coast TAFE’s Certificate IV in VET Nursing, with 117 enrolments recorded in the first two weeks.
- The Regional Economic Board (REB) was established to facilitate a strong partnership between local government and industry on the NSW Mid North Coast, with North Coast TAFE joining the board to represent the education industry. The REB aims to facilitate a collaborative approach to promoting local product and industry in a national and global market.
Business leaders receive Lean introduction

Local business leaders received a taste of the world’s best practice organisational improvement techniques through a ‘Foundations of Lean 6 Sigma Methods’ workshop held at Coffs Harbour Education Campus in November 2013.

Hosted by North Coast TAFE in partnership with Coffs Harbour City Council and Business Builders, a group of senior managers from WE Smith Engineering, Coffs Harbour City Council, AFL NSW and members of North Coast TAFE Executive got down to the fundamentals of organisational improvement.

Facilitator Phillip Chambers said the workshop was designed to give local business executives and senior managers an introduction to the concepts of Lean 6 Sigma. “This workshop will lead into future Higher Education units to be delivered by Coffs Harbour TAFE Campus Business section - something which would previously require attendance at out-of-town specialist workshops.”

Businesses offer courses through VET Australia

North Coast TAFE is in partnership with Holmesglen Institute of TAFE (Victoria) under the banner ‘VET Australia’, a national initiative designed to provide large enterprises and client groups with efficient and effective solutions to their workforce training service needs.

The partnership has worked with National Australia Bank (NAB) to deliver a unique web-based offering to NAB employees and customers. The offering consists of a suite of short online courses providing professional development and leisure and lifestyle learning for NAB’s small business customers, and to NAB employees and their families as part of the NAB Benefits Program.

Employees and customers access the courses through the NAB intranet, and are directed to the VET Australia-hosted webpages, badged with NAB branding. Students then choose from a menu of short low-cost courses, enrol, pay, complete the learning, receive an evaluation and print out a statement of completion – all online.
Responding to employers’ changing training needs and delivering service of a high standard continued to be a driving force at North Coast TAFE in 2013. The graph below shows some of the outcomes, with over 90% of employers expressing satisfaction with the training’s relevance and its effective integration into their organisation.

Employer satisfaction

<table>
<thead>
<tr>
<th>%</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>The training organisation developed customised programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training organisation provides good support for workplace training and assessment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training was effectively integrated into our organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trainers were able to relate material to the workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

North Coast TAFE instigated a number of new initiatives and partnerships in 2013, including:

- a relationship marketing approach for industry called TAFE Express, which involved Workforce Development Liaison Officers who worked closely with employers to provide a whole of business approach for their training needs
- being lead partner in a National Workforce Development Fund program with Nambucca Valley Care Inc. and the Community Services & Health Skills Council, delivering Certificates, Diplomas and Skill Sets for the Aged Care industry across the Hastings, Macleay, Nambucca and Bellinger Valleys, and Coffs Harbour.
- as part of the TAFE NSW project with NBNCo, working with contractors such as Silcar to identify workforce training requirements.

Training moves from campus to water craft

North Coast TAFE provided customised on-the-job delivery of Elevated Work Platforms and Confined Spaces training for Harwood Slipway/Marine, designed to maintain the business’s good safety record and to provide awareness and enhanced skills for existing workers. Harwood Slipway/Marine staff work in and around large water craft so the trainers used one of these large vessels that was actually on the slipway for repairs. This gave added value to the training as it provided real life, fit-for-purpose action learning for the participants. They were able to enter confined spaces within the vessel and use the company’s elevated work platforms to assess heights relating to their industry and workplace situation.
**Growth in market share of career builders, career switchers and workforce re-entrants**

North Coast TAFE increased its overall market share of the North Coast region’s apprentices and trainees from 41.1% in 2012 to 50% in 2013.

**North Coast TAFE Market Share of the North Coast Region’s Apprentices, Existing Workers, and New Entrant Trainees - 2008 to 2013**

<table>
<thead>
<tr>
<th>Year</th>
<th>Apprenticeship</th>
<th>EWT</th>
<th>NET</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>77.8%</td>
<td>15.2%</td>
<td>33.9%</td>
<td>40.4%</td>
</tr>
<tr>
<td>2009</td>
<td>79.7%</td>
<td>15.8%</td>
<td>35.3%</td>
<td>39.5%</td>
</tr>
<tr>
<td>2010</td>
<td>80.0%</td>
<td>17.6%</td>
<td>35.1%</td>
<td>41.9%</td>
</tr>
<tr>
<td>2011</td>
<td>82.8%</td>
<td>15.3%</td>
<td>33.6%</td>
<td>36.0%</td>
</tr>
<tr>
<td>2012</td>
<td>82.5%</td>
<td>17.7%</td>
<td>37.9%</td>
<td>41.1%</td>
</tr>
<tr>
<td>2013</td>
<td>85.3%</td>
<td>30.8%</td>
<td>39.8%</td>
<td>50.0%</td>
</tr>
</tbody>
</table>
Workforce development and business improvement for employers

Retraining led to new career

Cathy Baker, Client Service Officer in the Ageing and Disability Team at Manning Support Services

Cathy Baker had her own cleaning business but knew she had to retrain for a more secure future. She decided to study a Certificate IV in Community Services with Taree TAFE Education Campus in November 2013 and undertook a work placement at Manning Valley Support Services.

“As a mature age student you need support and there is great learner support at Taree TAFE Campus. I just want to say don’t be scared about starting a whole new career if you are older.”

A temporary position became available and Ms Baker applied, was successful and now has a full time position in Neighbour Aid and Respite at Manning Valley Support Services. “My goal was to become a financially independent woman. I am proud to say I have achieved it.”

Bricklayer builds foundation for nursing career

Barry Paulson was working as a bricklayer 12 years ago and struggling to find his next job. With job insecurity and a family to support, he decided it was time to change his career path.

Mr Paulson began his career in nursing initially by applying for a traineeship with Blue Care Kingscliff, Aged Care Facility. As part of the traineeship, Mr Paulson completed his Certificate III in Aged Care at Kingscliff Campus. He completed his traineeship earlier than expected and was offered a full-time position.

In 2012, with the support of his employer, Mr Paulson returned to TAFE and enrolled in the Diploma in Nursing to further develop his knowledge and expertise in providing a high level of nursing care. Mr Paulson went on to win four awards at the Awards of Excellence for the Kingscliff and Murwillumbah Campuses.

Plumbing provides new start

Three Wollongbar TAFE Campus plumbing apprentices were recipients of the 2013 Rheem Apprentice Plumber Grant scheme worth $1,000 each, and for two of the students, Aaron Fynney and Amanda Hamilton, plumbing provided a fresh new start.

Aaron Fynney previously worked as a builder and a commercial pilot but took up the opportunity for a career change as an apprentice with Lamaro Plumbing, saying “There’s plenty of work around for plumbers, so I’m keen to get my qualification and it helps to have supportive teachers.”

Fellow recipient, Amanda Hamilton said starting an apprenticeship as a mature-aged student, with a family and two children, was challenging but she enjoyed the experience. “I like to think I’m a good role model and encourage women to take on a trade. Particularly at TAFE, everyone has been very accepting and I’ve been made to feel welcome.”
Workforce development and business improvement for employers

Return to nursing brings career full circle

Enrolled Nurse David Yates has returned to nursing after time in the trades

Mature-aged student David Yates studied his Diploma of Nursing at Port Macquarie Campus while working at the local private hospital. His mother was a nurse, and he applied for a nurse’s aide position 18 years ago.

Since then he has made a range of career moves, working in the construction and building trades, but he was drawn back to nursing in 2006.

With only a Year 10 qualification behind him, he first completed a Certificate III in Aged Care and then a Physiotherapist Assistant qualification before completing his Diploma in 2013. David is now an endorsed Enrolled Nurse.

North Coast TAFE teacher works closely with his previous business

Paul O’Brien in the workplace

Every three weeks, Paul O’Brien, a North Coast TAFE teacher, visits apprentice motorcycle mechanic, Hayden Conroy at The Motorcycle Clinic in South Murwillumbah, in order to assess his progress in collaboration with the owner (and Hayden’s father) Luke Conroy.

Mr Conroy completed his motorcycle apprenticeship with North Coast TAFE in 2010 and was nominated for Apprentice of the Year. Mr Conroy bought the business from Paul O’Brien who owned and managed the store for the past 16 years.

Mr O’Brien recently completed a Certificate IV in Training and Assessment at Kingscliff TAFE allowing him to work at North Coast TAFE.
In 2013, North Coast TAFE continued to build on its strong and successful relationships with communities, local councils, chambers of commerce and industry to sustain improvements in workforce participation rates across the region.

<table>
<thead>
<tr>
<th>Success Outcome</th>
<th>Key Performance Indicators</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-economic and cultural capacity for communities</td>
<td>Enrolments</td>
<td>&gt;46,710</td>
<td>46,318</td>
</tr>
<tr>
<td></td>
<td>Improvement in region’s workforce participation rate</td>
<td>&gt;55.2%</td>
<td>55.0%</td>
</tr>
<tr>
<td></td>
<td>Working age learners participating in TAFE</td>
<td>10%</td>
<td>10.3%</td>
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<tr>
<td></td>
<td>Working age learners participating in TAFE Cert III and above</td>
<td>4%</td>
<td>5.9%</td>
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<tr>
<td></td>
<td>Working age Aboriginal learners participating in TAFE Cert III and above</td>
<td>10%</td>
<td>10.4%</td>
</tr>
<tr>
<td></td>
<td>Student numbers engaged in green skills training</td>
<td>10%</td>
<td>19%</td>
</tr>
</tbody>
</table>
We help lift the region’s workforce participation rates

North Coast TAFE worked with industry, business, local government and community organisations throughout 2013 in order to develop and deliver training services aimed at increasing employment levels in the region:

- In a number of major Pacific Highway bypass projects on the North Coast in 2013, civil construction firms Abigroup and Leighton partnered with North Coast TAFE to ensure that local workers gained new skills or updated skills and national qualifications, in flexibly timed workshops and on-the-job delivery.

- Regional Development Australia (Northern Rivers) partnered with local businesses and North Coast TAFE in the Digi-Advantage Consultants program, which was funded specially to build regional capacity. The program involved businesses that needed to improve their online presence, and provided them with the services of a Digi-Advantage graduate consultant on a subsidised placement.

- North Coast TAFE continued to partner with local hospitals, aged care facilities, job service providers and group training organisations across the North Coast to ensure that trainees and Enrolled Nurses benefited from practical and clinical placements and enhanced their ongoing employment prospects.

Targeted skill sets and pathway programs developed collaboratively with community and business continued to deliver jobs for youth on the North Coast in 2013. For example:

- YWCA NSW and North Coast TAFE’s Ballina Campus partnered to deliver the Community in the Kitchen program, which gave early school leavers a supported pathway to employment in hospitality.

- North Coast TAFE partnered with Roads and Maritime Services and ACE in the Get Licenced, Get Legal and Get Work program, which helps Aboriginal people gain their driver’s licence and improve their chance of gaining employment.

- A Specialised Skills Set program in housekeeping led to most of the Coffs Harbour TAFE students involved securing employment. North Coast TAFE collaborated with Aanuka and Opal Cove Resorts, CHESS Employment, and NSW State Training Services to meet significant workforce gaps in the hospitality industry in Coffs Harbour.
Louarna Huthnance turned her Indigenous Apprenticeship into a full time job as a Customer Service Officer.

In 2013, Kingscliff Aboriginal student Louarna Huthnance studied her Certificate III in Customer Contact in an Indigenous Apprenticeship with the Commonwealth Department of Human Services. Her successful studies resulted in her winning North Coast TAFE’s Aboriginal and Torres Strait Islander Student of the Year Award and gaining full-time employment as a Customer Service Officer at the Tweed Heads Smart Centre.

Ms Huthnance said she was particularly interested in working for the Department. “Not only was it a great opportunity to be involved in such a large government organisation, but I also wanted to help make a difference to those who need it.”

Kempsey TAFE’s Skills for Work and Training (SWAT) course with a Trades focus, introduced in July 2013, was hailed a success for giving students a unique opportunity to build their employability skills. Students benefited by being involved in practical construction projects while developing their literacy and numeracy skills.

Course coordinator, Maureen Burke, a teacher in the Education, Employment and Support section at Kempsey TAFE said students get to work outdoors on practical projects learning basic construction skills, as well as in the classroom, honing their skills in reading, writing and numeracy.

The experience was a positive one for student, Dwayne Moran. “I liked being outdoors doing the physical work – it made the course really enjoyable.”

Marcelina West with Hospitality Teacher, Jenny Slater, perfecting the art of coffee making.

After arriving in Alstonville three years ago from Indonesia with limited English, student Marcelina West has secured a part-time job at the Pathways Café thanks to her hard work and the support she received at Ballina TAFE Campus.

Ms West, who successfully completed a Certificate II in Spoken and Written English and took part in an Outreach program - Safe Food Handling and Hospitality Skills, said her studies provided her with the confidence and skills to put in an application for the café job.

“Not only have I improved my English, but I have a better understanding of the Australian culture, learnt practical skills and have a Safe Food Handling Certificate. The teachers and staff have provided so much support that I am now doing Certificate III in Spoken and Written English and hope to continue studying for a career in either childcare or business administration.”
We contribute to the social, cultural and economic development of the region

North Coast TAFE worked with local business, government and communities in 2013 to help build community capacity and promote cultural understanding right across the region.

Great Lakes

Adults in the Great Lakes who struggle each day with basic reading and writing were able to access a range of free literacy tutors following the launch of a program at the Great Lakes TAFE Campus in Tuncurry.

Working in conjunction with the Great Lakes Library and the Friends of the Great Lakes Library Service (FOGLLS), the project aims to improve literacy in the region and is funded through the Productive Ageing through Community Education (PAtCE) program. It is a TAFE course designed to train literacy tutors over a six week period.

Manning

The official community unveiling of the mural at Taree Catholic Care Community Garden

A brightly coloured mural created by Taree TAFE students as a Re-engagement Education Project was unveiled at the Taree Catholic Care Community Garden in June 2013. The highly collaborative project involved many areas of the Manning community and was funded as a joint venture between North Coast TAFE, Catholic Care and the Commonwealth Department of Education, Employment and Workplace Relations.

A feature of the project was outstanding teamwork practised by the student group and all the staff involved to make the most of this community building opportunity.

Hastings

Some of the students involved in the ‘Spirit of the Land’ audio-visual display at Sea Acres

‘Spirit of the Land’, a permanent Welcome to Country audio-visual display at Sea Acres Rainforest Centre in Port Macquarie, was the result of collaboration between North Coast TAFE, the National Parks and Wildlife Service, Birpai Local Aboriginal Land Council, and ABC Open.

Students studying Certificates III and IV in Aboriginal Cultural Arts, Diploma of Graphic Design and Diploma of Screen and Media at Port Macquarie and Wauchope campuses contributed significantly to the display.

Macleay

Arts and production program for youth at Kempsey TAFE Campus

Kempsey TAFE Campus launched a new and innovative arts and production program providing young people with the opportunity to explore their creativity by developing art installations, multi-media projections, puppets, light sculptures, digital media and festival planning.

John Maynard, Head Teacher of Education and Employment Support at Kempsey TAFE Campus, said the aim was to engage local youth by giving them practical skills to design, organise and produce their own events and work with existing community events.
Socio-economic and cultural capacity for our communities

Nambucca

The Community garden and pizza oven area, beautified by Macksville Horticulture students has become a social hub

The community garden and pizza oven at Macksville Campus was a hub of social and community activity for staff, students and members of the Nambucca Valley community in 2013.

The area was used to engage students in their learning. For example, Horticulture students gained practical experience weeding, fertilising, mulching and giving the pizza oven garden a makeover in Santa Fe style.

Members of the public were also involved in the upkeep of the community garden, the produce of which is shared amongst everyone.

Coffs Harbour

Mr Sambrook from North Coast TAFE hands over the ‘keys’ to Montessori Preschool’s new cubby house

Thanks to the efforts of the roof plumbing students at Coffs Harbour TAFE Campus, Montessori Preschool in Korora is the proud owner of an all metal cubby house, which will provide children with the chance to explore, role play and further develop their social skills.

Teacher in charge of plumbing, Dylan Sambrook, said as part of student assessment in the roof plumbing trade course, a series of competencies was integrated into a meaningful project.

Clarence

“The result is a saving of materials, and being sustainable, by building a cubby house that will give preschool kids something that will last for many years to come.”

One of Braden Cutmore’s ceramic designs

A collaboration in the Clarence Valley between North Coast TAFE, Nortec and the Gurehlgam Corporation had triple success in 2013. As well as providing a program that focused on giving job seekers a range of work-ready skills based on a real working environment, it resulted in a student being highly recommended at the 2013 Clarence Valley Indigenous Art Awards and the production of an exciting range of ceramic gift ware.

Trainee, Braden Cutmore, won the award for one of his ceramics pieces, which he completed as part of the North Coast TAFE and Nortec Visual Arts training program.

Tweed

Laura Packham’s sculpture in Murwillumbah to raise awareness of homelessness

Local artist and Murwillumbah TAFE Campus student, Lauren Packham, acknowledged National Homeless Week 2013 by displaying her paper sculptures throughout Murwillumbah. She invited the local community to share their own stories or to make a comment about the feelings evoked by the sculptures.

Ms Packham created the artworks as part of her Advanced Diploma in Sculpture. She has lived all her life in the local area and has witnessed first-hand the direct link between social dysfunction and an increase in the number of people who are homeless in the area.

“ The artworks that I have made over the past two years have an underlying theme relating to local social issues, mental health, drug and alcohol addictions, domestic violence and in particular homelessness.”

Richmond

(L-R) Paul Floyd, Sharon Taylor, Mickey Ryan, Dale Simone Roberts and Artie Ferguson

Lismore TAFE Campus hosted a ‘Spinning Yarns’ community initiative in 2013 to bring Aboriginal elders from the Bundjalung Nation in Tweed, Lismore, Casino and Coraki, together to share a story of their life, culture, history or family.
Socio-economic and cultural capacity for our communities

We partner with Aboriginal communities to build capacity

In 2013, North Coast TAFE partnered with many Aboriginal communities to help them build their capacity to achieve cultural, educational and workforce participation outcomes.

Success continues for IPROWD program

Aboriginal students lead by example

A life-changing course for Koori students

Inspector Michael Dempsey (Police Coordinator), GIBBS Award Winner Kirra Thorne and Jaklyn Hensley (TAFE Coordinator)

Eleven Aboriginal men and women graduated from the Indigenous Police Recruitment Our Way Delivery (IPROWD) program at the Casino TAFE campus in June 2013. The 18 week full-time Certificate III program is a partnership between the Federal Government, TAFE NSW, Charles Sturt University and the NSW Police Force.

Members of the NSW Police work collaboratively with TAFE teachers to provide mentoring to students as they gain the confidence, skills and knowledge to join the Police force.

The 2013 intake built on the success of the previous two years, which saw 44 students accepted at the NSW Police Academy in Goulburn and 18 students commencing as Probationary Constables with the NSW Police Force.

Aboriginal students gaining skills in the ‘Wollumbin Dreaming’ program

Twenty-seven Aboriginal students were given the opportunity to take part in an Aboriginal Youth Leadership program called ‘Wollumbin Dreaming’.

North Coast TAFE Community Development & Aboriginal Engagement Team partnered with Connect, Tweed Wollumbin Aboriginal Education Consultative Group, Tweed Shire Council, the Department of Education and Communities and local clubs to facilitate the program.

The program was created, in consultation with Aboriginal students and community members, to develop leadership qualities from a cultural perspective, which are addressed through six core values: awareness, integrity, communication, advocacy, acceptance and reflection.

Stephen Jamieson, Team Leader of Aboriginal Support Services for North Coast TAFE, said, “Leadership skills can be a point of difference in relationships with employers, family and peers.”

John Cook, Dekota Manton, Jessie Raymond, Paige Conley, Sarah Soars, Sarah Wood, Zac Gibson and Dannielle Ritchie

In 2013 students from Wingham, Chatham and Taree High Schools signed up for a traineeship in Education Support at North Coast TAFE in a bid to improve the number of young Aboriginal students becoming teachers and teaching assistants.

The program involved students training as Education Support Officers at TAFE one day a week, doing paid work in schools supporting students one day a week, and completing HSC studies with the aim of going on to university teaching studies.

The innovative program, which grew from an idea developed by the students themselves, was organised at TAFE, in partnership with State Training Services, the Department of Education and Communities, Newcastle University’s Wollotuka Institute and the University of New England.

TAFE’s Aboriginal Vocational Initiatives Consultant, Andrew Saunders, said opportunities like this don’t just change lives, they change a community.
We collaborate and educate for ecological sustainability

In 2013, North Coast TAFE, again, took a leadership role in promoting and supporting education for a sustainable future. Sustainability practises were integrated as much as possible into most courses. Specialised higher level qualifications, such as the Diploma of Sustainability, were also offered to build regional capability in this area.

As a result of its commitment to promoting ecological sustainability the percentage of North Coast TAFE students enrolled in ‘green skills’ units increased from 16% in 2012 to 19% in 2013.

Percentage of students enrolled in at least one green skills unit at North Coast TAFE

![Graph showing percentage of students enrolled in at least one green skills unit at North Coast TAFE from 2008 to 2013.]

During 2013 North Coast TAFE collaborated in sustainability-based partnerships with many regional organisations, such as: Regional Development Australia-Northern Rivers and Mid North Coast; all 15 local Councils; Southern Cross University; NSW Department of Trade and Investment; NSW Catchment Management Authority (Hunter-Central Rivers and Northern Rivers); NSW Business Chamber, local Chambers of Commerce and Business Enterprise Centres; and many individual enterprises and community organisations.

Continued demand for the Diploma of Sustainability saw North Coast TAFE fast-track the development of resources for online delivery of this higher level qualification in 2013.

The course was designed around the international principles of Education for Sustainability, which recognises that providing technical knowledge and skills is not enough to bring about change in itself. The course gives people the skills to think holistically and critically, as well as to communicate, collaborate and participate in change for a sustainable future.

North Coast TAFE also participated in Round 2 of the National Sustainability Champions program, funded by the Federal Government through which 70 VET practitioners studied nationwide. Of these, 25 studied with North Coast TAFE.

Keep Australia Beautiful Education Officer, Jacqui Murray, from Port Macquarie, completed the Diploma while working full-time, and found the flexibility of the course suited her. Ms Murray said she was able to integrate learning from the course into her workplace as she studied.

Joe Sparks, who works at a Caltex service station in Ballina, appreciated being able to access the course via videoconferencing and webinars. As part of his study, Mr Sparks conducted an energy audit of his workplace and recommended energy-saving initiatives to his employer that reduced the energy bill by over 11%.

Joe Sparks used what he learned in the Diploma in Sustainability to save his employer money

Two graduates from North Coast TAFE’s Diploma of Sustainability, Jacqui Murray and Joe Sparks, found that the content and delivery pattern of the course enabled them to study and work at the same time. The Diploma was being delivered flexibly from Lismore and Port Macquarie Campuses with nine face-to-face workshops each year.
North Coast TAFE was a lead partner in the first National Education for Sustainability in VET Conference, which brought together VET educators and representatives from the Education for Sustainability community working towards a sustainable future through the use of Education for Sustainability principles and practices.

The Conference was the culmination of the 2012/2013 National Sustainability Champions Program, under which North Coast TAFE partnered with Swinburne University of Technology and Tropical North Queensland Institute of TAFE to deliver the Vocational Graduate Certificate in Education & Training for Sustainability to 80 VET practitioners nationwide.

Kempsey, Port Macquarie and Taree TAFE Campuses in partnership with Midwaste, which represents Councils across the Mid North Coast, received funding of just over $11,000 from the NSW Government’s Love Food Hate Waste program for the Growing Food Loving Champions on the Mid North Coast project.

The project raised awareness of the issue of food waste by delivering and evaluating a series of workshops across the region. The workshops targeted the Children’s Services industry including early childhood educators, as well as local communities, with a focus on smart shopping, menu planning, correct portion sizes, waste-free lunches, creative cooking, and the appropriate management of unavoidable food waste.

The Children’s Services teaching sections at Kempsey, Port Macquarie and Taree TAFE Campuses delivered workshops to both industry networks and parent users of their services to spread the Love Food Hate Waste message.

Education, Employment and Support faculty staff at the Maclean TAFE campus, with support from Outreach and Sustainable Ideas funding, teamed up with Chess Employment (Job Services Australia) to develop a bicycle recycle workshop.

The ‘Recycled Cycles’ initiative aims to recycle unwanted bicycles and bicycle parts within the region, educate participants in sustainability with a focus on recycling, create a social enterprise, and strengthen community partnerships.

The workshop was established within the existing automotive workshop with bicycles donated from the wider community, storage boxes made from discarded plastic ice-cream tubs and bike racks made by welding students from recycled metals. It is anticipated that ongoing costs will be met by the sale of refurbished bikes, with scrap metal also being collected and sold.
North Coast TAFE is a large and complex organisation with a wide range of resources – people, revenue, assets and infrastructure – that need to be maintained and managed responsibly to ensure positive and sustainable outcomes.

### Responsible stewardship of our resources

<table>
<thead>
<tr>
<th>Success Outcome</th>
<th>Key Performance Indicators</th>
<th>Target</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible stewardship of our resources</td>
<td>Growth in non-core funds</td>
<td>$35,000,000</td>
<td>$34,860,000</td>
</tr>
<tr>
<td></td>
<td>Reduced energy consumption</td>
<td>200 MJ/m²</td>
<td>174 MJ/m²</td>
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<tr>
<td></td>
<td>Total participation in staff learning and development</td>
<td>&gt;1,400</td>
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</tr>
<tr>
<td></td>
<td>Costs of workers’ compensation claims</td>
<td>&lt;$200,000</td>
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<tr>
<td></td>
<td>Student satisfaction with teacher currency</td>
<td>&gt;90%</td>
<td>97.3%</td>
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<tr>
<td></td>
<td>Employer satisfaction with teachers’ knowledge and experience of the industry</td>
<td>&gt;90%</td>
<td>93.8%</td>
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</table>

**We are financially viable**

In 2013, North Coast TAFE increased its revenue from successful bids for contestable government funding and its commercial and international business activities. This was additional to the State Government grant received each year. The table below shows that total external revenue increased by 30% on the 2012 result. Once again, the surplus generated was re-invested back into the business, helping to improve technology and learning support, subsidise core delivery, and provide extra student places.

<table>
<thead>
<tr>
<th>Commercial business</th>
<th>Total revenue</th>
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<tr>
<td></td>
<td>Total expenditure</td>
<td>-$8,752,325</td>
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<tr>
<td></td>
<td>Margin</td>
<td>$1,384,120</td>
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<td>Margin %</td>
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<tr>
<th>International business</th>
<th>Total revenue</th>
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<tr>
<td></td>
<td>Total expenditure</td>
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<td></td>
<td>Margin</td>
<td>$189,202</td>
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<th>Contestable business</th>
<th>Total revenue</th>
<th>$22,574,236</th>
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<tbody>
<tr>
<td></td>
<td>Total expenditure</td>
<td>-$20,967,183</td>
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<tr>
<td></td>
<td>Margin</td>
<td>$1,607,053</td>
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<td></td>
<td>Margin %</td>
<td>7.12%</td>
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<table>
<thead>
<tr>
<th>Total external revenue</th>
<th>$33,602,375</th>
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</thead>
<tbody>
<tr>
<td>Total expenditure</td>
<td>-$30,422,000</td>
</tr>
<tr>
<td>Total margin</td>
<td>$3,180,375</td>
</tr>
<tr>
<td>Total margin %</td>
<td>9.46%</td>
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</table>

Margin applied as follows:

- Business reinvestment & infrastructure improvement: $1,832,976
- Delivery subsidy: $1,347,399
- Reinvestment in core delivery: $3,180,375

- Total business external revenue: $33,602,375
- Revenue TAFE Student Administration Fees: $4,017,237
- Other income: $2,836,571
- Total Institute revenue: $40,456,183
- Total Institute expenditure: $135,459,859
- Revenue contribution to total funding %: 29.87%
Responsible stewardship of our resources

Our resources drive inclusion and equity

The sustainable stewardship of our resources includes support for a diverse range of learners, communities and businesses to access the services and outcomes they need.

Partnerships with community and business deliver support for people with disabilities

Between November 2012 and August 2013, North Coast TAFE Disability Consultants facilitated the Disability Employment Brokerage Program in the Northern Rivers.

The program involved funding from the Commonwealth Government and close collaboration between key TAFE staff, local job service providers and employers. It resulted in 315 employers and local community leaders being exposed to the project; employment for 23 people with disabilities; and 51 job seekers with disabilities participating in retail and barista training with many placed in work or considering ongoing training.

(L-R) Jacob Burns, Zac Mifsud, Harley Bennett and Hayden Ensby, employees of Herne Freight Service, which was a participant in the Disability Employment Initiative.
**We practise ecological sustainability**

In 2013, North Coast TAFE implemented a number of initiatives that aimed to achieve operational savings in energy and water use and overall sustainability outcomes.

Since 2000 North Coast TAFE has reduced its energy usage per square metre by 44% and by 20% per full-time student. As the graph below shows, energy use (electricity and gas) was reduced in 2013 by 9% over the previous year.

While the annual cost of energy consumption was $1,738,809, it should be noted that this cost is $507,000 less than it would have been if energy usage remained at 2006 levels.

This figure provides solid evidence that the energy saving measures put in place over the last few years are of benefit to the organisation and the environment.

In future years, North Coast TAFE will continue its commitment to sustainability by monitoring and reviewing its practices to ensure the cost effective use of its resources.

**Energy consumption per m² and per EFTS**

![Graph showing energy consumption per m² and per EFTS from 2000 to 2013]
North Coast TAFE’s Sustainable Procurement project, supported by Sustainability Advantage, delivered the Sustainable Supply Chain Management module to a group of staff with a focus on procurement and purchasing. A group of ten enthusiastic staff, ranging from operational to ICT and campus administration officers, participated in the training which was delivered via five video conference workshops to reduce the need for travel. Participants developed an action plan outlining strategies for improved purchasing practices across the whole organisation, and explored opportunities and challenges with the goal to strengthen North Coast TAFE’s sustainability outcomes. The group continues to meet to drive continuous improvement in sustainable procurement.

North Coast TAFE implemented the Resource Tracker at each campus in 2013. The Resource Tracker tool was developed by the State Government to assist industry and organisations with utility data management. Resource Tracker training was conducted for all Campus Managers and their support staff during April and May to help them improve their resource consumption data monitoring, reporting and management. Resource Tracker monitors the consumption of resources including electricity, water, waste, gas and fuel. Campuses can now monitor trends in resource consumption and monitor any changes and target areas of concern.

Casino TAFE Campus is more environmentally sustainable thanks to new recycling stations constructed by students as part of a co-mingling waste collection system, which has plastics, metals and paper-derivatives mixed in together. Students and teachers from various TAFE sections including Education, Employment and Support, Welding, Business Administration and Construction collaborated to bring the project to fruition. Project Coordinator, Robyn Moffitt, said the most gratifying aspect was witnessing the growth in students as they blended practical construction skills with environmental awareness to take ownership of the initiative. “The fact that much of the material used to build the stations is, itself, recycled is extremely apt, and adds yet another layer to the rich educative tapestry.”
Sustainability at Maclean

Kim Potter of North East Waste conducting a waste management review with Maclean TAFE Campus General Assistant Eric Knox

In 2013, Maclean TAFE Campus set on a mission to become a more sustainable enterprise, with a group of staff setting up a sustainability committee and enlisting the expertise of North East Waste.

Kim Potter of North East Waste said Maclean TAFE Campus’ actions were commendable in terms of repurposing e-waste, recycling scrap metal and other visionary sustainability initiatives. “The benefits to business are reduced waste disposal costs, a leaner and more sustainable business, and improved green credentials.”

In 2013, the campus incorporated sustainability education into all courses, with students and staff involved in many sustainability initiatives. These included a recycled bicycle program, general education workshops, computer refurbishing program, resource reduction and awareness, a plastic-water-bottle free campus, composting and a worm farm on-site.

Early start to sustainable education

Parent Melinda Kelly with her son Dylan admiring the herb garden

The Child and Family Services teaching section at Wollongbar Campus upgraded their crèche and playground training area in 2013 to incorporate sustainable practices and education.

The section partnered with Landcare, Rous Water and Summerland House to implement various sustainability projects in the playground.

The ‘Cool Cubby House’ project, for example, was made out of recycled hardwood and featured a solar panel and a water tank, so children could learn about energy management and see water being collected for water play activities.

A native garden was planted to promote biodiversity, while vegetable and herb gardens enabled the children to be involved with planting and harvesting. The children also collect food scraps after morning tea to feed the worm farm. This aim was for the children to connect with nature and introduce them to the concept of caring for the environment.

Other sustainable practices included waste management, recycling and use of natural resources.
We are capable, current and healthy

In 2013, North Coast TAFE staff members were recognised and rewarded for their achievements and capabilities, and benefited from a range of activities and initiatives focused on professional development, industry currency, leadership, compliance, health and wellbeing.

<table>
<thead>
<tr>
<th>Development category</th>
<th>% total participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currency for VET professionals</td>
<td>28%</td>
</tr>
<tr>
<td>Technology</td>
<td>15%</td>
</tr>
<tr>
<td>Management and Leadership</td>
<td>25%</td>
</tr>
<tr>
<td>Legislation, Compliance, Policies and Procedures</td>
<td>41%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Of the 4,200 learning and development opportunities undertaken by staff in 2013:

- Learning around legislative and compliance requirements accounted for 41% including: record keeping training under the TRIM system; emergency management training; safe operating procedures; and moderation and validation of assessments. All staff were required to complete essential refresher training in Child Protection, Workplace Safety, Harassment and Bullying, Code of Conduct, Ecological Sustainability and Conflict of Interest.

- Nearly 30% involved ensuring the knowledge and teaching practices of staff reflected current industry requirements and standards; such as, upgrading teaching and assessment credentials to the new Training and Assessment qualification.

- A quarter supported or developed management and leadership skills such as Leadership and Head Teacher forums that enabled staff in management positions to learn about business-critical changes in government funding and the emerging competitive environment.

- Training in technology use accounted for 15% of staff development. For example, staff undertook training in Echo 360 technology, which was trialled on several campuses in 2013. Echo 360 technology gives teachers the capacity to record and upload classes, demonstrations and other material for learners to access at their convenience.

A Statement of Principles for Part-time Casual Teachers was developed in 2013 to recognise the integral role they play in the success outcomes of teaching sections across North Coast TAFE. Strategies for a range of workforce development were developed in consultation with part-time casual teaching staff.

Self-paced staff development through North Coast TAFE’s online learning platform saw staff complete over 3,400 easy-to-navigate courses on topics such as Adobe connect, E-learning facilitation, interactive whiteboards, Moodle and video conferencing.

North Coast TAFE promoted health and wellbeing activities such as manual handling, work-life balance, bowel and breast cancer screening, superannuation seminars and the Employee Assistance Program to staff through its weekly Organisational and Workforce Development bulletin.

Aboriginal symposium hosted by North Coast TAFE

Danny Allende (AECE) and Heather McGregor (North Coast TAFE) played a key role in coordinating the Aboriginal Symposium

The 2013 TAFE NSW Aboriginal Staff Symposium, hosted by North Coast TAFE and sponsored by the NSW Department of Education and Communities, Aboriginal Education and Community Engagement Directorate (AECE), was held in Port Macquarie in March.

Entitled ‘gumba dhanbaan: strong tomorrow’, the symposium offered TAFE NSW Aboriginal staff the opportunity to build relationships, increase awareness of the support offered to Aboriginal communities in the Vocational Education and Training environment, as well as to acknowledge and share their achievements.

North Coast TAFE’s Director of Community Development and Aboriginal Engagement, Heather McGregor, said it was important that the conversation continued after the completion of the symposium. “We want to create opportunities to keep discussions going and ideas flowing.”
North Coast TAFE received several accolades during 2013, demonstrating the hard work, dedication and commitment of many staff members and North Coast TAFE’s value to the communities in which we operate. These accolades recognised the contribution of both teams and individuals.

The annual Staff Achievement Awards in 2013 were themed ‘We Love What You Do’ in recognition of the passion and enthusiasm that North Coast TAFE staff members apply to their daily work. Teams and individuals from across the organisation were presented with awards in a range of categories.

The overall Director’s Award of Excellence went to Patsy Browne, Literacy, TESOL and TAE Teacher and Coordinator at Taree Campus.

**Passion for Learning and Innovation**
- The TAFEnow team

**Access, Inclusion and Choice**
- Patsy Browne
  - Literacy, TESOL and TAE Teacher Coordinator, Taree Campus

**Collaboration for Customers**
- Roslyn Hand
  - VET for Schools Consultant, Kingscliff Campus

**Partnering for the Benefit of the Region Award**
- Janelle Morrissey
  - Retail Teacher, Lismore Campus

**Ethical and Sustainable Quality**
- Wendy Grant
  - Joint Program Manager, Ecological Sustainability Initiatives, Kempsey Campus

**Great People, Great Business**
- Organisational and Workforce Development Team
- Ballina Campus Transition Project Team
North Coast TAFE in spotlight at Regional Training Awards

Linda Johnson, a Community Pharmacy teacher from Coffs Harbour Campus, was selected as the Vocational and Educational (VET) Trainer/Teacher of the Year in the 2013 Northern Regional Training Awards.

The awards are part of the state-wide Training Awards which reward high performing students, staff, employers and training providers in the increasingly competitive vocational education and training industry in NSW. Also, at the Regional Training Awards, two projects in which North Coast TAFE was a major partner were finalists in the Industry Collaboration category: the ‘Bringing it all Together’ project, which helped develop skills in Aged Care across the region and the ‘Kempsey Bypass Alliance’ project, which provided civil construction skills and local employment during the 14.5km upgrade of the Pacific Highway. Both of these projects involved teams of staff dedicated to meeting the training needs of our partners.

North Coast TAFE ‘best for tourism education’

North Coast TAFE’s Wollongbar-based Tourism Hospitality Events and Aviation department won the Tourism Education and Training category of the North Coast Regional NSW Tourism Awards held in August.

Director-General honours North Coast TAFE teacher

Debbie Kennington was awarded the 2013 Director-General’s Award for Excellent Service to Public Education. The Director-General of the NSW Department of Education and Communities Dr Michele Bruniges AM congratulated Debbie Kennington, Head Teacher of Business at Port Macquarie Campus of TAFE, as one of only two TAFE teachers among the 23 recipients of the 2013 Director-General’s Award for Excellent Service to Public Education.

The annual awards were presented to individuals and teams whose efforts have led to improvements in the teaching and learning environments and in student outcomes at their school, TAFE campus or office.

Dr Bruniges said “Ms Kennington is an outstanding example of the dedication of staff who work in TAFE colleges in this state.”

Ms Kennington was honoured for her many years of delivering workforce solutions to regional, state and national companies. More recently she actively partnered with universities to develop pathways into higher education for regional students.

(L-R) Event organiser Nadia Elliot-Burgess, Ballina Chamber of Commerce, North Coast TAFE Tourism teachers Sara Hodges and Kelly Hodgson from Wollongbar TAFE Campus and Director of TAFE Services, Geoff Baldry
Staff recognition and student achievements

Workplace Safety Award for Great Lakes staff member

Rod Cook, a Technical Assistant with the Building and Construction section at Great Lakes TAFE Campus, was a winner in the 2013 WorkCover NSW SafeWork Awards.

Mr Cook, who has worked for North Coast TAFE for the past 24 years, was nominated by his colleagues in the ‘Best Individual Contribution to Workplace Safety’ category because of the high standard of his work in workplace health and safety.

Mr Cook, one of 22 finalists from around the state, said the nomination was a total surprise. “To be named as a finalist was a bit overwhelming. But in a job like mine, your first consideration must always be the wellbeing and safety of our students and staff.”

Leadership Award for Customer Service Coordinator

North Coast TAFE’s Coordinator, Course Information and Customer Service, Carolyn Bax, was the winner of a TAFE Managers’ Association Leadership Award.

Ms Bax was nominated for the award for her role in designing new processes to offer flexible payment options for students and assisting teaching sections to streamline application procedures for their customers.
### Student of the Year
- Marie Dolley, New Brighton - Certificate IV in Veterinary Nursing

### Aboriginal and Torres Strait Island Student of the Year
- Louarna Huthnance, Banora Point - Certificate III in Customer Contact

### Trainee of the Year
- Chloe Rutherford, Narrabri - Certificate II in Leather Production (Finished Leather Goods)

### Apprentice of the Year
- Thomas Rann, Spring Grove - Certificate III in Automotive Mechanical Technology

### TVET Student of the Year
- Shannon Clayworth, Ballina - Statement of Attainment in Fashion Design/Certificate II in Applied Fashion Design and Technology

### TVET Trainee/Apprentice of the Year
- Chantelle Montgomery, Bonalbo - Certificate III in Health Services Assistance

### Creative Industries
- Graeme Macey, Smiths Lake - Advanced Diploma in Fine Arts

### Business Services
- Tara McGhee, Ocean Shores - Diploma of Business Administration

### Community Services and Health
- Juanita Vernon, Old Bar - Certificate IV in Community Services Work

### Information Technology
- Joshua Holmes, Bonnie Hills - Certificate IV in Information Technology

### Manufacturing and Engineering
- Damien Mani, Port Macquarie - Certificate III in Engineering Fabrication, Certificate IV in Engineering

### Primary Industries
- Marie Dolley, New Brighton - Certificate IV in Veterinary Nursing

### Primary Industries – Ecological Sustainability
- Hugh Greenough, Brighton-Le-Sands - Vocational Graduate Certificate in Education & Training for Sustainability

### Tourism and Hospitality
- Kristy Pursch, Sandy Beach - Diploma of Events Management

### Education and Employment Support
- Emily Lawson, Port Macquarie - Certificate IV in Tertiary Preparation

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Back row (L to R): Graeme Macey, Brian Sedivy (finalist), Hugh Greenough, Joshua Holmes, Tara McGee, Maree Dolley, Kristy Pursch, Juanita Vernon.

Front row (L to R): Thomas Rann, Chloe Rutherford, Shannon Clayworth, Emily Lawson, Chantelle Montgomery.

(absent: Damien Mani and Louarna Huthnance)
National achievements and awards

Wollongbar student named Australian Vocational Student of the Year

Kieran Foster, winner of the Australian Vocational Student Prize

Kieran Foster, a school based apprentice who studied Certificate III in Commercial Cookery at Wollongbar TAFE Campus last year, was one of the winners of the 2012 Australian Vocational Student Prize. The national award was presented in September 2013 by Minister for Education, the Hon. Bill Shorten in recognition of Mr Foster’s commitment and achievements.

Mr Foster, who made it through both the Regional and State WorldSkills Competitions, fast-tracked his studies to obtain his accreditation even sooner. “Cooking was always a passion of mine, it just evolved into work.”

State achievements and awards

Gili Awards for two North Coast TAFE Aboriginal students

Jess Matuchet and Paris Robinson

Murgwillumbah’s Paris Robinson and Ballina’s Jess Matuchet received TAFE NSW Gili Awards for their contributions to their communities through training and education. Gili (pronounced Kili) is an Eora (Sydney) word meaning ‘to shine’.

Ms Robinson received an Award for Academic Excellence. She completed her Diploma of Community Services at Murgwillumbah TAFE Campus in 2012 and is now studying the Bachelor of Social Welfare at Southern Cross University with her sights set on being employed as an Indigenous Community Development Officer.

Ms Matuchet received an Encouragement Award. Originally from Stradbroke Island, Ms Matuchet studied Aboriginal Media and Communications through the Certificate II in Skills for Work and Training in 2012. She is now enrolled in the Bachelor of Health Science through Charles Darwin University and is planning a career in Indigenous health promotion in rural communities.

Local TAFE tourism student tops state

Summer Jones with her certificate for ‘First in the State’ for Tourism

Summer Jones, a 17 year old student from Grafton High, achieved the top mark in the HSC for the vocational subject, Certificate II in Tourism and Events.

The Minister for Education, Adrian Piccoli, presented 2013 HSC students with First in Course Awards at an event at the Australian Technology Park in Sydney. “The First in Course Awards acknowledge the highest achieving student in each HSC course, where the result is in the highest possible band for that course,” Mr Piccoli said.

Ms Jones’ teacher, Linda Stevens, TAFE-delivered Vocational Education and Training (TVET) Coordinator for the Clarence, was excited about Summer’s accomplishment. “Not only was Summer a diligent student, but she excelled in her work placements with the Grafton Tourist Information Centre and the Quality Motor Inn.”

Apart from receiving her ‘First in Course’ Award, Summer was delighted with her overall HSC result, achieving the second highest result for her school.
Staff recognition and student achievements

State achievements and awards

TAFE student named state’s top junior stock horse judge

Year 12 TVET and Equine Online student, Karney Chester, was named the NSW Australian Stock Horse Junior Judging Champion at the 2013 Royal Easter Show.

Ms Chester, who undertook equine studies as part of her HSC in Cootamundra, took home the title amid competition from 30 finalists in the under 21’s junior category. This followed her top results in qualifier events – the Southern Highlands Stock Horse show and the Canberra Royal – and qualified her to compete at the 2014 Sydney Royal Easter Show as a National finalist.

Equine Online teacher for North Coast TAFE Linda Molloy said the junior judging competition involved judging horses alongside an accredited judge. “The winner is the person who places the horses in the same order as the accredited judge and secures the highest score for their own judging professionalism.”

Regional achievements and awards

North Coast Region’s NSW Training Awards

At the North Coast Region’s NSW Training Awards in June, North Coast TAFE students won nine of the twelve categories and awards, including Apprentice of the Year, Vocational Student of the Year and the Aboriginal and Torres Strait Islander Student of the Year.

Achievement Award
Juanita Vernon (Taree Campus) Certificate IV in Community Services Work

Aboriginal & Torres Strait Islander Student of the Year
Misty Ah-See (Port Macquarie Campus) Certificate III in Community Services Work

Apprentice of the Year
Gemma Edwards (Port Macquarie Campus) Certificate III in Hairdressing

Norm Beaton Memorial Award for Automotive Mechanical
Thomas Rann (Murwillumbah Campus) Certificate III in Automotive Technology (Light Vehicle)

VET in Schools Student of the Year
Opal Wilmen (Kingscliff Campus) Certificate II in Hairdressing

Vocational Student of the Year
Tara McGee (Kingscliff Campus) Diploma of Business Administration

TAFE Equine Online student shines in marathon endurance ride

Mette Sutton on board ‘Magic’ during the first leg of the Manilla Muster (Photo by Kieron Power Action Photos)

Mette Sutton, an Equine Online student at Taree TAFE Campus put in an outstanding performance, along with her horse ‘Tudlar the Magician’, to finish second overall in the 240 kilometre Manilla Muster marathon endurance ride.

Based in Mudgee and studying an Equine Online Certificate III in Horse Industry Practice (Performance Horse) with North Coast TAFE, Ms Sutton took part in the three day ride in mid-July covering 85 kilometres on the first day, 80 kilometres on the second and 75 kilometres on the third.

Ms Sutton credited her finish to the strength and fitness of her horse, the care of her strapper (her dad) and being able to put into practice some of the skills learned through her TAFE Equine Online course.

Regional achievements and awards

TAFE student, Karney Chester, competing her own horse prior to gaining the title

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