



TAFE^{NSW}
AUSTRALIA

What's in a name?

TAFE: Transforming and future-proofing economies

Alison Taylor
TAFE NSW



Janelle Chapman
TAFE Queensland

TAFE^{NSW} AUSTRALIA

The Story of Decentralisation

Alison Taylor - TAFE NSW

TAFE NSW



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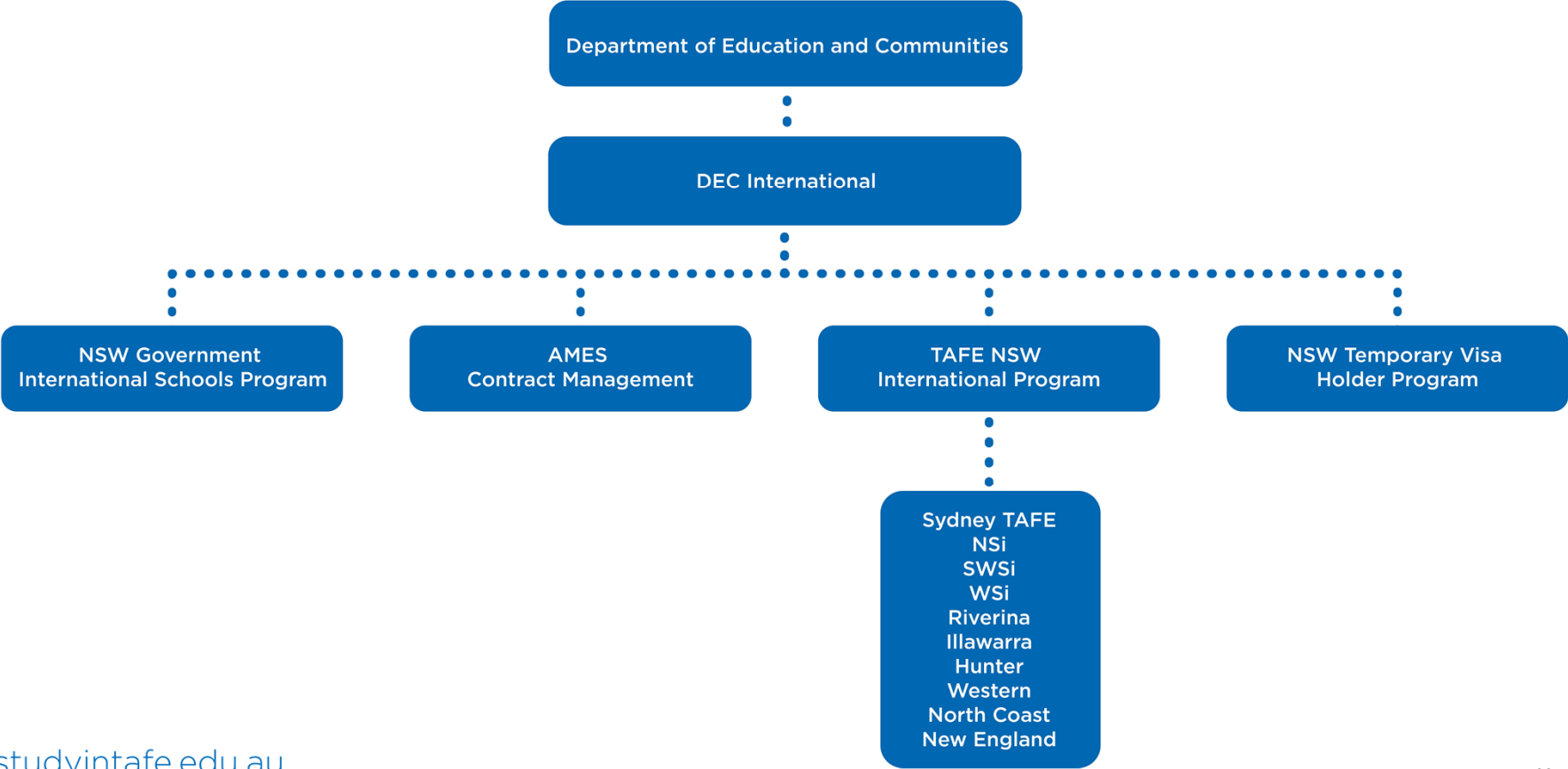


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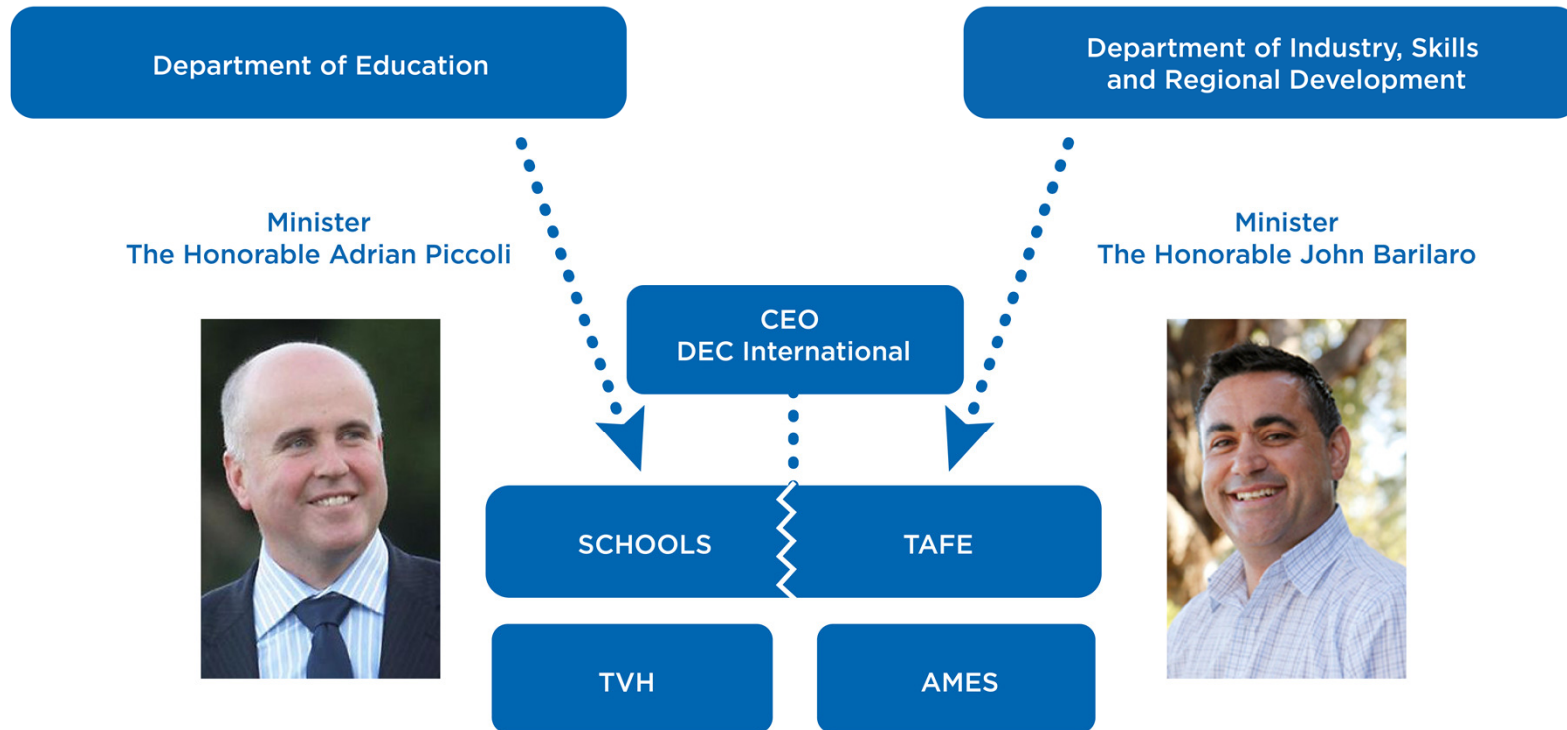
Why the change in business model?

- Introduction of ***Smart and Skilled*** in the domestic market
- Increased commercial activity
- Increasing levels of business autonomy
- Changes in ministerial portfolios
- Time for a new approach

Organisational Chart

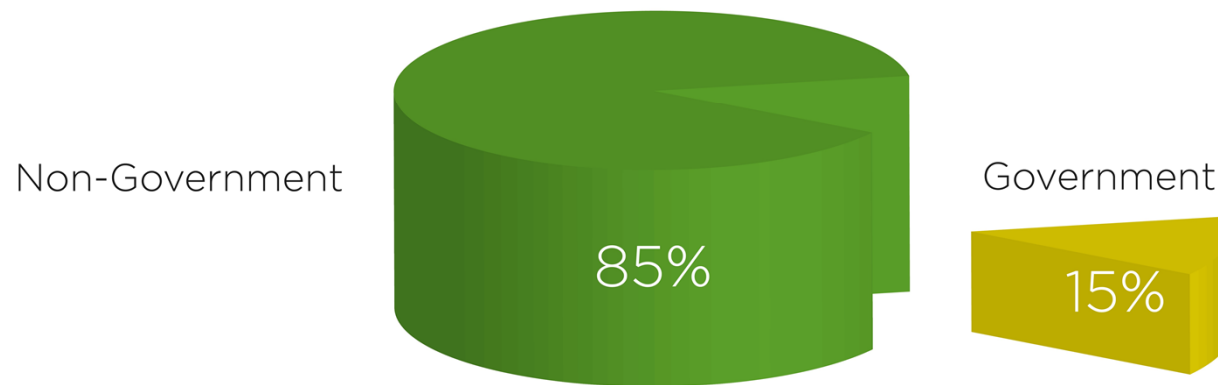


Reasons for Change



Government vs Non-Government Enrolments

VET International



Non-Government
85%



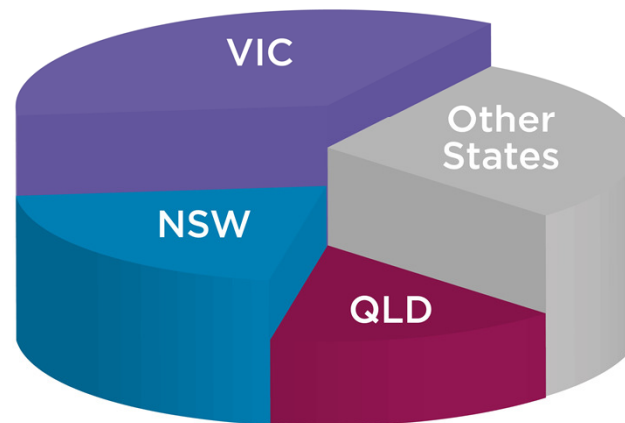
Government
15%

2015 Total VET Enrolments - 134,875

14.5% increase from 2014

Government Enrolments

AEI - Year to Date Statistics - July 2015



Total Enrolments - 13,499



New South Wales
21.7% - 4,371



Victoria
33.9% - 6,824



Queensland
13.9% - 2,808



SA, WA, TAS, NT, ACT
30.5% - 6,130

TAFE NSW



TAFE NSW Operating Model



The Cluster Model

Start Point:

The Business Cases



Submitted to MD



4 Metro Operating Clusters



Business Partnership Arrangements



Submission of CRICOS Application

Nov 2013 -
Jan 2014

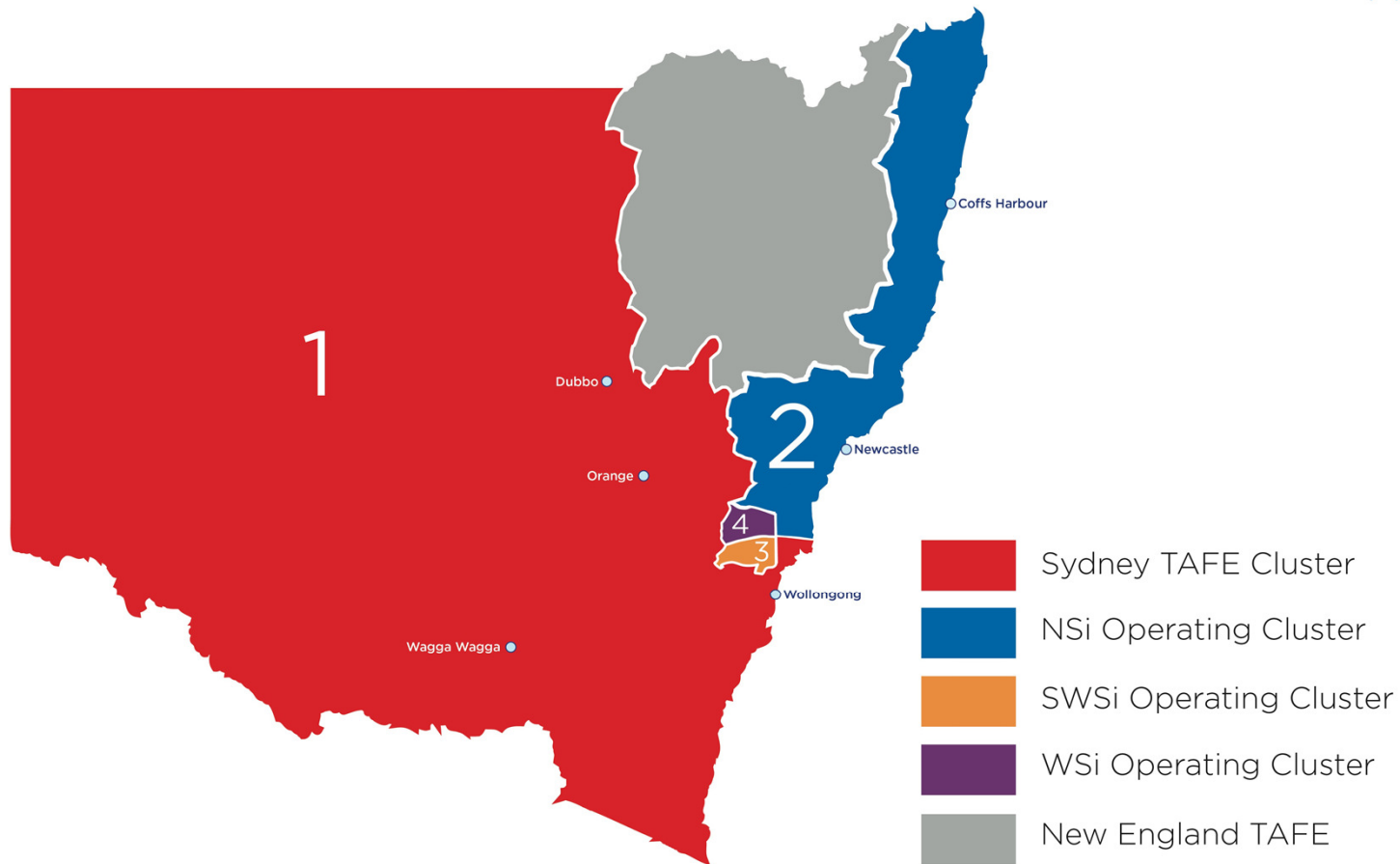
Jan 2014

April 2014

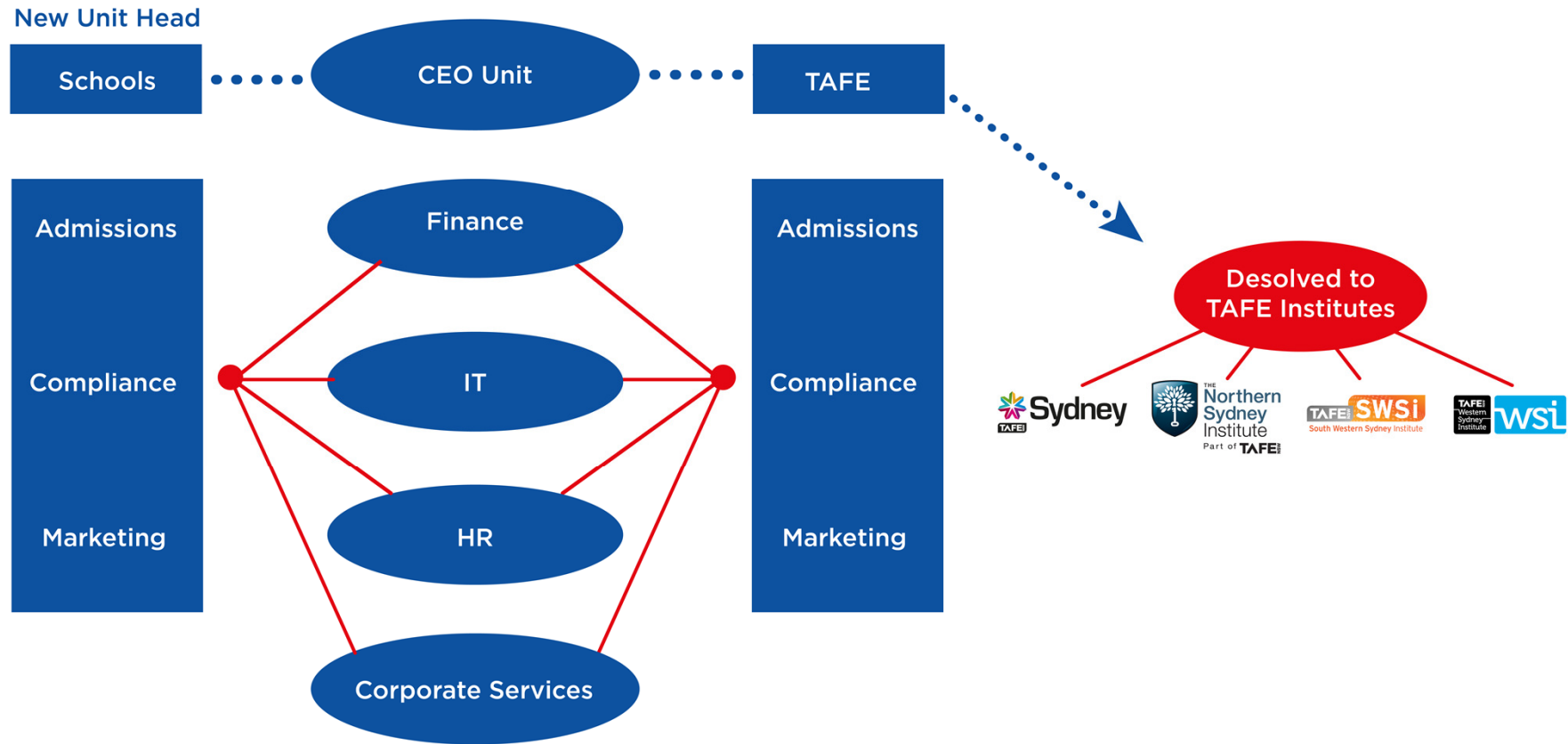
Dec 2014 -
April 2015

Jun 2015

Future State Map - Operating Clusters



The Mechanics of Devolving DEC International

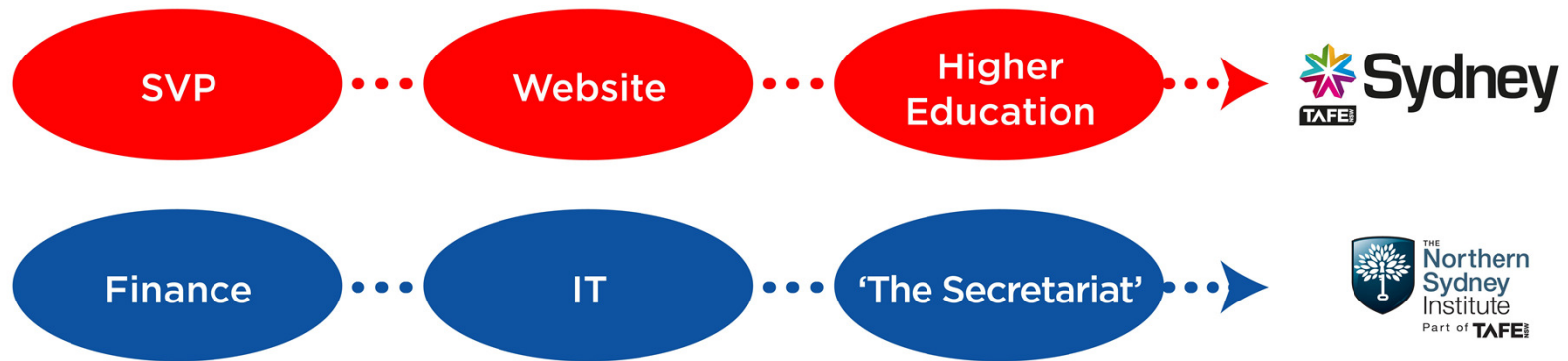


The Mechanics of Devolving DEC International



Hosting Statewide Central Functions

- Areas of no competitive advantage
- Areas with economies of scale
- Areas where duplication would not enhance customisation (procedures and rules drive business process)



Stakeholder Communications



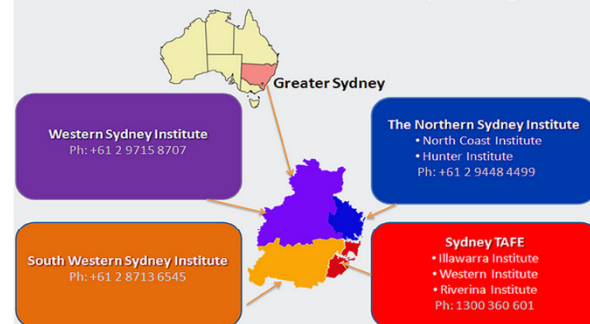
TAFE NSW International Business - a new direction

TAFE NSW is committed to providing excellent customer service to our international clients, our extensive stakeholder network and highly valued international students.

TAFE NSW International Business is undergoing reform to create a more responsive and customer focused business.

From October 2015 the central international office, DEC International, will cease to operate and TAFE NSW International Business will be managed by four operating clusters:

How our business will look – future operating model



Our existing email address will continue to be active

Lodging applications with TAFE NSW:
Please continue to lodge all applications through the existing email address.
EMAIL: intadmissions@tafensw.edu.au

Our website www.studyintafe.edu.au remains the same.

The contact details for the new operating clusters are as follows:

studyintafe.edu.au



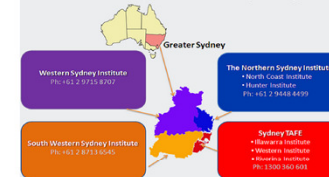
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The contact details for the new operating clusters are as follows:

Sydney TAFE is in partnership with Illawarra, Western and Riverina Institutes

email: spntadmissions@tafensw.edu.au

phone: 1300 360 601

South Western Sydney Institute

email: swsintadmissions@tafensw.edu.au

phone: +61 2 8713 6545

The Northern Sydney Institute is in partnership with Hunter TAFE and North Coast TAFE

email: nsintadmissions@tafensw.edu.au

phone: +61 2 9448 4499

Western Sydney Institute

email: wsiintadmissions@tafensw.edu.au

phone: +61 2 9715 8707

We are here to assist with your enquiries and ensure this transition is as smooth as possible.

We appreciate your ongoing support, and we look forward to a continuing our valuable partnership with you.

Kind Regards,

David Riordan
Principal Executive Officer, TAFE NSW Technical and Further Education Commission, TAFE NSW Higher Education



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Subscribe, like and follow us on Facebook, Twitter, YouTube, Flickr, Instagram



TAFE NSW Going Forward – Interim Arrangements

The governance structure

- TAFE Executive Group
- Metro Institute Directors Group
- International Directors Group
- Special Interest Groups – Admissions, Finance, IT, Compliance



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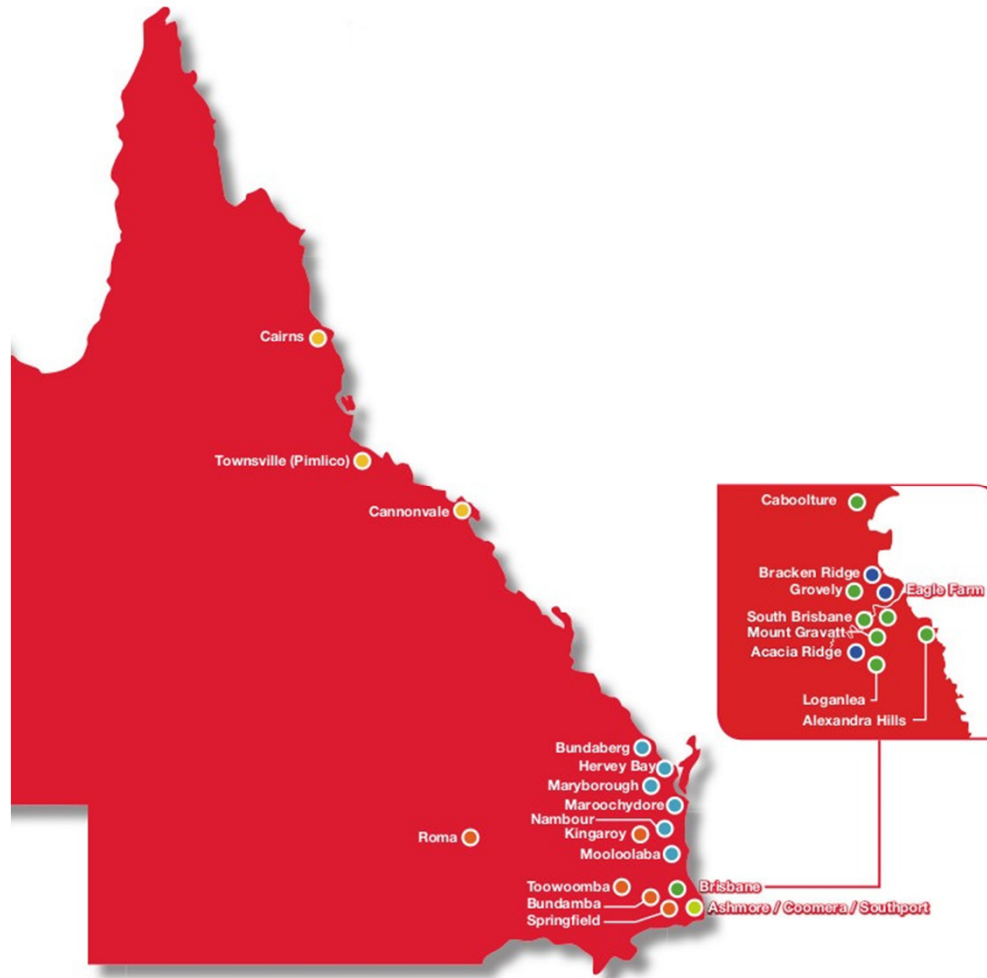
The Story of Centralisation

Janelle Chapman - TAFE Queensland

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Evolution of TAFE Queensland

- Operated as centralised in the past
- Moved to a decentralised model with 13 institutes
- Two institutes became statutory authorities
- Reform to amalgamate 13 institutes into six Regions
- Currently aiming to one CRICOS Registration for the system

TAFE Queensland Reform

- Queensland Government undertook major reform for TAFE Queensland to meet changing market needs
- On 1 July 2013, TAFE Queensland was established as independent statutory body
- 13 institutes were amalgamated and restructured into a network of six Regions

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Drivers of the Change

- Ensuring TAFE Queensland delivers the skills that meet local and global market needs
- Ability to effectively leverage our size and expertise as a single network
- Feedback from key stakeholders

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TAFE Queensland Current Model

- Hybrid model towards centralisation
- Central international team with sales and recruitment, business development, administration, and reporting functions
- Six Regions across the state with individual CRICOS registrations
- Over 50 campuses in metropolitan and regional areas
- Offer designed to suit local industry and employment needs, as well as the international market

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TAFE Queensland Governance

- Minister for Training and Skills
 - ✦ Outlines Queensland Government's priorities and expectations for TAFE Queensland to TAFE Queensland Board
- TAFE Queensland Board
 - ✦ Develops Strategic Plan outlining the strategic direction for the organisation
- Executive Team, led by Chief Executive Officer
 - ✦ Implements the Strategic Plan
- TAFE Queensland International
 - ✦ Develops International strategy and reports progress to Executive Team and TAFE Queensland Board

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TAFE Queensland International - Key Areas and Teams

- Sales and Recruitment
 - ✦ Asia-Pacific
 - ✦ Other Markets
- Business Development
 - ✦ International Partnerships
 - ✦ Aid and Development
- Operations
 - ✦ Admissions
 - ✦ Administration
 - ✦ Student Support
- Research and Reporting

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Key Achievements with New Model

- Stronger and clearer brand
- Increased stakeholders satisfaction with a single point of contact
- Cost efficiencies and consolidation of resources
- Streamlined processes
- Shift from competition to collaboration



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Lesson Learnt from Transition

- Always ensure clear communication with key stakeholders, internally and externally
- Opportunity to analyse in detail processes and systems within the organisation, assessing what works and what doesn't
- Review existing model on regular basis to ensure it responds to market needs
- Business was conducted in different ways by international teams within the same organisation

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Considerations on Different Models

- There is not a better model
- International education and training market goes through cycles
- Different models work at different market stages as far as business needs are met



Questions



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