NORTHERN TERRITORY OF AUSTRALIA

Copy No. 1

CONFIDENTIAL

CABINET DECISION

No. 7515

Submission No: 6364

Title: **AMALGAMATION OF SADADEEN SECONDARY COLLEGE AND ALICE SPRINGS COLLEGE OF TAFE**

Cabinet endorsed, in principle, the proposal to amalgamate Sadadeen Secondary College and Alice Springs College of TAFE.

R.A.SETTER
Secretary to Cabinet

20 October 1992

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THE NORTHERN TERRITORY OF AUSTRALIA

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Copy No: 1

FOR CABINET

SUBMISSION No: 6364

Title:	Amalgamation of Sadadeen Secondary College and Alice Springs College of TAFE
Minister:	Hon Shane L. Stone MLA, Minister for Education and Training
Purpose:	To endorse a proposal to amalgamate Sadadeen Secondary College and Alice Springs College of TAFE in accordance with the results of a feasibility study on the shared use of facilities for providers of post compulsory education in Alice Springs.
Relation to existing policy:	Cabinet Decision No 7427 of 14 August 1992 refers. The proposal is in accordance with national education and training initiatives.
Timing/ legislative priority:	It is proposed that the new institution commence operation at the start of the 1993 calendar year.
Announcement of decision, tabling, etc:	At the Minister's discretion
Action required before announcement:	N/A
Staffing implications, numbers and costs, etc:	A revised staffing structure is under consideration, however, salary costs will be no more than current (1992/93) levels.
Total cost:	Nil. Estimated savings are outlined in Attachment 7 to the Submission.

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Department/Authority. OFFICE OF THE PUBLIC SERVICE COMMISSIONER

COMMENT ON CABINET SUBMISSION NO.

TITLE: AMALGAMATION OF SADADEEN SECONDARY COLLEGE AND ALICE SPRINGS COLLEGE OF TAFE

COMMENTS:

THE RECOMMENDATION IS SUPPORTED

SIGNED: D Hawkes

D J HAWKES
PUBLIC SERVICE COMMISSIONER

DATE: 16/10/92

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Department/Authority: DEPARTMENT OF THE CHIEF MINISTER

COMMENT ON CABINET SUBMISSION No.

TITLE: AMALGAMATION OF SADADEEN SECONDARY COLLEGE AND ALICE SPRINGS COLLEGE OF TAFE

COMMENTS:

The Submission is supported.

SIGNED: PETER CONRAN

DESIGNATION: SECRETARY

DATE: 19 Oct 92

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Department/Authority: LAW

COMMENT ON CABINET SUBMISSION NO.

TITLE: AMALGAMATION OF SADADEEN SECONDARY COLLEGE AND ALICE SPRINGS COLLEGE OF TAFE

COMMENTS:

There appear to be no constitutional or legal barriers to the proposal.

The proposal does not raise any consumer implications.

RESOURCE IMPLICATIONS:

The Submission does not appear to raise any additional resource implications at this point in time.

David Anderson

SIGNED: David Anderson
DESIGNATION: A/Secretary, Department of Law
DATE: 16 October 1992

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Department/Authority NORTHERN TERRITORY TREASURY

COMMENT ON CABINET SUBMISSION No.

TITLE: AMALGAMATION OF SADADEEN SECONDARY COLLEGE AND ALICE SPRINGS COLLEGE OF TAFE

COMMENTS:

The Amalgamation of Sadadeen Secondary College and Alice Springs College of TAFE appears justified on both enhanced educational and cost effectiveness grounds.

Any budgetary implications are expected to be positive.

SIGNED: N R CONN

DESIGNATION: UNDER TREASURER

DATE: 15 OCTOBER 1992 *CONFIDENTIAL*

6635.833

G. L. DUFFIELD, Government Printer of the Northern Territory

RECOMMENDATION

1. That Cabinet endorse the proposal to amalgamate Sadadeen Secondary College and Alice Springs College of TAFE.

BACKGROUND

2. By Decision No 7427 of 14 August 1992 Cabinet endorsed a feasibility study for the creation of a new institution and for the voluntary shared use of facilities and resources between all interested providers in Alice Springs.

3. Extensive investigations at a local and national level have been conducted by a local Task Force to investigate the feasibility of amalgamating the pre existing semi-autonomous institutions. Attachment 1 is a report of a fact finding visit (copies of which have been circulated to the staff of the two existing Colleges).

4. On 10 October 1992 the recommendations made by the Task Force were endorsed by both Sadadeen Secondary College and Alice Springs College of TAFE Councils.

CONSIDERATION OF ISSUES

5. National trends indicate a need to address both a changing and rapidly growing student clientele in post compulsory education as well as significantly altered

student and community needs. It is no longer possible to maintain the view that the majority of those remaining in school for 12 years will be aiming to graduate into higher education.

6. The recent Finn, Mayer and Carmichael Reports stress the need to develop institutions which provide appropriate education and training for this increased retention in post compulsory education.

7. A suitable College structure has been designed to accommodate the needs of the student clientele, staff implementation and the flexibility required to facilitate the educational and training offerings. Attachment 2 refers. The structures and staffing proposals have been discussed and supported by the Task Force.

8. A range of appropriate course options and student pathways has been developed and is ready for commencement in 1993. The evidence and data which has been considered by the staff of both existing Colleges forms Attachment 3.

9. At Attachment 4 is a carefully structured, phased implementation timeline which has been prepared to develop the amalgamated college.

10. An appropriate and ongoing professional development program has been established to enhance the capacity of

all staff in the amalgamated College to serve the needs of the clientele (Attachment 5 refers).

11. It is proposed that an Interim Council will replace the two existing College Councils. A proposal which both Councils support forms Attachment 6.

12. The proposed name of the amalgamated institution is Alice Springs College.

OPTIONS

13. Two options exist. The first, to maintain the status quo, leaves open the prospect of a diminishing capacity to accommodate the education and training of students at post compulsory level. The second option is to proceed with the recommended amalgamation.

PUBLIC IMPACT OF THE RECOMMENDATIONS

14. It is proposed that a wide reaching education program will be conducted within the community detailing the implications and advantages of an amalgamated institution to alleviate any community concern.

FINANCIAL CONSIDERATIONS

15. An amalgamated institution of this nature would be one of the first of a number of this type nationally within

initiatives likely to be supported by special grants from the Commonwealth Government. A costing of the proposal forms Attachment 7.

REGULATORY IMPACT

16. Regulatory impact is not anticipated.

EMPLOYMENT AND INDUSTRIAL RELATIONS

17. Ongoing consultation with all involved unions continues to occur for the development of a single appropriate award to accommodate the new amalgamated structure with its responsibilities. The aim will be not to have an unnecessary proliferation of awards covering staff with similar and complementary responsibilities.

COMMONWEALTH, STATE AND LOCAL GOVERNMENT RELATIONS

18. If the recommendations are accepted, a possibility exists for the attraction of Federal funding of "Carmichael-type" pilot programs aimed at providing easier transfer from education and training to work. A positive reaction to national education and training initiatives may well be viewed with favour.

CO-ORDINATION AND CONSULTATION

19. The submission has been prepared in consultation with the Northern Territory Employment and Training Authority (NTETA) and circulated to the Departments of the Chief Minister and Law, the Public Service Commissioner and Under Treasurer. Their comments are attached.

20. Subject to Cabinet's endorsement of the proposal it will be necessary to

(a) advise the Councils of the two colleges of this decision and encourage continuation of the discussions with staff on the management structures;

(b) advise the Secretary of the Department that the work of the industrial relations group, including the Public Service Commissioner and the Chairman of the NT Employment and Training Authority, continue its work with the colleges, the staff and the unions to resolve matters associated with the unions involved and the awards, and

(c) advise the Councils of the two colleges that discussions should commence immediately with the Secretary of the Department of Education and the Chairman of NTETA to discuss the management proposals, and the future planning, budgeting and reporting arrangements which will ensure that the

necessary accountability and audit structure exists and that the resources are available to the College through understood access to both Northern Territory, Commonwealth and national pathways through the new Australian National Training Authority.

LEGISLATION

21. The existing legislative framework is adequate. A miscellaneous amendment will be required to Section 41 (1) (a) of the Education Act to change the name of the institution to the Alice Springs College.

PUBLICITY

22. It will be appropriate for the Minister to make a statement regarding the amalgamation prior to the intensive local publicity campaign.

TIMING

23. It is strongly recommended that the amalgamated institution begin functioning from the start of the 1993 calendar year.

Shane L. Stone

Feasibility Study Results

ATTACHMENT 1

Fact Finding Trip

Within the narrowness of thinking at Bayside Community College and Hervey Bay Senior College, the emphasis lies in the provision of services to the clientele. Despite the fact that many significant criticisms are able to be made of the curriculum structure and organization, provision of course offerings which are responsive to student and community perceived needs remains paramount.

Student subject choice and flexibility within different certificate areas is restricted by several factors:

1. limited understanding of recent developments on a national scale regarding the necessity of flexibility in student movement between education and training (refer Carmichael & Mayer) and the consequential broadening of student pathways and enhancement of multi-skilling concepts. This appears to be a State-wide failing as much as a single institution concern.

In effect, the course offerings are not made available in a contemporary manner, with TAFE subjects not being readily and conveniently accessible during the context of a normal working day. The ideas underpinning the availability of 'Board' (or Tertiary style subjects) and Vocational (for Trade students) are based on ideas developed in the ACT ten to fifteen years ago. Developed in a different context and climate, they are not adequate to meet the changing educational and training needs of students and the community in general.

2. limited TAFE accredited course or subject availability.

3. limited cross accreditation between senior secondary and TAFE courses.

4. an 'institutionalised' distinction between senior secondary courses and TAFE courses within the same institutions which restricts fluent and flexible accessing by students of both types of learning.

5. a 'menu' timetabling approach driven by antiquated timetabling programmes which restricted student choice and maintained an inflexible 'status quo' in the College.

As a consequence of informations gained from this trip and other data developed prior, it is the opinion of the Task Force that if an adequate, comprehensive and viable range of educational alternatives at a post-compulsory level is to be offered in Alice Springs to the complete range of clientele, an amalgamated structure must proceed. It is apparent to the Task Force that without the forward thinking and consequential planning associated with the amalgamated institution, one area or another of post-compulsory education will suffer.

Feasibility Study Results

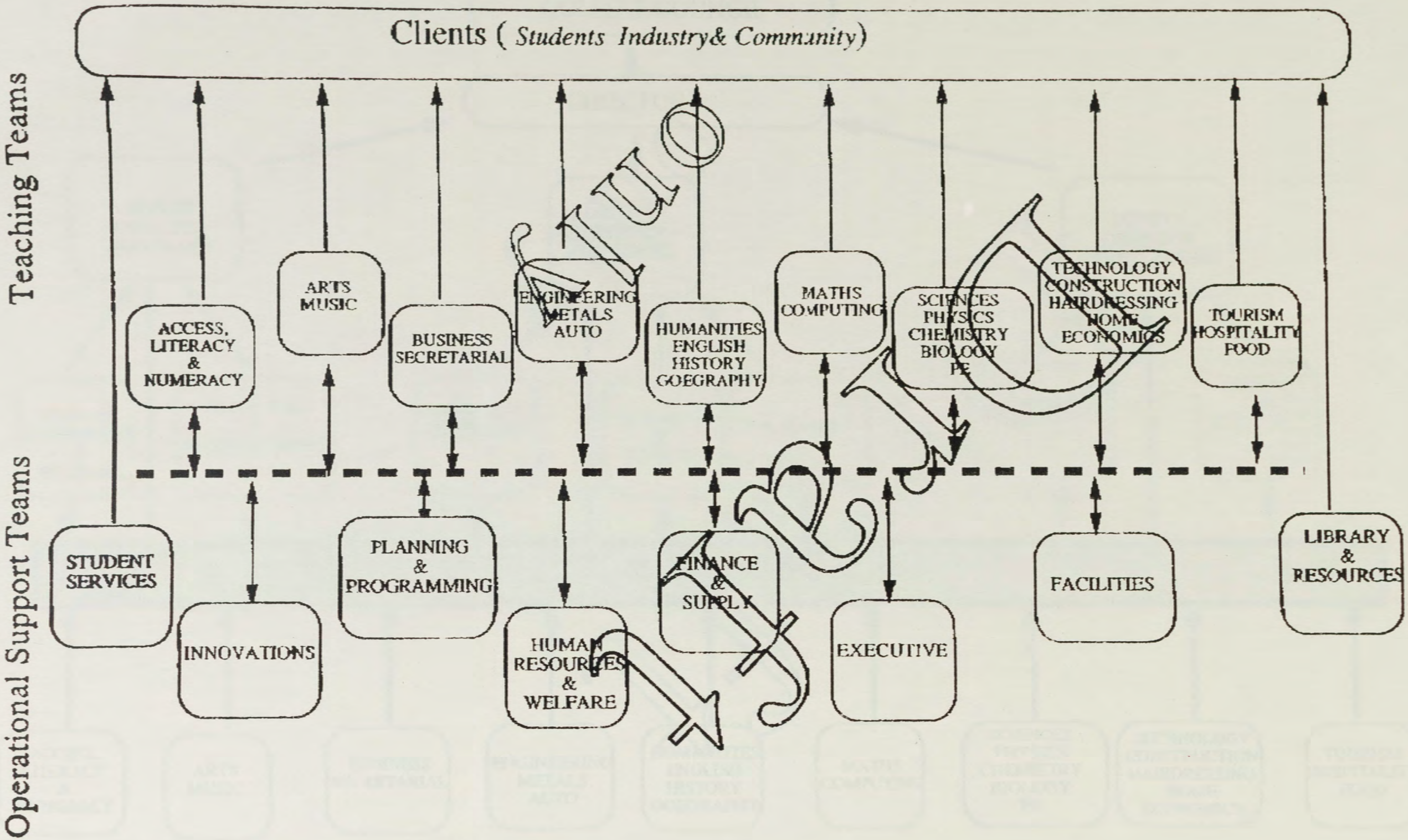
ATTACHMENT 2

Proposed Structure

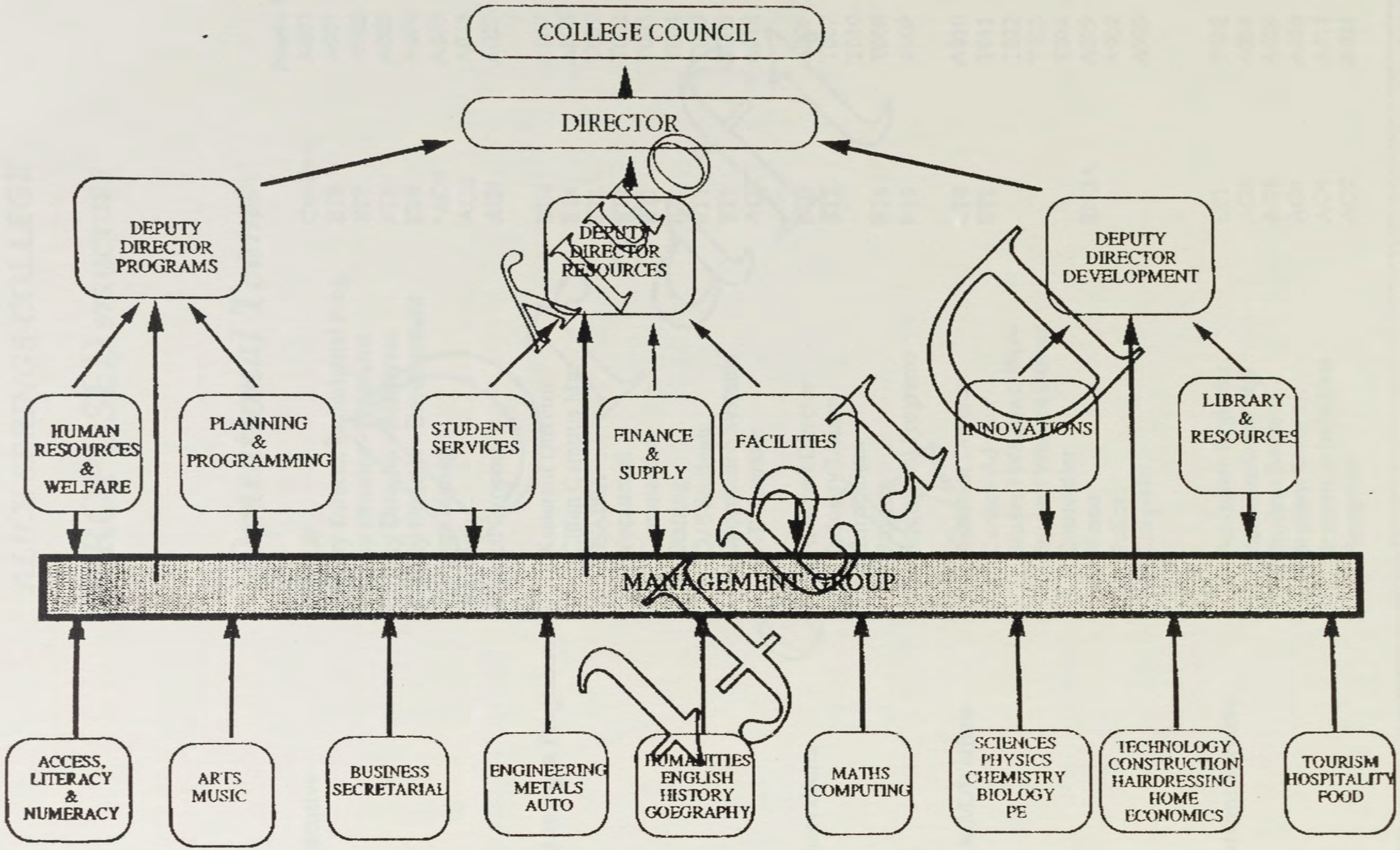
After studying the operation of staffing structures in Colleges interstate and in particular those operating under the philosophy of Self Managing Work Teams it has been agreed by the Task Force to discuss such a structure with the staffs at both Colleges. The ATU Branch at ASCOT has asked that such a structure be considered.

The attached proposed Structure and Staffing is still subject to local discussion and input and must therefore be seen as still in a draft stage. However, it is in no way anticipated that costings will increase beyond those already existing.

Structural System



Organizational System



ALICE SPRINGS COLLEGE

PROPOSED STRUCTURE

Operational Teams

			Postn No.
Executive	Director	Contract	A001
	Deputy Director - Aboriginal Prog.	ET8	A901
	Deputy Director - Programs	ET8	A002
	Deputy Director - Resources	ET8	A003
	Deputy Director - Development	ET8	A004
	Business Manager	*AO8	A005
	Secretary	AO2	A018
	Council Support	AO1	A027
Planning & Programming	Assistant Director	ET4	A007
	Gillen Campus Mgr	ET4	A008
	SSABSA	ET1	T001
	Vocational	ET1	T002
	Commercial	ET1	T003
	Staffing	ET1	T004
	O/S Students	ET1	T005
	Information Systems	ET1	T006
	WP Operator	AO2	A018
Innovations	Assistant Director	ET4	A009
	Industry Liaison	ET1	T007
	Curriculum		T010
	Projects	ET1	T008
	Aboriginal Programs	ET1	T009
H.R.M./Welfare	Assistant Director	ET4	A010
	Careers Advisor	ET1	T011
	Student Welfare Officer		T022
	Student Welfare Officer		T023
	Counsellor		T024
	Nurse	RN3A	A019
	Police		A902
	Chaplain		A903
Student Services	Academic Registrar	ET1	T012
	Accommodation Mgr	*AO3*	*A014*
	Student Records	AO2	A024
	Student Records	AO1	A028
	Student Admissions	AO4	A012
	Reception	AO2	A021

Issued for Comment : *Submissions required by 4:00pm Friday October 23rd*

ALICE SPRINGS COLLEGE

PROPOSED STRUCTURE

Finance & Supply	Admin Officer	AO5	A011
	Finance Officer	AO4	A013
	Finance/Admin Gillen	AO3	A015
	Supply	AO3	A016
	Travel /Salary Clerk	AO2	A022
	Registry	AO2	A023
	Storeperson	AO1	A029
Library & Resources	Chief Librarian	P3	A006
	Teacher Librarian		T016
	Library Technician	AO3	A017
	AV Technician	T1	A030
	Library Assistant	AO2	A025
	Print/Photocopy	AO1	A031
	Print/Photocopy	AO1	A032
Facilities	Technical Officer	T2	A020
	Groundsperson	P2	A033
	Janitor Sadadeen	P2	A034
	Janitor/Grounds Gillen	P2	A035
	Cleaner Sadadeen		*A036*
	Cleaner Sadadeen		*A037*
	Cleaner Gillen		*A038*
	Cleaner Gillen		*A039*
	Domestic Gillen	*P2*	*A040*
	Cook Gillen	*P2*	*A041*

NOTES:

ALL position numbers designated A... are non-teaching positions which will operate under standard public service conditions of hours and leave.

Present substantive officers will have existing conditions preserved.

ALL positions in italics are presently employed by the Council of ASCOT

Secretarial permission is being sougth to reclassify ALL existing TM positions at trelative ET level until a separate Award has been developed ie TM3 - ET1; TM4 - ET4; TM8-ET8

Issued for Comment : *Submissions required by 4:00pm Friday October 23rd*

ALICE SPRINGS COLLEGE

PROPOSED STRUCTURE

Engineering	Manager	ET1/ML	T018
	Lecturer-Auto		T050
	Lecturer-Auto		T051
	Lecturer-Metals		T052
	Lecturer-Metals		T053
	Lecturer-Metals		T054
	Lecturer-Metals		T055
	Assistant	AO1	A046
Technology	Manager	ET1/ML	T019
	Lecturer-Construction		T056
	Lecturer-Construction		T057
	Lecturer-Tech Studies		T058
	Coordinator Hairdressing		T059
	Lecturer Hairdressing		T060
	Lecturer-Home Econ		A047
	Assistant	AO1	A050
Tourism & Hospitality	Manager	ET1/ML	T020
	Lecturer-Food Studies		T061
	Lecturer-Food Studies		T062
	Lecturer-Butchery		T063
	Lecturer-Hospitality		T064
	Lecturer-Hospitality		T065
	Lecturer-Front Office		T066
	Lecturer -Tourism/Management	T067	
	Assistant	AO1	A048
Humanities	Manager	ET1/ML	T021
	Lecturer-Drama/English		T068
	Lecturer-English		T069
	Lecturer-English		T070
	Lecturer-Communication		T071
	Lecturer-Geography		T072
	Lecturer-Child Care		T073
	Lecturer-Child Care		T074
	Lecturer-Social Science		T075
	Lecturer-Work Education		T076
	Assistant	AO1	A049

Issued for Comment : *Submissions required by 4:00pm Friday October 23rd*

ALICE SPRINGS COLLEGE

PROPOSED STRUCTURE

Teaching Teams

Arts	Manager	ET1/ML	T013
	Lecturer-Media		T025
	Lecturer-2D		T026
	Lecturer-3D		T027
	Lecturer-Art		T028
	Lecturer -Music		T029
	Assistant	AO1	A042
Business	Manager	ET1/ML	T014
	Lecturer- Computing		*T030*
	Lecturer-Accounting		T031
	Lecturer-Accounting		T032
	Lecturer-Secretarial		T032
	Lecturer-Management		T033
	Lecturer-Legal Studies		T034
	Assistant	AO1	A043
Access & Literacy	Manager	ET1/ML	T015
	Lecturer-TESL		T038
	Lecturer-Basic Literacy		T036
	Lecturer-Basic Literacy		T037
	Lecturer-Mathematics		T038
	Assistant	AO1	A044
Mathematics	Manager	ET1/ML	T016
	Lecturer-Mathematics		T039
	Lecturer-Mathematics		T040
	Lecturer-Mathematics		T041
	Lecturer-Mathematics		T042
	Lecturer -Computing		T043
	Assistant	AO1	A045
Sciences	Manager	ET1/ML	T017
	Lecturer-Biology		T044
	Lecturer-Biology		T045
	Lecturer-Chemistry		T046
	Lecturer-Physics		T047
	Lecturer- PE		T048
	Lecturer-Natural Resources		T049
	Assistant	AO2	A026

Issued for Comment : *Submissions required by 4:00pm Friday October 23rd*

Feasibility Study Results

ATTACHMENT 3

Course Options 1993

Sadadeen Sec. courses and TAFE courses with possible areas of overlap:

SSC Tourism Stages 1 and 2	<---->	Certificate of Hospitality Studies; Certificate in Travel and Tourism; Associate diploma of Business (Hospitality);
SSC Business units	---------->	Certificate in Office Skills; Certificate in Administrative Studies; Certificate of Business (Accounting); Associate Diploma of Business (Accounting);
SSC Home Economics units	<----->	Certificate in Child Care Practices; Associate Diploma in Education (Child Care);

Other areas where as yet there has been no investigation but that would seem to lend itself to credit transfer arrangements are:

SSC Computing, Keyboarding, Word Processing, Bookkeeping and various other units	<----->	Australian Traineeship Schemes (Retail & Office Clerical);

SSC Art units <----------> Associate Diploma in Art (Creative and Applied): Certificate in Applied Art

The above list is by no means exhaustive and it would be hoped that individuals / departments / faculties from both institutions will be consciously looking for such overlap. In time it is envisaged that students will have minimum duplication of coursework as they move between courses. In addition, extensive work has been done by the various Northern Territory education and training bodies to facilitate and develop this process of cross accreditation.

These developments are in-line with the current national move towards improving the education and vocational training offered to young people through the Australian Vocational Certificate Training System. ('The Carmichael Report') It will encourage the concept of multi-skilling and the ability of a student to move flexibly within existing offerings. It will enhance the students capacity to adapt and adjust more rapidly to a changing career or economic context.

It is envisaged that industry will play a far more active role in the education and training circumstance through a variety of systems. Increased industry involvement and participation in course development and training will assist in the recognition and maintenance of contemporary industry standards and expectations. As well, advantage to industry will result from the increasingly skilled and flexible trainee.

Feasibility Study Results

ATTACHMENT 4

Implementation Timeline

1st - 31st October

Task Force negotiates 'best-fit' of existing managers to new structure in confidence November 12 1992

College name/identity October 12 1992

Task Force recommends Council Structure October 12 1992

Release of Draft Recommendations for local comment October 12 1992

End date for local comment October 23 1992

Draft Cabinet Submission to Minister

Public statement by Minister Wednesday October 14, 1992

Combined programs October 30 1992

1st - 30th November

Award Agreement November 13 1992

Appointment of Assistant Directors November 13 1992

Appointment of Cell Managers November 20 1992

Appointment of Teaching staff November 27 1992

Appointment of Operations staff November 27 1992

Minister appoints interim Council November 30 1992

1st · 31st December

Interim Council appoints Executive Director December 1 1992

Resource Re-allocation December 4 1992

Feasibility Study Results

ATTACHMENT 5

Professional Development

It is strongly recommended that provision is made for an extensive and ongoing Professional Development program for the teaching and support staff of both institutions.

Support Staff

Training will be required for those moving to a different computer system of record keeping eg. TAFEeasy and/or Cbass. In addition possible technological developments regarding interconnectiveness between the Burroughs and Macintosh systems will need to be prepared for.

As well support staff from both institutions will need to be extensively inserviced in respect of the different courses their component parts assessment elements and recording requirements available in the two educational sectors.

Teaching Staff

A major strategy of the amalgamated College will be to accommodate a new clientele by all staff. New approaches in methodologies in teaching will need to be applied and staff familiarization with these is essential. (eg. The application of Competency Based Training and Assessment principles within the guidelines of the Vocational Training Authority and NTETA is an area requiring immediate attention.)

As per Appendix No. 2. the philosophy of the Self Managing Work Team is to be a major strategy of the new College and local refinement is required.

As a matter of course a dynamic continuing Professional Development will exist within the College.

Feasibility Study Results

ATTACHMENT 6

Proposed Interim Council

It is also recommended that an Interim Council be put in place for the amalgamated institution to operate from 1/12/92 to 31/12/93

The Interim Council to be made up of -
- 3 members of the former ASCOT council
- 3 members of the former SSC council
- 1 representative of NTU
- 1 representative of DEET
- 1 representative of the Department of Education
- 1 representative of the ATU
- 1 representative of the PSU
- 1 representative of the ASCOT students
- 1 representative of the SSC students
- 1 representative of the Aboriginal groups in the Colleges
- 1 representative of NTOC
- each of the current Principals (to be replaced by the new Director when appointed)

Amalgamated College Council
It is a request of the currently existing Sadadeen Secondary College Council that representation on the Amalgamated College Council include at least three parents of senior secondary course students.

Feasibility Study Results

ATTACHMENT 7

Costs and Funding

The following are elements of immediately identifiable savings which the amalgamation of the two Colleges will produce. It is envisaged that in addition, other as yet unknown savings will become apparent across the whole range of College functions.

1. AO5 position becomes vacant in October 1993 and will not be re-filled

$37,000 p.a.

2. PTI employment will reduce by at least 1000 hours in the first year of amalgamation

$40,000 p.a.

3. The savings associated with a single Council estimated on an ongoing basis on current costings

$15,000 p.a.

4. Telecommunications - combining switchboards - under the recently installed ISDN Network at ASCOT, savings from both rental and operations costs

$10,000 p.a.

5. Indeterminate savings from development of Self Managing Work Teams will enable a reduction in support ancillary personnel

6. Capital Works

(i) Classroom extensions at ASCOT planned for 1994-5 no longer essential

$600,000

(ii) Theatre Complex at SSC with modification could negate the need to proceed with the Media Study studio at ASCOT

$200,000

7. Future growth will be more easily accommodated with access to general purpose rooms for ASCOT night classes and for access to workshops for SSC courses.

Projected Savings Immediately Identified

approximately $900,000