



# TAFE Commission Advisory Board Candidate Information Pack

April 2025

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**TAFE** NSW



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## About TAFE NSW

### Our Legislation

TAFE NSW is the NSW Government's public provider of vocational education and training (VET).

The New South Wales Technical and Further Education Commission (trading as TAFE NSW) is a statutory body established by the *Technical and Further Education Commission Act 1990* (NSW) (the TAFE Act).

Under this legislation, TAFE NSW performs a number of functions, including:

- Providing technical and further education services to meet the skills needs of individuals and the workforce, in ways that recognise the changing nature of workplaces and the need for new skills and retraining.
- Consulting with industry and the community to ensure technical and further education services are relevant to industry, business, students and other groups.
- Providing educationally or vocationally disadvantaged groups with access to technical and further education and other specialised services.
- Providing students with the maximum opportunity to progress to further education and training by linking their studies to further TAFE NSW courses or those of other education and training providers.



### TAFE NSW Charter

The [TAFE NSW Charter](#) outlines the NSW Government's expectations of TAFE NSW as the state's public vocational education and training provider. It is structured around TAFE NSW's three key stakeholder groups – learners, industry and communities.

### Strategic Plan

TAFE NSW's [Strategic Plan](#) 2022-2025 is a roadmap spanning three years. It drives our commitment to maintaining excellence in education, innovation and workforce development, and will ensure that we evolve as vocational education provider and continue to upskill and reskill the students, businesses and communities of NSW.

## Our Vision

TAFE NSW's vision is to be the leading provider of lifelong learning, meeting the evolving needs of industry and learners in communities across NSW.

The vision articulates TAFE NSW's commitment to delivering future-focused, responsive and flexible skills education and training to the people of NSW, regardless of who they are and where they live.

## Strategic Goals and Enablers

To support TAFE NSW in achieving the vision, the Strategic Plan establishes four strategic goals and two strategic enablers that underpin our success and support us in achieving the goals:

- **Goal 1:** Accelerate skills in priority areas
- **Goal 2:** Ensuring educational quality
- **Goal 3:** Delivering exceptional learner experiences
- **Goal 4:** Partnering for greater educational and social impact
- **Enabler:** Cultivating an empowered, adaptive workforce
- **Enabler:** Modernising our digital and physical infrastructure.

## NSW Skills Plan 2024-28

The [NSW Skills Plan](#) sets out a vision for the NSW skills system to support all people to participate in vocational education and training that drives economic and wellbeing outcomes for individuals, industry and communities. It provides the Government's response to the [NSW Vocational Education and Training Review](#). A strong and stable TAFE NSW is one of the 3 areas of systems reform identified in the Plan.

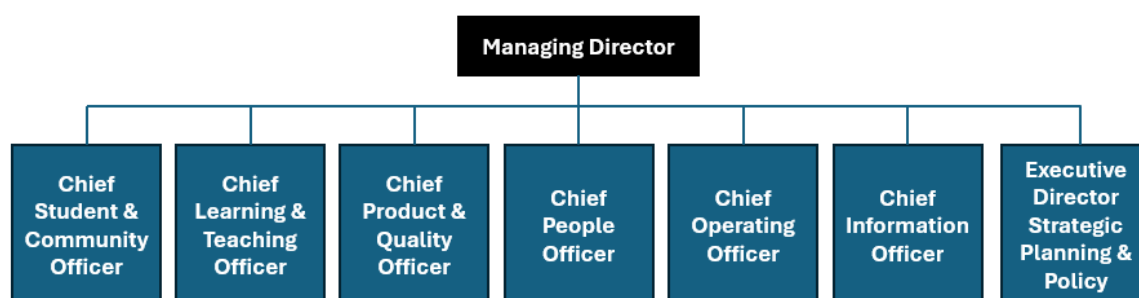
## Our Commitment to Industry

TAFE NSW continues to strengthen its connection with industry to offer greater access to high quality, relevant training that provides people with the skills they need for jobs of the future. Closer collaboration with industry, via co-designed training programs ensures our students are able to move seamlessly between training and the workplace.

Industry currency is a hallmark of TAFE NSW training and essential to the quality and relevance of our courses. Our staff are dedicated to bringing their industry expertise into teaching teams to enhance currency and leverage their relationship with industry to integrate new and emerging technologies that students will encounter in the workplace to provide real-world experiences.

## Executive Leadership Structure

As at 4 April 2025 the following senior executive positions reported to the Managing Director.





## **TAFE Commission Advisory Board**

The functions of the TAFE Commission Advisory Board are set out in Section 12 of the TAFE Act. The TAFE NSW Board reviews and makes recommendations to the Minister on:

- Policies related to the technical and further education services provided by TAFE NSW
- The efficiency and effectiveness of the operation and management of the technical and further education services provided by TAFE NSW
- The corporate plans prepared by TAFE NSW.
- The relationship between TAFE NSW and other education sectors, including schools, higher education and adult and community education.

## **TAFE Commission Advisory Board Operations and Charter**

The TAFE Commission Advisory Board meets four to six times per year, generally composed of four Board meetings and two workshops. Board meetings and workshops may be held at different locations around NSW.

The Board Charter is set out in [Appendix 1](#).

## **TAFE Commission Advisory Board Membership**

Under Section 11 of the TAFE Act, the TAFE Commission Board is to consist of the following 13 members:

- (a) the Managing Director of the TAFE Commission,
- (b) a senior member of staff, or a Public Service senior executive for the time being nominated by the Minister,
- (c), (d) (Repealed)
- (e) a person for the time being nominated by the Minister for Education,
- (f) 10 members appointed by the Minister.

## Appointment Terms

Appointed members hold office for a period (as specified in their respective instrument of appointment) of up to four years and are eligible for re-appointment.

## Remuneration

Members of the Board are remunerated \$30,591 per annum plus superannuation.

Board remuneration is set by the NSW Public Service Commission. Further information about the classification of the TAFE NSW Board and remuneration can be found at the [NSW Public Service Commission](https://www.nsw.gov.au/public-service-commission) website.

## Duties and Responsibilities of a Board Member

The Premier's Department publishes [Guidelines](#) for boards and committees which outline the NSW Government's expectations about the conduct and performance of board and committee members (such as those of the TAFE NSW Board). The roles and responsibilities of board and committee members include:

- Supporting the board or committee to perform its functions
- Attending meetings and participating in discussions
- Undertaking consultation or research to support and promote the discussion of board or committee agenda items.

Under Section 7 of the TAFE Act, Board members must disclose any pecuniary interests which could potentially raise a conflict between the duties of that Board member and the consideration of the matter by the Board.

## Current Board Members

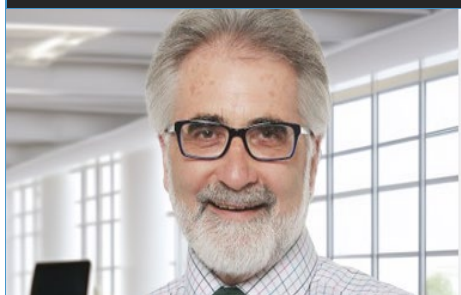
The Board currently comprises of six appointed members and three ex-officio members who are the Managing Director of TAFE NSW, the Secretary of the NSW Department of Education, and a TAFE NSW teacher representative.

### Ms Chloe Read | Acting Managing Director



Chloe Read was appointed Acting Managing Director of TAFE NSW in January 2025. With over 20 years of experience in public sector education, Chloe brings expertise in public policy, strategy, intergovernmental relations, program management and IT. Most recently, she served for five years as Deputy Secretary, Education and Skills Reform, at the NSW Department of Education

### Mr Danny O'Connor | Chair



Danny O'Connor served as the Chief Executive of Western Sydney Local Health District from 2011 to 2019 and Chief Executive of Western New South Wales Area Health Service from 2009 to 2010. He has extensive experience in government and public administration, with a focus on stakeholder management in health services. Danny is involved in initiatives to improve healthcare experiences, achieve efficiency and productivity through technology adoption, foster collaboration between public and private providers, and advocate for health policy in urban design.



## Ms Katrina Troughton (Deputy Chairperson)



Katrina Troughton is the Vice President and Managing Director for Adobe ANZ. With deep global experience in technology business leadership within diverse markets and leading diverse teams, Katrina has held a variety of international roles, including Managing Director of IBM Australia and New Zealand, General Manager for IBM New Zealand, and Vice President of Data and Analytics solutions for IBM Asia Pacific, based in Shanghai. It was her time working at IBM's headquarters in New York, leading a global team focused on HR solutions to support new ways of working, that cemented Katrina's keen interest in the importance of skills and driving skills transformation at scale.

Katrina is a passionate advocate of IBM's Pathways in Technology education program (P-TECH) which supports future skills development and new pathways into technology careers for tertiary students. In 2020, she was the executive sponsor supporting the launch of IBM's SkillsBuild Program with SoldierOn Australia, an initiative to help Australian defence personnel and veterans re-skill and pivot towards careers in technology, including cyber security.

Katrina has board and advisory experience, serving on the UniServices board at the University of Auckland, chairing the New Zealand Digital Advisory Board, and helping to establish its Global Women Leadership Development program.

## Ms Alison Mirams



Alison Mirams is the founding Chief Executive Officer of Roberts Co and is deeply passionate about addressing the systemic issues that exist in the construction industry. Throughout her 25 years of experience working in the construction industry, Alison has been constantly striving to attract and retain more women within the industry.

Before establishing Roberts Co, Alison led the NSW/ACT regional business unit for Lendlease's building business for nearly three years. Prior to joining Lendlease, Alison enjoyed a successful 16-year career at Multiplex, rising from

Contracts Administrator to Regional Director.

Alison received the Laing O'Rourke Business Woman of the Year award at the 2018 National Association of Women in Construction NSW Awards for Excellence. She is also a member of the NSW Property Council of Australia Division Council, a Director of the University of NSW (UNSW) Foundation Board, and a member of the Advisory Board for Aero PM. In addition to these roles, Alison also chairs the Advisory Council for the UNSW Faculty of Arts, Design, and Architecture

## Mr Adam Liaw



Adam Liaw is a cook, writer and broadcaster.

Following a legal career across both Australia and Asia, most recently with 'The Walt Disney Company', Adam is now a columnist for The Sydney Morning Herald, The Age and Sunday Life Magazine, and has written seven cookbooks. He is a former columnist for The Wall Street Journal's Scene Asia.

Adam is the host of several television series, including the AACTA award-winning 'Destination Flavour' and 'The Cook Up with Adam Liaw.'

Adam is also a board member of the Australia-Japan Foundation and the Museum of Chinese in Australia. In 2016, the Japanese government appointed Adam as an official Goodwill Ambassador for Japanese cuisine. Adam is also UNICEF Australia's national ambassador for nutrition and an ambassador of the 'Australia Now' program for the Australian Department of Foreign Affairs.

## Mr Geoffrey Newcombe



Dr Geoff Newcombe was the Chief Executive of the Association of Independent Schools of NSW from 2005-2022. He has extensive experience in school management and finance, having held positions of Head and Business Manager in a number of Independent Schools.

He is Chair of the Non-Government Schools Superannuation Fund (the Fund) and chairs the Fund's Nomination and Appointment Committee. He also serves on the Fund's HR, Remuneration and Governance Committee and Investment

Committee.

Dr Newcombe was appointed to the NSW Government's Study NSW International Education Advisory Board in 2014 and served on the Board of the NSW Education Standards Authority (NESA) from 2017 to 2022. He is currently a member of the Dymocks Children's Charities Board and a member of the Audit and Risk Committee of the Department of Education, Western Australia.

In December 2018, he was appointed to the Board of the Australian Council for Educational Research (ACER) and now chairs ACER's Finance and Audit Committee.

In June 2017, he was appointed a Member of the Order of Australia (AM) for service to education and educational organisations, in particular the independent school sector. In November 2019, he received the NSW Sir Harold Wyndham Medal, the highest award given by the Australian College of Educators NSW.

## Ms Mary Ann O'Loughlin



Mary Ann O'Loughlin has had a long career as a senior executive. She's worked in Commonwealth and NSW governments, and the private sector. She specialises in social policy and government financial arrangements. She has also contributed to major policy reforms in education, health, aged care and disability. Currently, she is a senior policy strategist on domestic violence at UTS Business School and a member of CEDA's Research and Policy Committee.

## Mr Megan Callinan



Megan Callinan is the CEO and board member of Marathon Health. Her experience spans health and community sectors, training, employment and the building industry. Megan excels at uniting the right people to solve problems. She has strong connections across regional, rural and remote Australia, made up of a network of people who work to support vulnerable populations. Megan is also Pro Chancellor for Charles Sturt University and a board member of Regional Development Australia (Orana).



### Mr Kurt Fearnley



Kurt Fearnley, five-time Australian Paralympian, an experienced director in both government and non-government sectors, was appointed Chair of the National Disability Insurance Scheme board in 2022. Kurt serves as a board commissioner of the Australian Sports Commission and is board director of the Brisbane 2032 Olympic and Paralympic Organising Committee. He has previously been a board member for several organisations focused on disability and community issues. He is also a high-school teacher, television presenter, podcaster and broadcaster.

### Mr Murat Dizdar



Mr. Murat Dizdar PSM is the Secretary of the NSW Department of Education (DoE), overseeing education and training services. These include Early Childhood Education and Care, schools, and Vocational Education and Training (VET). His career began as a social science teacher and he went on to have senior principal roles at Belmore Boys High and Punchbowl Boys High. As Deputy Secretary – School Performance, he co-led the DoE's School Performance division. He's received numerous awards for his contributions to education, including the Australia Day Public Service Medal in 2016.

### Mr Stuart McKinder



Stuart McKinder joined TAFE NSW as a teacher of engineering trades in 2008. Stuart has more than 20 years of experience in heavy fabrication and welding, mechanical plant and process pipe installation and commissioning, and plant construction within the heavy engineering, water and wastewater and food production industries.

Prior to joining TAFE NSW, Stuart completed two 4-year apprenticeships as a boilermaker and plumber and worked on projects that included the Colins class submarines while working for CBI Constructors and Manus Island water treatment plant while working with Anglian Water International.

Stuart is passionate about providing real skills and knowledge to students that will help provide pathways to a fulfilling job in an industry of their choice.

### Ms Eva Hanly



Eva Hanly has over 25 years of experience in the infrastructure and energy sector. This includes senior roles at Worley, Transurban, Origin Energy, Transgrid and Fortescue. She was previously CEO of Squadron Energy, the largest renewable energy company in Australia. Eva holds degrees in engineering and arts from UNSW, and has an MBA. She has also completed the Australian Institute of Company Directors course.

## **TAFE NSW Code of Conduct**

The TAFE NSW Code of Conduct provides a framework to ensure our workplace behaviours are supporting a safe, respectful, and ethical working and learning environment. The Code of Conduct can be downloaded here: [TAFE NSW Code of Conduct](#)

## **TAFE NSW Policies and Procedures**

TAFE NSW publishes important policies and procedures relevant to the operations of TAFE NSW. They can be found here: [Policies and procedures - TAFE NSW](#)



# TAFE NSW Commission Advisory Board Charter



## 1. Purpose

The TAFE Commission Advisory Board ('Board') is a formal advisory mechanism established under the Technical and Further Education Commission Act 1990 (NSW) ('Act').

Its purpose is to provide the Minister with advice in relation to TAFE NSW's provision of technical and further education services, commercial activities and relationship to other education sectors.

This document defines the authority and responsibilities of the Board within TAFE NSW's legislative and regulative framework.

## 2. Authority and Power

### a. Functions

Section 12 of Part 4 of the Act stipulates that the functions of the Board are "to review and make recommendations to the Minister on the following:

- i. policies related to the technical and further education services provided by the TAFE Commission,
- ii. efficiency and effectiveness in relation to the operation and management of the technical and further education services provided by the TAFE Commission,
- iii. the Commission's commercial activities, the setting of priorities for its commercial operations and the utilisation of funds generated from commercial activities, consistent with the Government's overall policies and objectives in the education and training area,
- iv. the corporate plans prepared by the TAFE Commission under this Part,
- v. the relationship between the TAFE Commission and other education sectors, including schools, higher education and adult and community education,
- vi. any matter referred to the Board by the Minister."

### b. Authority and Power

The Board has the authority to make recommendations to the Minister.

The Board has the power to request from TAFE NSW information pertaining to its activities as it considers necessary to discharge its responsibilities.

The Board has no executive power.

The Managing Director is an ex officio member of the Board with equal participation rights. When acting as a member of the Board, the Managing Director is not exercising the powers or authority of the office of the Managing Director.

## 3. Membership and Duties

### a. Members

The Board is composed of:

- i. Managing Director, TAFE NSW;
- ii. A representative from the senior executive of TAFE NSW;
- iii. A person nominated by the Minister for Education;
- iv. Ten (10) members appointed by the Minister.

[s11 of Part 4 of the Act]

As part of the process to appoint members, a skills matrix assessment is conducted to assist in ensuring a suitable board composition is maintained.

A list of the current members is provided as **Attachment 2**.

#### **b. Tenure**

Appointed members hold office for the duration specified in the relevant instrument of appointment, not exceeding four (4) years, and are eligible for re-appointment.

[s4 of Sch1 of the Act]

#### **c. Standing Invitees**

- i. Executive Director, Strategic Policy and Planning
- ii. Governance & Secretariat Specialist (Secretary)

#### **d. Other attendees**

Other attendees may attend all or any part of the meeting with the Chair's agreement for the purpose of providing information.

#### **e. Role of the Chairman**

The role of the Chair is to:

- i. Review and approve the draft agenda before distribution;
- ii. Guide the meeting according to the agenda and time available;
- iii. Ensure all discussion items end with a decision, action or definite outcome;
- iv. Review and approve the draft minutes before distribution.

The Board Chair or, in the absence of the Board Chair, the Deputy Chair (or, in the absence of both, another member elected to chair the meeting by the members present) is to preside at a meeting of the Board.

#### **f. Role of a Member**

Members must understand and observe TAFE NSW's legal requirements including:

- i. declaring conflicts of interests in accordance with section 7 of Schedule 1 of the Act;
- ii. imparting relevant skills and experience including cultural, people, financial and risk management expertise;
- iii. applying good analytical skills, objectivity and judgement; and
- iv. expressing opinions frankly and asking questions which go to the fundamental core of an issue
- v. not exercising managerial authority.

#### **g. Role of the Secretary**

The role of the Secretary is to:

- i. Prepare agendas and issue notices for meetings;
- ii. Ensure all necessary documents requiring discussion or comment are attached to the agenda;

- iii. Distribute the agenda;
- iv. Take notes of the proceedings and prepare minutes of meeting;
- v. Distribute the minutes and action lists to all Members;
- vi. Monitor actions arising from the Board meetings and report their status in meeting materials; and
- vii. Ensure signed minutes and meeting records are securely retained and archived.

## **h. Other Support**

The TAFE Board Secretariat supports the operations of the Board by:

- i. Organising meeting facilities, video conferencing, travel, catering, expense reimbursement and other meeting logistics;
- ii. Assisting Members to address any issues arising with electronic access to papers;
- iii. Archiving and records management

The Executive Director, Strategic Planning and Policy supports the Board Chair by:

- i. Advising in relation to managing Members actual or potential conflicts of interest;
- ii. Facilitating advance consideration of proposed agenda items;
- iii. Facilitating provision of Board access to privileged and confidential legal advice from time to time;
- iv. Advising on process and conduct guidelines for NSW government sector boards and committees.

## **4. Meetings**

### **a. Frequency**

The Board will meet as often as the Chair and Members consider necessary to fulfil their duties and responsibilities.

In normal circumstances the Board is expected to meet at least four times in a year. Participants may attend in person, by telephone or by the use of video conferencing facilities.

The Board may sit as a special Board meeting as required by the Chair. Decisions made at these meetings will be deemed acceptable and shall be recorded in the minutes of the next scheduled Board meeting.

A meeting calendar will be developed each year and will be distributed by the Secretary to all Members and Standing Invitees.

### **b. Agenda Items**

A draft agenda will be forwarded to the Chair for review and approval at least fifteen (15) business days prior to the next scheduled meeting.

### **c. Submissions**

All submissions to the Board must be forwarded to the Secretary at least ten (10) business days prior to the next scheduled meeting. The format of the submission must be in the format specified.



**d. Board Papers**

The Secretary is responsible for circulating the Board papers at least seven (7) days prior to the scheduled meeting date.

**e. Minutes**

Meetings will be conducted on a formal basis and be minuted. The minutes must record the following:

- i. Date and location of meeting;
- ii. Attendees, apologies and absentees;
- iii. Agenda items discussed;
- iv. Action items;
- v. Decisions taken.

Copies of the Minutes shall be provided to all Members no later than ten (10) business days following each meeting.

Minutes are to be reviewed and signed (with amendments if required) by the Chair as a true and accurate record at the commencement of the next meeting.

Minutes of the preceding meeting must be confirmed at each meeting, which includes a review of the action items outstanding.

An extract of the minutes is a record of the recommendation made by the Board to the Minister.

**f. Quorum**

The quorum for a meeting of the Board is seven (7) members.

[s11 Sch1 of the Act]

**g. Voting**

Where a vote is requested, a decision supported by a majority of the votes cast at a meeting of the Board is a decision of the Board.

[s13 Sch1 of the Act]

**h. Reporting**

The Minister will be provided with the Board papers and approved minutes of the meeting.

**5. Review****a. Performance Review**

On an annual basis, subject to consultation with the Board, the Secretary will coordinate an assessment of the Board's performance focusing on the extent to which the Board has discharged its responsibilities against the Charter. Where appropriate the review should make recommendations for improvements.

In preparing the report, the Secretary will consult with the Chair and a copy of the review report will be provided to the Chair and Minister.

### **b. Charter Review**

The Charter will be reviewed by the Board annually from the date of approval and after the annual Board Performance Review.

Any substantive changes to the Charter can be made only with the approval of the Minister.

## Attachment 1

Current Members	Position
Danny O'Connor	Chair
Katrina Troughton	Deputy Chair
Chloe Read	Acting Managing Director
Murat Dizdar	Member
Alison Mirams	Member
Adam Liaw	Member
Stuart McKinder	Member
Geoffrey Newcombe	Member
Megan Callinan	Member
Eva Hanly	Member
Kurt Fearnley	Member
Mary Ann O'Loughlin	Member
Standing Invitees	Position
Steve Whan	Minister for Skills, TAFE and Tertiary Education
Genevieve Slattery	Chief of Staff, Minister for Skills, TAFE and Tertiary Education
Joseph La Posta	CEO Multicultural NSW
Celia Murphy	Executive Director, Strategic Planning and Policy
Lana Philp	Governance and Secretariat Specialist



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