



MACQUARIE
Community College



Adult Education for Work and Life

annual report 2015

www.macquarie.nsw.edu.au

Education is a gift that no one can take away

American proverb

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ABN 71 103 790 665
PO Box 2755
Carlingford, NSW 2118
1300 845 888

OUR MISSION AND VALUES

Our Mission

Macquarie is a leading provider of dynamic and innovative adult learning experiences that are relevant, accessible and affordable.

Our Core Values

- Accountability
- Collaboration
- Commitment
- Diversity
- Empowerment
- Innovation
- Integrity

Our Vision

- Individuals and families in our communities have transformed their lives through participation in our contemporary, quality adult education and training programs.
- Our participants are more confident members of their workplaces and communities due to the new skills, knowledge and qualifications they have acquired.
- Students who face barriers to fulfilling their educational goals can access our affordable programs and feel welcome, respected and supported.

Our Role

We are here for those seeking vocational and other learning or educational opportunities to improve their knowledge and skills, and to enable them to improve their employment prospects, their personal wellbeing, and their connectedness with others.

Macquarie Community College is a not-for-profit organisation that has been providing education and training in the community, for the community, since 1965. The College is one of the largest and most respected Community Colleges in NSW. We celebrate our proud history of providing short courses, accredited training and a range of qualifications that have evolved and adapted over time. We provide a range of relevant services to our communities of learners – motivated individuals seeking knowledge, skills and qualifications by participation in lifelong learning.

Our Clients

Macquarie Community College serves three main client groups:

English language learners, vocational education and training students and lifelong learners undertaking leisure and self-improvement courses.

Macquarie Community College is a trusted and respected registered training organisation contracted by the Federal and State Governments to deliver government subsidised education and training programs. The College is accredited by the Australian Skills Quality Authority and is an ISO 9001 accredited organisation.

CHAIRMAN'S REPORT

The environment in which Macquarie Community College has operated in recent times has been one of turbulence, financial uncertainty and competitiveness – all of which continued in 2015. We ended 2015 with a disappointing financial close despite again achieving revenue growth and delivering our services to thousands of participants.

The College has again had an excellent year with its English Language, Literacy and Numeracy (LLN) programs. These Government funded programs constitute more than 75% of our total operations and were delivered in multiple locations from Mount Druitt to Chatswood and the Central Coast.

Our Community Programs – Lifestyle and Leisure courses and the Disability programs – again served thousands of individuals around our Carlingford, Chatswood and Richmond campuses.

The year started for Macquarie Business Training on a very strong positive footing as a successful applicant under the NSW Government's program Smart and Skilled. This news, late in 2014, set the stage for a very exciting and potentially prosperous year in 2015. As a provider, the College is contracted by the NSW Government to deliver vocational education and training in Sydney and the Central Coast.

After three or more years of uncertain funding and program arrangements, the Smart and Skilled Program has opened the door to establishing strong growth in our training operations, more complete utilisation of our premises, and enduring partnerships with other educational institutions.

The reality of operating under the new Smart and Skilled regime in its first year for all approved providers, most notably NSW TAFE, was quite different than the expected outcomes. The raft of changes under the new scheme included significantly higher prices for students undertaking VET qualifications, changes to eligibility requirements and a lot of confusion for potential students and providers about where, why and how to access the funding.

Whilst much was achieved in 2015 in the MBTC operations, we were unable to fully utilise the Smart and Skilled funding caps. This shortfall impacted significantly on our expected revenues, budgeted delivery costs and planning, and our ability to achieve desired growth in training course delivery. Despite these challenges, the Training arm of the College is in a stronger position to deliver significant numbers of full and partial qualifications to adults in Sydney and Central Coast communities under this new program.

A most significant change for the College was the appointment of our new CEO, Theresa Collignon, who has worked tirelessly with the Board, the members of the



Senior Executive Team and all staff to determine the way forward and provide leadership in challenging trading conditions. Under Theresa's leadership, the Board and the Senior Executive Team undertook a comprehensive strategic review and developed the 3 year strategic plan for 2016-2018, which maps a pathway forward for a more prosperous and educationally productive future.

In this, my final year as Chair of the Board, I would once again extend my thanks to the hardworking staff of the College but especially to my fellow directors for their continuing support, expertise and commitment to improving the direction of Macquarie for the communities in which we operate.

Sue Murray
Chair

CEO'S REPORT

It was an honour and a privilege to take on the leadership role at Macquarie Community College in 2015. My first year as Chief Executive has been a steep learning curve about how Macquarie Community College can be best placed to fulfil its mission to provide members of our communities with lifelong learning opportunities that are relevant, affordable and accessible.

The 2015 financial results are very disappointing given the optimism with which we entered the year - and the very positive signs by mid-year that demand for our programs is strong and growing.

There are still challenges ahead in our quest to achieve financial stability. I remain certain that given the quality and diversity of scope of our programs, the strong relationships we have with our students, referral networks, funders, business partners and members, that the business fortunes of Macquarie can be turned around - and that we will achieve that in the year ahead.

Despite the difficult operating environment of 2015, we remain committed to our philosophy - that participation in relevant, accessible and affordable lifelong learning is transformational - and we demonstrate that daily.

The College delivered outcomes that brought programs and educational opportunities to transform the lives of thousands of individuals enrolled in our programs.

A key achievement of 2015 was to cooperatively and collaboratively develop a new three year strategic plan for the College, which was unanimously adopted by the Board at its August 2015 meeting.

The creation of a new three year strategic plan in a dynamic market for education and training is a forward-looking exercise - but the foundations for that future are anchored in the successes of our past.

The starting point for this new three year strategic plan was driven by our guiding principles - what is our mission, and what philosophy and values drive us? After more than 60 years of operations we remain committed to the provision of quality, affordable adult education and training in the community, for the community.

The development of this plan by the Board and senior management commenced in March 2015 and was guided by input from key stakeholder groups - staff, students, members, funders, colleagues and leaders in the communities we serve.

At a high level, we aim to enable individuals and families to transform their lives through participation in our contemporary, quality adult education and training programs. We believe our participants will be more confident members of their workplaces and communities because of the new skills, knowledge and qualifications they acquire and we are keen to embrace those students

who face barriers to fulfilling their educational goals by enabling access to our affordable programs where they feel welcome, respected and supported.

The communities we serve are now very diverse and geographically spread from the original bases in the Carlingford/Ryde and Chatswood areas. In fact, the majority of our operations are centred around our long-running migrant English language program in Blacktown and Mt Druitt - with more recent reach to the Richmond and Hills District regions formerly served by the Hawkesbury Community College and the Northwest Community College. As a result of our successful tender to participate in the NSW Government's Smart and Skilled program, we also operated on the Central Coast in 2015.

English language programs continued to be the mainstay of College operations in 2015. The Adult Migrant English Program (AMEP) had a wonderful year - with strong revenue and participation growth, with quality and profitability under the leadership of Peter Harrison and his team. The AMEP meets or exceeds all of the key performance indicators set by the government. The overall client satisfaction with the program, as measured by an external survey of our clients in Blacktown, Mount Druitt and Ermington, is very high. The English skills attained, plus the childcare and settlement support our clients can access are significant to their successful integration into their new communities in Sydney's west.

Macquarie Business Training also delivers language, literacy and numeracy (LLN) programs and had an excellent year with growth in participation in programs funded under the Federal Government's SEE program, the Adult Migrant English Service (AMES) and the State Government's Foundations Skills and Community Service Obligation programs. Geetali Krishnasamy and Daya Mijovic developed and delivered these programs with our core of excellent LLN trainers, led by Stuart Bastock, our Head of Macquarie Business Training.

Our Community Programs remained a core part of our diverse and popular course offerings. Working with our lifestyle and leisure trainers, Malcolm Harrison and Paula Sheehan continued to implement changes to the Leisure & Lifestyle program offerings in order to ensure long term sustainability. We continue to strive to provide relevant and interesting courses, recognising changing demographics and being aware of the challenge of competition, not just for our participants' discretionary education dollars, but against the demands placed on their precious time given the increasingly busy lives of our community members.

One of the highlights of my year was seeing the very real impact of our programs for intellectually disabled adults. Sock Ngui, one of our longest serving staff members, continued her important work with her team of dedicated teachers to deliver a lively and interesting range of courses for people with intellectual disabilities. This year we worked in partnership with Sunnyfield and

the staff of Macquarie Business Training to deliver a number of funded literacy programs. As an important part of Macquarie's course offerings, these courses are subsidised by the College from our financial reserves. This commitment is equivalent to the College funding modest scholarships for more than 200 of our disability program participants per year - enabling fees to be set at more affordable levels for our loyal and valued students.

Macquarie Business Training had a year of substantial change again in 2015 as we offered programs for the first time under the new Smart and Skilled contract. The total number of enrolments in accredited vocational qualification courses was lower than expected, largely due to the disruption on potential students of the new funding model.

All of these challenges were shared with our colleagues in the TAFE and Community College sector as part of the extraordinary changes to funding and delivery of vocational training compliance and funding, not to mention changing demographics and consumer demand for new modes of training. The dreadful headlines about unscrupulous providers abusing the VET Fee-Help system were a further distraction in a year of challenge and change. Last but not least, the First Aid business, initially piloted in the Lismore area in the last quarter of 2014, was reassessed during our strategic review and was closed in September 2015.

New national standards for Registered Training Organisations came into effect in 2015, initiating a significant program of work in 2014 and throughout 2015 to review and improve our training operations, and strengthen our quality and compliance systems. This work, led by David Wilson and Linda Selfridge, initially under the direction of June Heinrich and then by Stuart Bastock, enabled us to successfully pass our 2015 ISO audit, regular monitoring visits from Government authorities, and an independent audit of the AMEP program.

One of our major focus areas was technology and our digital presence. During the year we comprehensively reviewed our entire IT infrastructure and successfully implemented a whole of organisation changeover which has significantly improved our network, security and IT service levels and reduced costs. We overhauled and enhanced our digital marketing and are developing a new website for launch in 2016.

I want to acknowledge the contribution made by each member of the 2015 senior executive team at Macquarie and also my predecessor June Heinrich who left us at the end of April 2015 after almost four years as the CEO.

Along with the support of the Board and June, the three experienced members of SET (Malcolm Harrison, Peter Harrison and Sarah Taggart) made my transition to the new role as CEO a very positive one. Their hard work as



individuals and as a team which was joined by two new members - Stuart Bastock and Pradeep Khushalani - enabled the College to navigate through another difficult year. Their commitment to the mission, vision and values of Macquarie, to their staff, our members and our students is part of what makes the College a leading not-for-profit provider of adult education programs.

I also want to thank our volunteer Board of Directors and committee members who devoted many hours in their support of the organisation, charting the direction for Macquarie Community College. I look forward to working with the Board, staff, members and stakeholders in implementing our new three year strategic plan and the 2016 annual business plan.

Our members, community, Government and corporate partners play a crucial part in promoting, supporting and sharing Macquarie's mission and vision. I hope that as you read this annual report you can embrace the passion we share in seeking to provide the opportunity for motivated learners to start on any step as they climb the "ladder of learning".

Theresa Collignon
CEO

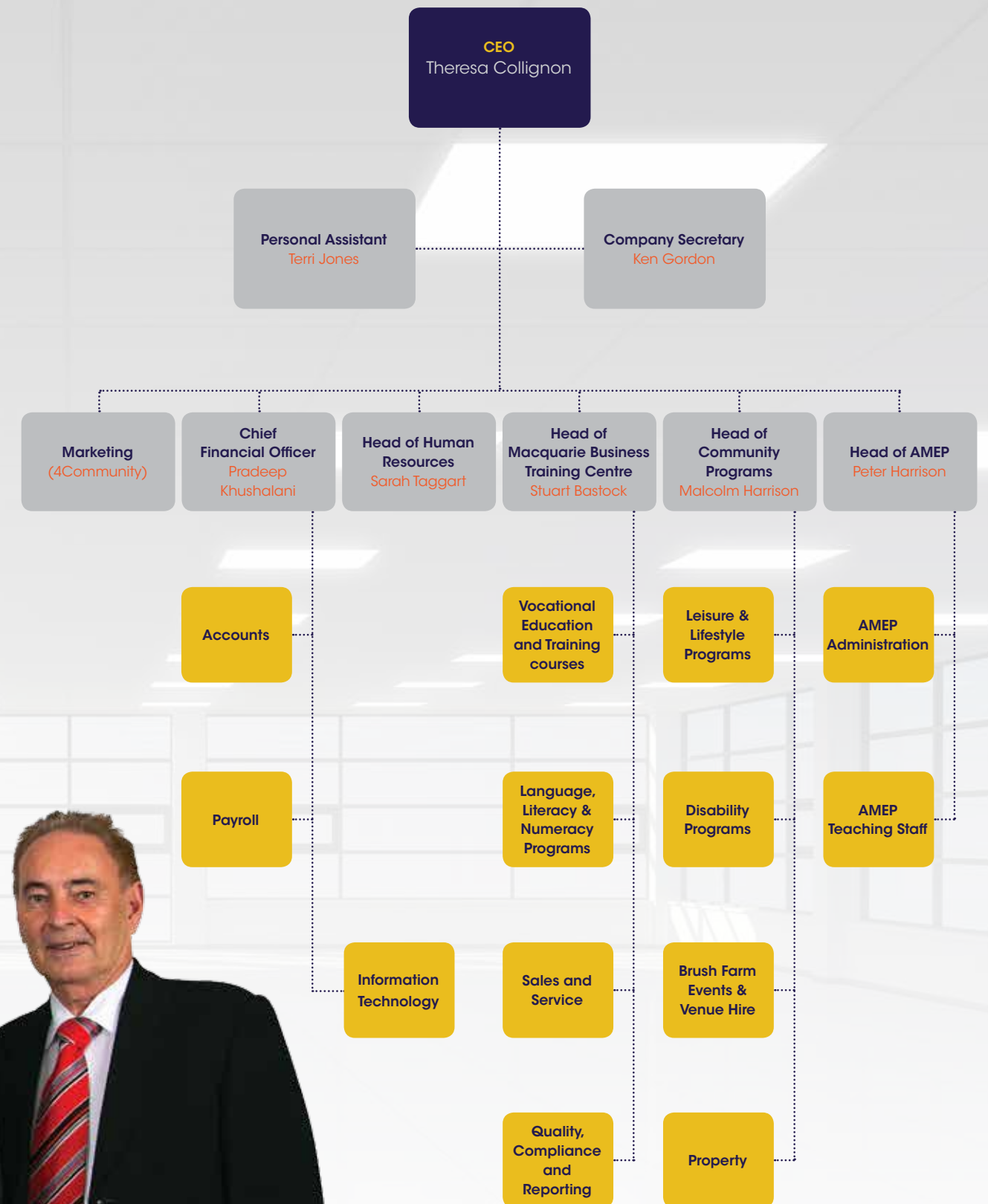
MACQUARIE COMMUNITY COLLEGE

ORGANISATION CHART

as at December 2015



Senior Executive Team
Left to right: Pradeep Khushalani, Sarah Taggart, Malcolm Harrison, Theresa Collignon, Stuart Bastock, Peter Harrison



OUR PEOPLE

Macquarie Community College is made up of a diverse and talented group of people who are passionate about working in education and genuinely love providing students with skills for work and skills for life. We employ over 250 staff, many of whom have served with Macquarie for 10 years or more.

Our industry is increasingly competitive and the regulatory environment for adult education has seen a number of changes. We have carefully focussed on ensuring we retain quality staff across all programs, especially for our largest program areas focussed on delivering English skills to students for everyday life and work. Retention is key in ensuring we retain talented and experienced staff and we have seen an increased demand for English as a Second Language (ESL) teachers across the industry. Macquarie employs over 100 ESL teachers and for this reason we ensure our remuneration packages are competitive as well as our broader employment offering. Professional development, access to study assistance, and access to flexible work through part time or work from home opportunities contribute to our ability to retain quality staff.

A significant area of review was the rebuilding of our Macquarie Business Training operations. The reforms across the Vocational Education and Training (VET) industry placed enormous pressure on VET providers to compete for students. This has driven a change across our business to ensure we provide exceptional sales and service. To this end we redesigned an end to end sales and service model which differentiated roles across first level customer service, sales and lead conversion, training administration and the introduction of a lead trainer (specialist) role responsible for quality program delivery. The lead trainer role brings expert industry trainers in-house to design and deliver programs that reflect current changes in the industry, customised program design and a student-centred approach focussed on individual support and training.

The 2015 staff engagement survey results were very pleasing with a notable improvement across all categories, especially in the areas of respect, integrity, flexible work, clarifying vision, and providing meaningful work for personal and professional development. The survey revealed areas to improve: namely in the categories of communication and professional development. The recent upgrade to Macquarie's computer environment will address another area of concern in the survey – technology resources and work environment.

Macquarie celebrates high performing individuals through our annual Staff Excellence Awards. These awards are an opportunity for peers to recognise staff who demonstrate fantastic teamwork, personal and professional integrity and excellence in service and support. The recipients for this year are pictured here with CEO Theresa Collignon.

The staff and board farewelled June Heinrich who retired from her role as CEO in February after almost four years of service. June assisted the College by acting as the Head of the RTO until Stuart Bastock was recruited to the role in April.

And finally, we recognised staff with long tenure. Special congratulations go to Sock Ngui and Wendy Lenehan who celebrated 25 years with Macquarie.

It goes without saying that our product actually is our people. Our people are passionate about providing adult education and training that transforms lives. We value everyone who contributes to our vision and demonstrates the dedication, hard work and commitment that makes our College an outstanding place to work.



(Left to Right) Charu Parbhoo, Junko Horikawa, Maria Moylan, Geetali Krishnasamy, Slobodan Djukic, Paula Sheehan, Murray Genge, Marion Oataway, Ron Siebert, Teresa Avedillo, and Roldan Cuenca. (Elena Pujado was unable to attend.)

Making a difference

Anna Balaz is a professional web developer from Serbia and has been in Australia for 2 years.



As part of her program with the AMEP in Blacktown, Anna completed a Workplace Communication for Professionals course where she put her professional skills and talents to full use pulling together a high quality newsletter about her classmates for future employers.

"This was wonderful for me to learn about workplaces in Australia".

Anna describes herself as a passionate nature lover and a keen student. She is finishing her Master's Degree in Computer Science at the University of Novi Sad in Serbia. With more than four years' experience in Web development, she is committed to expanding her coding skills, as well as her personal goals of applying her knowledge in creating iPhone Applications.

Fulfilling a Dream

Jenny Yu moved to Australia in March 2015 from China.



Wanting to improve her English as quickly as possible, she enrolled in a Macquarie English Language course which improved her fluency in written and spoken English. Having made excellent progress in her English classes, Jenny was keen to gain qualifications to enable her to secure work in Australia and decided that working in Aged Care was a good fit for her skills and experience. Jenny has almost completed her Certificate III in Individual Support.

"I learned so much at Macquarie and I am very happy to introduce the course to my friends as they are very useful and help improve English and learn new skills. I now have the confidence to find a job in the aged care sector & am looking forward to continuing my education in Certificate IV in Ageing Support."

Jenny Yu - MBTC Student

Happiness in creativity

Rose Marosszeky – Disability Trainer in Art & Drawing

Rose has been teaching the Art & Drawing class for adults with an intellectual disability at Macquarie for the past 26 years. The dedication and commitment in what she is doing is inspirational. Rose's students continue to enrol in her class year after year as she makes them feel they belong to a special group. She is very encouraging and patient with them regardless of their abilities and yet is firmly patient when they are in their worst of times.

"I strongly believe that students should have the opportunity to be creative and to let Art exercise their minds and give them pride and pleasure in the work they produce."



Partnership and Heritage

Jim Davey – The Traditional Tools Group (TTTG)

The Traditional Tools Group are a great example of community partnerships with Macquarie Community College. They now have a permanent home for the group's collection of heritage tools and their library at Brush Farm House in Eastwood, a place to hold their meetings and workshops. The TTTG program is all about "real skills, hands on" workshops and are now well established as regular courses on the Macquarie calendar.



OUR COLLEGE AND OUR MEMBERS

Macquarie Community College has undergone a number of structural changes since it first provided community based learning opportunities in 1950. Periods of amalgamation and expansion have seen the area served by the College grow substantially and, as part of the community it serves, the College has been responsive to changing societal needs and expectations.

On 19 February 2003, Macquarie Community College was registered under the Corporations Act 2001 as a public company limited by guarantee. As such, membership of the College is open to members of the community, subject to the approval of the Board of Directors. The College may bestow honorary life membership to members who have made an extraordinary contribution. The College has awarded seven Life memberships since the year 2000: Ken Harvey; Joe Lonsdale; John Payne; Robert Gamble; Christine Bennet; Ian Hunt; George Papallo.

Board of Directors as at 31 December 2015

- Susan Murray - Chair
- Dr Jennifer Green - Deputy Chair
- Barry Crockford - Honorary Treasurer
- Mark Brandon OAM
- Theresa Collignon
- Roldan Cuenca
- Professor Geoffrey Eagleson
- Richard Faithorn
- Peter Glasheen
- Garth Holloway
- George Papallo OAM
- David Rickards

Members receive periodic communications from the College as well as the Annual Report and yearly financial statements. Members may nominate fellow members as candidates for Director and have the right to attend general meetings of the membership, including the Annual General Meeting at which Directors are elected to the Board.

During 2014 the Board again reviewed the College's Constitution in order to modernise and streamline it. After consulting with the members, this was taken to an extraordinary general meeting in March 2015. The adoption requires 75% of members in attendance to vote in favour of the proposal. The majority of members present did vote in favour of the adoption of a new more modern Constitution but the requisite 75% was not met.

During the year the following individuals also served as a Director for the period shown

- Peter Perivolaris - 1 Jan to 10 Feb
- June Heinrich AM and Peter Garrard - 1 Jan to 11 Feb
- Richard Connell and Antony Mamo - 1 Jan to 28 May
- Dr Robert Lundy - 1 Jan to 4 June
- Alan Yee - 28 May to 8 June



Susan Murray



Dr Jennifer Green



Barry Crockford



Mark Brandon



Theresa Collignon



Roldan Cuenca



Professor Geoffrey Eagleson



Richard Faithorn



Peter Glasheen



Garth Holloway



George Papallo



David Rickards

OUR PROGRAMS



ADULT MIGRANT ENGLISH PROGRAM (AMEP)

The Adult Migrant English Program (AMEP) is part of a suite of settlement services that provides English Language classes to help newly arrived migrants and humanitarian entrants successfully settle and actively participate in the Australian community and potentially find employment.

The AMEP is funded by the Australian Government and relocated from the Department of Industry to the Department of Education and Training towards the end of 2014.

The MCC AMEP operates as part of a highly successful consortium relationship with Navitas, Mission Australia, City East Community College and KU Children's Services.

The MCC AMEP Unit had another successful year in 2015. 1,244 students were enrolled in the Program across our three locations in Blacktown, Mount Druitt and Ermington.

A successful NEAS audit was conducted at all three MCC AMEP Centres in May 2015. NEAS is a global leader in quality assurance for the English language teaching sector.

Financial Results

The end of year 2015 financial results returned a strong Net Profit figure – a little behind the previous year but still the third highest result in the 17 year history of MCC AMEP.

All credit must be given to the AMEP team as a whole for their individual and collective quality contributions towards making the delivery of this unique program so successful at Macquarie.

2015 AMEP Client Numbers and Profiles:

- 815 clients were enrolled in the Blacktown AMEP Centre
- 276 clients were enrolled in the Mt. Druitt AMEP Centre
- 153 clients were enrolled in the Ermington AMEP Centre

A wide cross-section of nationalities were supported across our three AMEP centres:

Blacktown

64 different countries were represented in our client base, with 15.5% of our students coming from India, 14% coming from China and 7% from Afghanistan.

Mount Druitt

35 different countries were represented, with 32% of our students coming from Iraq, 12% from Syria and 10% from Egypt.

Ermington

16 nationalities were represented, with 56% of our students coming from China, 12% from Korea and 8% from Iran.

The predominant language spoken at both Blacktown and Mount Druitt was Arabic.

Chinese (Mandarin & Cantonese) was the major language spoken at Ermington.

25% of the clients at Blacktown, 54% at Mount Druitt and 15% at Ermington had humanitarian visas.

The students at all three Centres were mostly female: 66% in Blacktown, 68% at Mount Druitt and 67% at Ermington.

AMEP Consortium-based online client satisfaction surveys were completed by students in the standard AMEP classes and those undertaking the Settlement Language Pathways to Employment and Training (SLPET) courses once per term. All three centres' survey results demonstrated that MCC AMEP staff continued to ensure that client needs were met. The total percentages in all four terms at all three MCC AMEP centres were comparable, often higher, than the average results from the other colleges in the Navitas AMEP Consortium. Students at all three Centres also completed an anonymous internal paper-based client satisfaction survey each term, again indicating overall satisfaction with the delivery of the Program at the College.



AMEP teacher Maria Moylan at our Blacktown campus.

2015 Projects and Event Highlights

The MCC AMEP continued meeting with DHS Centrelink Blacktown on a regular basis. We also attended a Job Active workshop in June which detailed all the significant changes with job service providers and student obligations.

A number of community events that we organised and participated in were also highlights of the year:

In March, Harmony Day was celebrated at all three Centres with the main event being at Bowman Hall in Blacktown. The event was organised in partnership with local service providers, including Sydwest MSI, Blacktown City Council, Blacktown police, Blacktown Library and Centrelink. Over 500 people attended the event, including all our Blacktown students.

Also in March, International Women's Day was celebrated at Blacktown RSL. The theme for 2015 was 'Make it Happen'. Most of our female students participated in the event.

In May, MCC AMEP Blacktown hosted 'The Biggest Morning Tea' alongside Sydwest MSI and Relationships Australia. Overall, we raised \$813 for the Cancer Council.

In June, 'Refugee Week' was celebrated with a range of activities at the three AMEP Centres. Once again, the main event was held at Bowman Hall in Blacktown. The day consisted of multicultural dance workshops and performances by students from the local high schools (pictured).

In November, we held a combined 'Garage Sale & Diwali Show' on the lawns at the Mount Druitt Centre. Staff and

students from the Blacktown Centre enjoyed a cake stall, multicultural show and a multicultural lunch. College staff contributed all the items for the garage sale, which were sold cheaply. The \$1525.80 raised at the sale was donated to the Westmead Children's Hospital.

During the last week of term, we held an end of year party in all centres. Thanks to Hillsong City Care we distributed over 50 hampers to our students and toys for their children.

Looking to the Future

Given that the current AMEP Contract will expire at the end of June 2017, priority will be given to working with Navitas and our AMEP Consortium partners to be fully prepared to respond to the future AMEP Request for Tender.

In relation to this, the AMEP team will be concentrating on continuing to have excellent outcomes in relation to the Program KPIs set by the Government and enhancing the delivery of the Program generally.

Projects for completion in early 2016 include the rebranding of all promotional material, the website and signage to reflect the AMEP's alignment with the Dept. of Education and Training (DET).

Professional development for teachers will continue, concentrating on the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) training and moderation sessions.

We look forward to further developing and enhancing the Program in 2016 and continuing to see the significant and positive results it is achieving for our students.



MCC AMEP staff teaching "Zorba" during refugee week celebrations.

MACQUARIE BUSINESS TRAINING CENTRE (MBTC)

Macquarie Business Training Centre (MBTC) is the registered training organisation of Macquarie Community College and is a leading provider of business solutions through education and training. We deliver our services in New South Wales with a particular focus on qualifications for careers in community services and business. As a College, we have 25 current nationally accredited qualifications available on our scope.

In late 2014 the College was selected as one of a limited number of non-government training providers to receive funding under the NSW Government's new "Smart and Skilled" funding program for Vocational Education and Training. The successful tender resulted in significant funding caps for the College in 2015 and the opportunity to expand our training to the Central Coast.

2015 was a tougher year than anticipated for the Training operations, with unprecedented change within the environment we operate in, as well as internally. While Smart and Skilled was, and still is, a great opportunity for the College, it is a very complex program of individual student subsidisation, rather than upfront funding to the College. Other complexities include new or increased student and employer fees that similar programs in the past have not had, more stringent eligibility restrictions and extensive compliance requirements. In our first year of re-launching our programs under the new Smart and Skilled banner we had some inevitable delays starting classes due to the time it took to establish the program with potential clients – which in turn meant our enrolments (like most providers) were well below what was anticipated and had an impact on our financials.

As a flow on from the 2015 strategic review, the Macquarie First Aid business that was started in Northern NSW in late 2014 was closed down in the last quarter of 2015. This decision was very difficult as the business had some significant growth and a passionate team that performed very well in training 770 students during the year. The low cost of courses and low margins meant that to be successful in this business it needed to be a very high volume business and to generate that volume was going to require capital investment that we could not justify. We will retain the First Aid qualifications on scope and offer courses in our more established geographies.

In 2015, Macquarie Business Training awarded 175 full qualifications from Certificate II to Diploma level and nearly 1000 Statements of Attainment for part qualifications. This is in addition to the Language, Literacy and Numeracy qualifications reported.



Julie Owens MP visits Macquarie Community College

Staff

2015 saw some significant changes in staffing in the RTO, including the appointment of Stuart Bastock in late April to lead the business. June Heinrich, our former Chief Executive, managed the MBTC operations on an interim basis from November 2014 until Stuart's recruitment was finalised, and together with Linda Selfridge our Training Manager until July 2015, drove the strategy and implementation for the new operating models to deliver under the Smart and Skilled contracts.

Additional staffing was brought into the RTO during the year to generate new business opportunities, streamline and improve our customer service, and sharpen our focus on reporting, contract management, quality and compliance. We introduced a Lead Trainer role so that we will have program structure and content being developed, and contract trainers being led by experts within the industry.

We move into 2016 with a significant proportion of new staff that were not with us at the beginning of last year. The massive changes faced by the industry broadly, and MBTC specifically, have put the team under pressure and we fully anticipate a very challenging year ahead but face it with enthusiasm and a team that are up for the challenge.

Compliance

The new Standards for Registered Training Organisations (2015) came into effect on 1 January 2015 and the excellent preparatory work put in place in 2014 enabled the College to operate effectively and compliantly during the year. We will, through our continual improvement processes, adjust the operations again during 2016 so we improve some procedures and maintain our strong focus on quality and compliance.

The College was successful in its re-registration audit for ISO 9001, which took place in January 2016.

Our Scope

MBTC successfully applied to add 7 new qualifications to our scope and had 14 upgraded. The changes have been overwhelmingly positive and, apart from some slight inconvenience of having existing students complete the old qualifications and new students start under a new package, the changes have been handled without issue.

As we move into 2016, over 80% of our courses differ from those a year ago. 2015 saw substantial changes to both of the two major training packages Macquarie offers its Vocational Education and Training (VET) qualifications - Community Services and Business. While some qualifications are equivalent to those in the previous package, there were significant changes that required us to develop and add new qualifications to scope.

The College is an approved VET Fee-Help Provider but had low levels of interest for the debt-facility in 2015. Given the media spotlight and the reputational damage to the industry caused by unscrupulous VET Fee-Help providers, we took a strategic decision to not actively market the facility. The recent freeze on caps by the Federal Government for all VET Fee-Help means that the College may have limited potential to offer this facility to interested Diploma and Advanced Diploma level students in 2016. The College will continue to actively monitor the situation regarding VET Fee-Help and will continue to offer its own payment plan to students who cannot pay fees upfront and are interested in spreading the costs of their tuition fees over time.

Building Relationships

Whilst we continued to nurture existing relationships, we also focused on building new relationships, particularly partnering with other Colleges to deliver Smart and Skilled, and the NGO sector to engage with students who face barriers to participation in education.

As a college, we continued our strong existing relationships with government bodies including the Commonwealth Government's Department of Education and Training and the NSW Government through its State Training Services and the Adult and Community Education (ACE) unit, which moved from the Department of Education and Communities to become part of the Department of Industry in July 2015.

Looking to the Future

2015 was the beginning of renewed activity in the RTO and the outlook for 2016 is positive with continuing business under the successful Smart and Skilled tender. Despite a difficult and slower than anticipated start, the learnings of 2015 put us in good stead for a stronger 2016.

Being a trusted provider of training under the NSW Government Smart and Skilled program has provided new opportunities for the College. The RTO is now looking forward to a bright and positive 2016 with many partnerships established with other training providers and other organisations.



DISABILITY PROGRAM

The Disability Program (previously known as Community Access) continues to operate as one of Macquarie's most stable and popular education initiatives, with a range of courses available for adults with all levels of intellectual disability. The primary objective is to provide affordable and quality courses for people with an intellectual disability, both in recreation activities as well as in functional and personal skills.

Venues

Macquarie provides the Disability Program at a range of regular venues, the main ones being:

- Minimbah Challenge, Marsfield
- The Rydalmere Centre
- The Marsden Centre, Westmead

Community Partnership

Macquarie offers a post-school options program at Cromehurst School, Lindfield, and provides courses to clients from Achieve Australia at their day program centre in Epping.

In 2015 the college accelerated the number of activities in its partnership with Sunnyfield Disability Services at our campuses in Carlingford and Chatswood and in St Mary's. The additional programs offered in 2015 aimed to assist their clients with language, literacy and numeracy programs and with digital literacy skills. It is expected that this will be an on-going program for the clients who are mainly in housing and independent living and, therefore, in need of basic functional and social skills.

Courses and Enrolment

Classes on offer and total enrolments remained relatively stable throughout the year, although had some degree of unpredictability due to the ongoing changes to residential care arrangements, transport funding and the focus for the disability services on the NDIS pilots in NSW.

The number of courses running each term averaged 25, with 821 total year-end enrolments in classes over 4 Terms.

All courses are exclusively available for residents and clients living in supported accommodation or those who access disability services within the local community.

In 2015, the Disability Program included:

- Art/Drawing,
- Music & Percussion,
- Dancing,
- Literacy Skills,
- Basic Cooking skills,
- Computer skills, and
- Multi-Sports

At the Rydalmere and Marsden Centres we ran courses in Art & Craft, Beauty and Grooming as well as Visual Sensory Stimulation and Colour Therapy.

Looking to the Future

In the many years that we have been running the Disability program, a close rapport has been established with a number of Service providers in the Northern & North-west region and we consistently receive positive feedback from them regarding their clients or our courses.

We will continue to maintain our profile by providing courses to meet the needs of people with an intellectual disability. Special thanks and acknowledgement must be extended to the Macquarie Board and Management for their continuing support for the survival of the Disability Program.

As the NDIS is rolled out in NSW, there are likely to be further opportunities to use our expertise and experience in the provision of quality, tailored adult educational opportunities for intellectually disabled adults. We are well regarded and well-positioned to continue to deepen our relationship and expand our activities in partnership with disability service providers in our communities.

The College received a grant from the ACE unit of the Department of Industry to update our College-wide Disability Action Plan and will be implementing this over the forthcoming years.



LANGUAGE, LITERACY AND NUMERACY

The Language, Literacy and Numeracy (LLN) programs provide LLN support for a range of clients who are looking to participate more fully in the Australian community, to prepare for further vocational study or to prepare for employment and increase their employability skills.

The College provides LLN courses through our Adult Migrant Education Program (AMEP) centres in Blacktown, Mt Druitt and Ermington (see pages 14 and 15) and our Macquarie Business Training operations in a variety of locations under a variety of program offerings.

The major focus for the LLN training operations at the College in 2015 was to provide non-English speaking migrants with improved English language skills for life and work to transition to their new communities in Australia.

In 2015, we also developed a new offering around digital literacy where we provided basic computer skills to students, many of whom have no or very limited skills and experience using computers.

Geetali Krishnasamy as the LLN Manager, Annette Tan as a Literacy Consultant and Daya Mijovic as the Manager of the SEE Program drove the dynamic growth, with quality, of the MBTC English language LLN programs in 2015. We have also developed a team of highly skilled and talented LLN teachers who had a very busy but very fulfilling year with hundreds of successful and very satisfied participants. The College was able to recruit more than 200 new students to our English language programs in Carlingford, Ryde and Chatswood with the use of effective digital advertising, community outreach and through word of mouth referrals. Many of our 2015 participants are keen to continue their studies with us in 2016.

NSW Government funded programs

In 2015, Macquarie Community College again received grant funding from the Adult Community Education unit now part of the Department of Industry. This ACE Community Services Obligation Program commenced on 1 January 2015 to assist people with barriers to undertaking other funded training programs. Under this program, Macquarie delivered part qualifications from the Foundation Skills training package and the Certificate of Spoken and Written English courses.

The College was also awarded a contract in late 2014 for the 2015 delivery of the new Foundation Skills Training Package (FSK) under the Smart and Skilled banner. Macquarie participated in the 2014 pilot for the new FSK programs that consist of three LLN certificates. These certificates focus on workplace reading, writing, oral communication and digital technology skills.

During 2015, the College received funding from the NSW Adult Migrant English Service to deliver two Skillmax Jobseeker courses and two English for Employment courses



for skilled migrants requiring English to gain employment in Australia. Disappointingly, another two programs that had been expected to run were cancelled due to funding changes within the AMES unit.

In 2015, Macquarie delivered a total of 1527 units of competency across 389 student enrolments, utilising NSW Government funding to benefit our students.

The College again has funding in 2016 for all three of these programs.

Skills for Education and Employment (SEE)

Macquarie began the SEE Program at Chatswood and Ryde in 2013. This funding from the Commonwealth Department of Education is to provide LLN Certificate courses for registered jobseekers who are referred to the program by Centrelink or a Job Active service provider. In 2015, the College delivered approximately 13,500 hours of training to 54 participants. We have had verifications and site visits throughout the year and continue to get very positive feedback from the Department. Our contract is very modest in size, which causes us some issues as we have the opportunity to grow the program but are limited by a cap on the funding.

Looking to the Future

The College comes into 2016 with a continuation of our ACE CSO, FSK, AMES and SEE funding. The College is well placed to deliver a wide range of high quality funded LLN programs in the coming year. The many changes that occurred in 2015 have largely settled and to the great credit of State Training Services there have been a number of positive changes to Smart and Skilled funding that should allow us to better assist our students.

We are also developing our offerings of fee-paying courses for LLN learners who are ineligible for funding but keen to improve their English skills for life and work, and building on the success of Digital Literacy by developing an increased range of computer literacy courses.

LEISURE AND LIFESTYLE PROGRAM

Courses

The **Leisure and Lifestyle (L&L) program** at Macquarie remains at the core of our adult community education curriculum. In 2015, the College continued with its strategy commenced eighteen months ago to secure the long term financial viability of the traditional Leisure and Lifestyle program. We maintained a steady number of enrolments across the year, ending with more than 4,220 enrolments across almost 650 courses over the four Terms. As a result of a shift to more digital promotion and improvements to our website, we have increased the number of enrolments coming directly through the website.

The consolidation of courses and venues has enabled us to

- Improve the gross margin returns from the program as a whole
- Reduce the number of cancelled classes
- Increase retention rates of existing students
- Improve the average class sizes
- Provide more certainty to our teaching staff.

Venues

The consolidation of programs at Macquarie campuses in Chatswood, Carlingford, Brush Farm and Hawkesbury resulted in a positive impact on key performance indicators.

The move to the Brush Farm Campus continues to prove popular with students and teachers. There is an increase in daytime utilisation of Brush Farm House and it has also become the focus of our weekend programs. In addition, under the management of the College, Brush Farm House has also become a popular location for family functions, weddings, rehearsal space, art and craft exhibitions and small business events.

Teachers and Programs

In 2015, the most popular course area was Foreign Languages, followed by Sport and Fitness, Art and Craft and DIY.

The popularity of short session courses increased, particularly in finance-related courses, home-styling and weekend workshops. The popularity of some programs such as Aquafitness continues each term.

The focus on running each course profitably has resulted in teachers having greater certainty about their term to term teaching commitments. In addition, the College has concentrated on increasing the number of students enrolling in the entry level foreign language programs in order to develop an increase in the number of students moving through to higher level courses.

The College has also experienced an increasing demand for intermediate/continuers classes in subjects where previous offerings have been limited to introduction/ beginners courses.

There was significant opportunity for additional courses to be organised due to demand from students on the wait list, following expressions of interest. The College completed a review of Lifestyle and Leisure teaching contracts, and a teacher evaluation program for 2015.

Community engagement

One of the pleasing growth areas for the Leisure and Lifestyle program in 2015 was through its relationship with local community groups, including a developing partnership with the Traditional Tools Group.

Looking to the Future

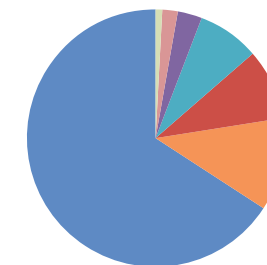
Although the gross margins of the program were improved in 2015, the net financial results are not yet positive and further work is to be done to achieve financial sustainability. The complexity and diversity involved in offering more than 650 programs over four terms with more than 200 trainers and maintaining low prices is part of the joy but also part of the challenge of the community program offerings.

The opportunity and utilisation of social media is also providing new means of connecting with existing and new students.

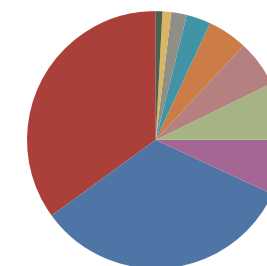


FINANCIAL SUMMARY

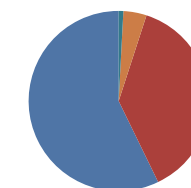
Income	2015	
Miscellaneous	0.3%	\$21,289
Interest	1%	\$113,377
SEE	3%	\$207,025
VET qualification	8%	\$646,312
ACE	9%	\$713,206
Course Fees	12%	\$967,866
AMEP	67%	\$5,475,383
	100%	\$8,144,458



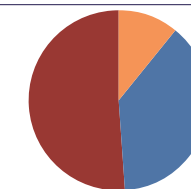
Expenditures	2015	
Insurance	1%	\$78,688
Legal & Consulting Expenses	1%	\$87,268
Depreciation & Amortisation	2%	\$206,177
Marketing	3%	\$286,610
Course Expenses	5%	\$410,747
Rent	6%	\$485,616
Other	7%	\$574,291
Computer Expenses	7%	\$640,331
Teacher Expenses	33%	\$2,883,101
Staff Costs	35%	\$3,068,129
	100%	\$8,720,958



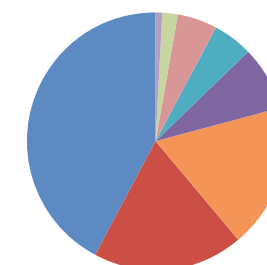
Assets	2015	
Other Assets	1%	\$88,511
Trade Debtors	4%	\$493,109
Cash	38%	\$4,179,598
Property, Plant & Equipment	57%	\$6,218,629
	100%	\$10,979,846



Liabilities	2015	
Other Liabilities	11%	\$114,827
Trade Creditors	38%	\$383,633
Employee Benefits	51%	\$514,393
	100%	\$1,012,853



Macquarie Revenue by Location	2015	
Corporate Services	1%	\$117,146
Hawkesbury	2%	\$136,015
Chatswood/Ryde	5%	\$418,477
Central Coast	5%	\$447,141
Ermington	8%	\$614,466
Mt Druitt	18%	\$1,489,622
Carlingford/Eastwood	19%	\$1,535,295
Blacktown	42%	\$3,386,295
Total	100%	\$8,144,458



OUR GEOGRAPHICAL LOCATIONS



Macquarie Community College

Phone: 02 8845 8888

Carlingford

Address: 263 Marsden Road
Carlingford, NSW 2118

Chatswood

Address: Level 1
8 Thomas St
Chatswood, NSW 2067

Hawkesbury

Address: UWS Campus Building K7
Vines Drive
Hobartville, NSW 2753

Brush Farm

Address: 19 Lawson Street
EASTWOOD 2122 NSW

Ryde

Address: 12 Turner Street
(off Church Street), Ryde



Macquarie Adult Migrant English Program

Phone: 02 9621 3865

Adult Migrant English Program Blacktown

Address: Level 2
125 Main Street
Blacktown, NSW 2148

Adult Migrant English Program Ermington

Address: Suite 6B/10
Betty Cuthbert Avenue
Ermington, NSW 2115

Adult Migrant English Program Mount Druitt

Address: Seventh Day Adventist Church
55 Hythe Street
Mount Druitt, NSW 2770

MACQUARIE COMMUNITY COLLEGE STRATEGIC OUTCOMES 2016-2018

OUR VISION	HIGH - LEVEL OUTCOMES
<ul style="list-style-type: none">Individuals and families in our communities have transformed their lives through participation in our contemporary, quality adult education and training programs.Our participants are more confident members of their workplaces and communities due to the new skills, knowledge and qualifications they have acquired.Students who face barriers to fulfilling their educational goals can access our affordable programs and feel welcome, respected and supported.	
OUR COMMUNITY	SERVICE OUTCOMES
<ul style="list-style-type: none">Non-english speakers become active participants in local communities more rapidly and effectively because of the language tuition we provide.Students enhance their career opportunities and broaden their employment pathways by completing part and full vocational qualifications.Participants in our life-long learning programs increase their community connections and learn skills that help them live a richer, fuller life.	
OUR FOCUS	SUPPORTING OUTCOMES
<p>Our Relationships</p> <p>We are a partner of choice to government, industry and community organisations.</p> <p>We are a recognised and respected brand in our target market segments.</p> <p>We identify and acquire our clients through our trusted relationships, networks and partnerships.</p>	<p>Our People</p> <p>We are recognised for the quality and performance of our people.</p> <p>Our students and staff form communities of learners.</p> <p>We attract, retain, train, develop and recognise great staff.</p>
	<p>Our Resources</p> <p>We are a sustainable and profitable organisation that invests in innovation and growth.</p> <p>We invest in our infrastructure so that it is aligned to our market and organisational needs.</p> <p>Our systems and processes are customer focussed and integrated to enable performance and productivity.</p>
	<p>Our Programs</p> <p>We deliver targeted programs that deliver skills for work and skills for life.</p> <p>Our program development is led by the needs of our target client groups, government and industry.</p> <p>Systematic innovation keeps our content and delivery relevant and contemporary.</p> <p>Quality, affordability and inclusion are key features of our programs.</p>

**“EDUCATION
IS NOT
PREPARATION
FOR LIFE;
EDUCATION IS
LIFE ITSELF”**

John Dewey





call us **1300 845 888**



www.macquarie.nsw.edu.au



info@macquarie.nsw.edu.au