



A N N U A L   R E P O R T   2 0 1 3

**m c c**  
MACQUARIE  
Community College

[www.macquarie.nsw.edu.au](http://www.macquarie.nsw.edu.au)

A N N U A L   R E P O R T   **2 0 1 3**

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“Try to learn something about everything and everything about something.”

**Thomas Huxley**



# Our Mission and Vision

## Mission

To provide the community with lifelong learning opportunities that are relevant, accessible and affordable.

## Vision

To be a leading provider of dynamic and innovative learning experiences.

## Our Strategic Plan

Macquarie Community College places a focus on our students and this commitment is demonstrated in our strategic plan.

### Our Students

- Our students reflect the demographics of our community
- We deliver superior customer service
- We have productive partnerships with new and existing stakeholders

### Our Programs

- We provide and deliver superior learning programs
- Our programs reflect the diverse needs of the community

### Our People

- We are an employer of choice
- We are a learning organisation
- We are a high performing organisation

### Our Processes

- We operate profitably
- We optimise human and physician resources
- We have an effective, leading edge IT platform



# Chairman's Report



The College, along with the Community Adult Education sector as a whole, benefited from generally positive government policies and initiatives during the nineteen eighties and nineties. Commonwealth and State initiatives favoured both project and general funding for adult and community education programs. Sadly the past decade has not maintained this policy direction. The result has been a difficult time for many, once successful, providers of Community Adult Education and a number of community colleges have closed.

Macquarie Community College has not been immune from this difficult environment. The Board and Senior Management Team have sought to develop strategies to deal with the lack of government funding and the general uncertainty within the community as to the direction of the economy and job market.

Efforts to increase business from local companies have been insufficient to offset the reduction in government funding. As a result, we have reduced expenditure to minimise financial losses. Sadly this has inevitably led to a reduction in staff numbers.

Despite these challenges, there were also positive outcomes in 2013.

- The Macquarie Business Training Centre, the Registered Training Organisation of the College was re-accredited for a further five years by the Australian Skills Quality Authority (ASQA) and the College was successful in retaining its ISO 9001 certification as a quality organisation.
- Our Adult Migrant Education Program (AMEP) had a most successful year with an increase in the number of students and outstanding audit results.
- Our Leisure & Lifestyle Program suffered a reduction in enrolments but focused management attention reduced the cancellation rate and improved overall financial performance.
- The college was awarded the Skills for Education & Employment Tender (SEE) for Northern Sydney. This program is now operational at Ryde and Chatswood and provides 800 hours of training in literacy, numeracy and employment skills for job seekers referred by CentreLink and local Job Service Agencies.

Early in 2012 Directors and the Senior Management Team met for a Strategy Day to review the Strategic Plan 2012-2014 and to determine the ongoing strategic direction of the College. Based on this Plan the Senior Management Team prepared a Business Plan for 2013.

2013 has been an important transition year. The Board regrets that the College experienced a loss but has developed plans to ensure 2014 sees a turnaround in financial results. Despite this year's result, our balance sheet remains strong with Net Assets at the end of the year standing at \$10,873,091.

To be the Chair of the Board of Macquarie Community College is a great personal honour and privilege. It has been a position I have genuinely enjoyed filling. I wish to thank my fellow Board members for their close attention to the needs of the College during what has been a challenging education environment.

I would like to thank the College CEO, June Heinrich and her team for their continued professionalism and dedication to the College and its students.

Finally to the trainers and the learners in the College classes. Thank you for your ongoing interest and support.



This year has been a difficult one for Macquarie Community College because we have taken significant steps to adjust to a changing environment that has become increasingly competitive due to changing demographics and lifestyle pressures in our Leisure & Lifestyle Program, and increasing competition in the RTO program for scarce funding dollars.

These difficulties also impacted other community colleges and RTOs. It should be noted that the final statistics for the 2012 adult education sector in NSW, released in September 2013, show that enrolments are continuing to decline.

Despite these difficulties, a significant partnership was established with Ryde City Council and MCC ran a number of very popular classes on topics such as Understanding Social Media. Due to their success, MCC was engaged by Ryde City Council to run similar programs in 2014.

In May 2013, the college successfully underwent an audit by the Australian Skills Quality Authority (ASQA) and our RTO was re-accredited for a further five year period. This outcome was a real credit to our staff in the Macquarie Business Training Centre. In December 2013, the college was audited under the ISO 9001 standards and our certification was confirmed for a further twelve months.

In 2013, the college successfully tendered to operate a new government program called Skills for Education & Employment in northern Sydney. This provides 800 hours of training in literacy, numeracy and skills for job seekers. Our tender indicated that we would run the program at The Parsonage at Top Ryde and at our campus in Chatswood. Classes at both locations commenced in early 2014.

Our AMEP Program continues to operate well and meet all its key performance indicators set by the government. Peter Harrison was appointed Head of AMEP in April 2013 following the retirement of Neda Ceic at the end of 2012. The client overall satisfaction with the program, as measured by an external client satisfaction survey, remains very high and this is a real tribute to the staff and leadership at AMEP.

During 2013, we undertook a staff engagement survey across the college. Those who responded to the survey represented 72% of the college staff population, a total of 128 staff members. Our strongest scores were on the questions regarding confidence and ability to do the job, willingness to go the extra mile, understanding of the importance of roles to the success of the organisation and management treating the staff with respect. The weakest scores mainly focussed on compensation and benefits, which is common across most companies. It is planned to repeat the survey later in 2014.

During the year, MCC continued to offer a number of courses for people with intellectual disabilities, and each term approximately 200 students enrolled. As an important part of MCC course offerings, these courses are subsidised by the college, enabling fees to be set at more affordable levels.

In 2013 the college once again recognised a number of staff nominated by their peers for their outstanding performance. These special awards, presented during a dinner attended by board directors at the Ryde Parramatta Golf Club in October, acknowledged individuals who excel in their work and consistently achieve great outcomes for MCC.

During the year, the staff of MCC contributed to a relief appeal for the survivors of the Philippines Typhoon Haiyan, and made a donation to Sunnyfield Disability Services to assist people with intellectual disabilities.

We move into an uncertain future with the state government's reform of the NSW vocational and training sector. 2015 will bring many changes to the way education is funded in NSW with the Smart & Skilled programs due to commence operating from January 1, 2015.

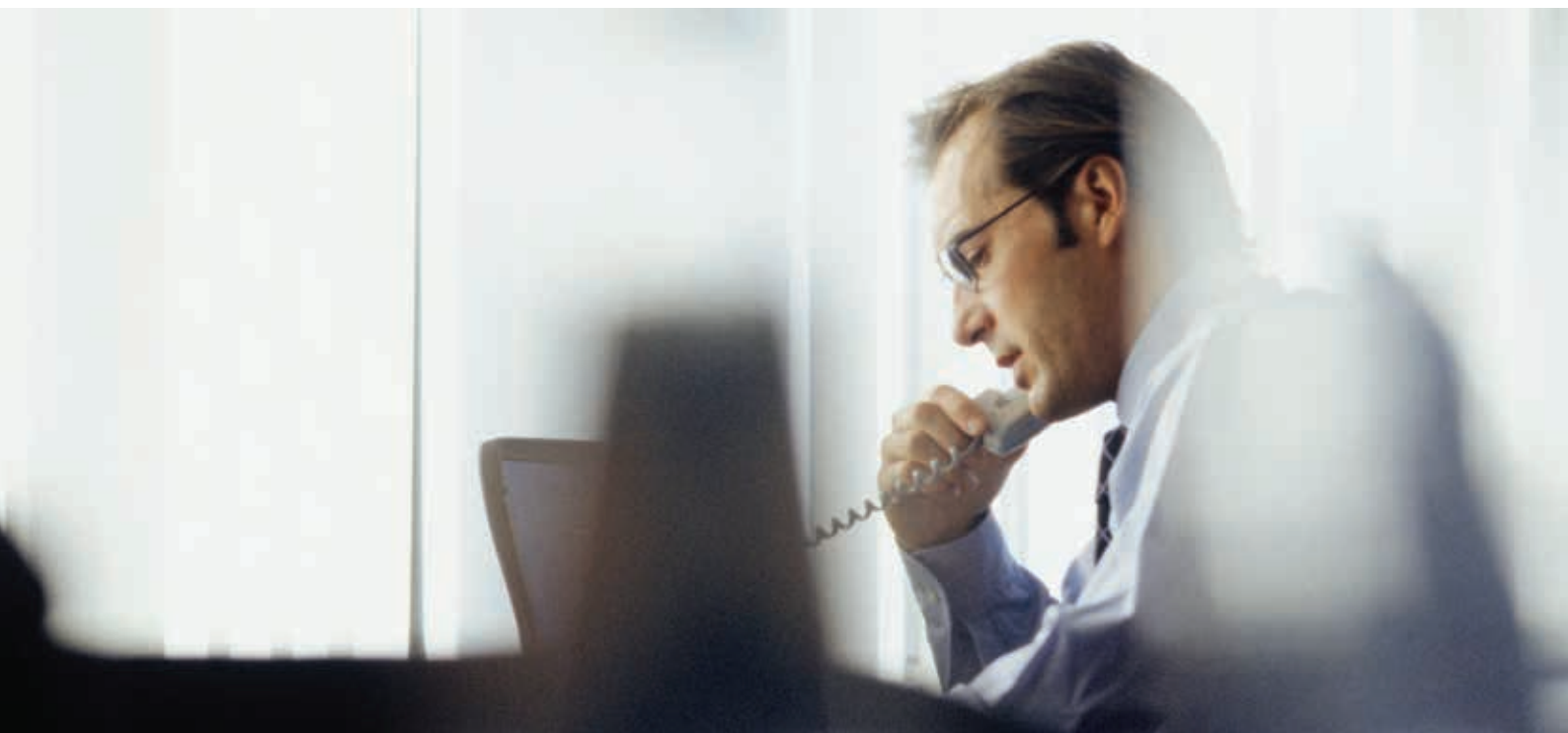
I want to acknowledge the contribution made by the senior executive team at MCC over this past year. Their continued support and commitment to the mission, vision and values of

MCC is vital in enabling the College to maintain its position as a leading not-for-profit adult training provider.

I also want to thank our board of directors who devote many hours in their support of the organisation, charting the direction for MCC.

Lastly, thank you to all our members and corporate partners for the crucial part you play in promoting and sharing MCC's mission.

I hope that as you read this annual report you can embrace the passion we share in seeking to provide the community with lifelong learning opportunities that are relevant, accessible and affordable.







# Our People

Macquarie Community College is made up of a diverse group of people who are passionate leaders in education. The college employs well over 280 staff, the majority of whom provide education across more than 300 unique programs.

We recognise that to be a rewarding workplace we need to provide flexibility and ensure that employees have the opportunity to fulfil their individual career goals and achieve work-life balance. It appears that we are on the right path and this is demonstrated by the sentiments expressed in our staff engagement survey, which revealed that we communicate a clearly defined vision, provide adequate support for our people, treat others with respect and go the extra mile so that they feel confident in their ability to do their jobs.

Two key events mark the calendar each year: our service recognition awards, and staff excellence awards. The college employs a remarkable number of people with service in excess

of 20 years – many reaching 25 years and beyond! In an industry like this, an employee's long tenure means they are not only loyal and committed to our organisation, but they're achieving ongoing excellence.

Our longest serving employees have maintained their programs because they are experts in their field and their reputation, style of delivery and approach to learning attracts students time and time again to the college.

Congratulations go to Marion Oataway and Michelle Millgate who celebrated 25 years' service with the college in 2013.

The staff excellence awards celebrate individuals who demonstrate personal and professional integrity, excellence in service, and passion about our students and business partners. The award winners were nominated by their peers and represent all levels of the college. The 2013 recipients were:



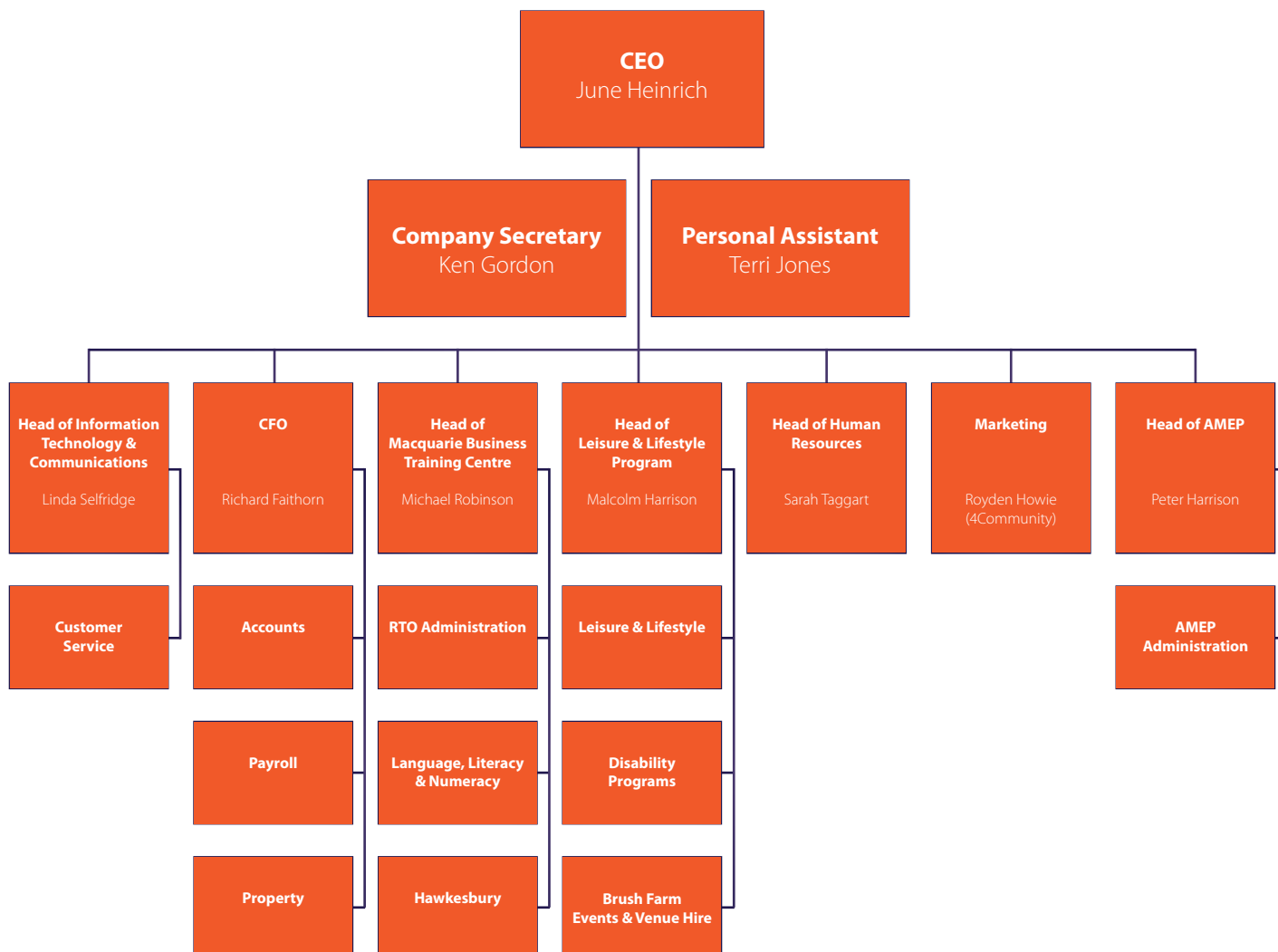
Names: Luciano Cutrone, Monica Hunt, Joy Wilson, Pilar Betanzos-Alonso, Andrew Hill, Susana Urizar, Emese Turchanyi, Antonella Floyd, Maria Quai, Keith Robinson, Cindy Huang, Tanja Kovacini, Julia Shen and Jessie Ji

Another highlight this year was the celebration of a major infrastructure project: the opening of our new staffroom and resource centre at Carlingford Head Office. The staffroom and resource centre are well utilised and proving to be a great place

for staff to informally catch up over lunch, hold impromptu meetings and, importantly, provide a decent space to manage, print, copy and collate the huge volume of resources that support our training programs.

We are very proud of the contribution our people have made in 2013. Our employees are our greatest asset and we value the hard work, dedication and commitment they show each day in making our college an outstanding place to work!

# Organisation Chart



# Our Senior Executive Team



**June Heinrich**  
CEO



**Linda Selfridge**  
Head of I.T.  
& Communications



**Richard Faithorn**  
CFO



**Malcolm Harrison**  
Head of Leisure & Lifestyle



**Sarah Taggart**  
Head of Human  
Resources



**Peter Harrison**  
Head of AMEP



**Michael Robinson**  
Head of MBTC



# College Snapshot

1950

Eastwood Evening College established

1988

Amalgamated with North Ryde Evening College and renamed Macquarie Community College

2002

Incorporated as a Company Limited by Guarantee

Chairman **Sue Murray**  
CEO **June Heinrich AM**  
Management / Administrative Staff  
Teaching Staff

## Board of Governance

Ted Bell

Appointed September 2012

Mark Brandon

Appointed September 2012. Chairman of the Finance & Risk Committee since June 2013

Jan Christensen

Appointed September 2012

Richard Connell

Appointed September 2012

Peter Garrard

Appointed November 2010

Jenny Green

Appointed July 2013

Robert Lundy

Appointed June 2011

Tony Mamo

Appointed May 2012

Susan Murray

Appointed October 2010

Sock Ngui

Appointed May 2011 Staff Nominee



# Our Geographical Location



## MCC Carlingford

**Address:**

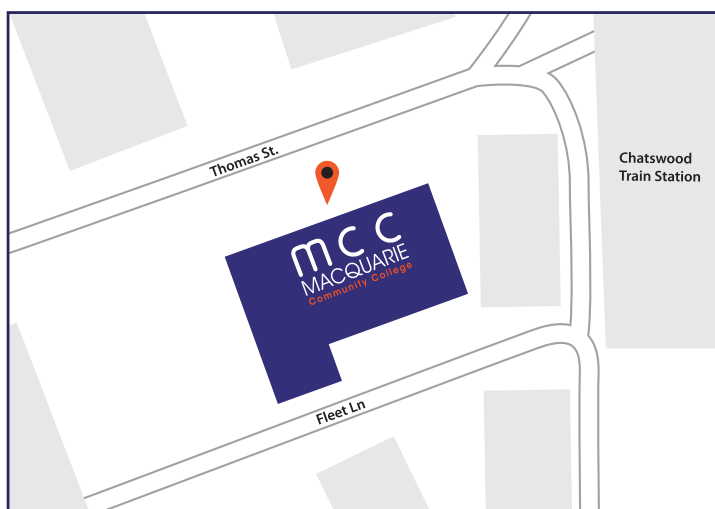
263 Marsden Road  
Carlingford NSW 2118

**Phone:**

02 8845 8888

**Fax:**

02 9872 6912



## MCC Chatswood

**Address:**

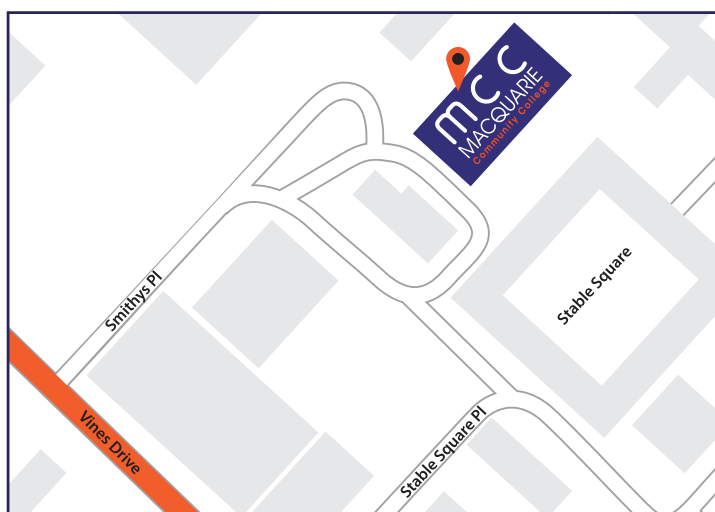
Level 1, 8 Thomas St,  
Chatswood NSW 2067

**Phone:**

02 9411 9300

**Fax:**

02 9410 1556



## MCC Hawkesbury

**Address:**

UWS Campus  
Building K7, Vines Drive,  
Hobartville NSW 2753

**Phone:**

02 4588 5466

**Fax:**

02 4588 5454



STRATEGIC  
- INTERNATIONAL  
- E-COMMERCE  
- NEW PRODUCTS  
- CONSULTING

# Our Programs

## ADULT MIGRANT ENGLISH PROGRAM (AMEP)

2013 was a very successful year for the MCC AMEP Unit. 887 students were enrolled in Blacktown, 284 students in Mt Druitt and 131 in Ermington. A total of 223,858 actual teaching hours were delivered across the three MCC AMEP centres, 9,642 of which were delivered on the four pre-vocational Settlement Language Pathways to Employment/Training (SLPET) courses run at Blacktown. As well as the AMEP classes, there were 33 three-week Bridging Visa E (BVE) classes provided.

The MCC Adult Migrant English Program (AMEP) partnered with DHS Centrelink Blacktown on a collaborative self-service project giving students online access to Centrelink/Medicare services onsite at Blacktown AMEP. The project received a lot of attention from senior DHS management and resulted in a ministerial visit to MCC AMEP Blacktown on March 7, 2013, from Senator The Honourable Kim Carr and the local member for Greenway, Ms Michelle Rowland.

### Client Profiles

The AMEP program makes a profound difference to students, helping them participate in the Australian community and find employment.

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

1. Blacktown: 65 different nationalities were represented in our student body, with 14.3% of our students coming from India, and 10.2% coming from both Iran and China
2. Mt Druitt: 38 different nationalities were represented, with 28.5% of our client base coming from Iraq, 12.3% from Pakistan and 8.8% from Iran.
3. Ermington: 21 nationalities were represented, with 44.4% of the clients coming from China, 24.4% from Korea and 5.35% from Iran.

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

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

34.4% of the clients at Blacktown, 58% at Mt. Druitt and 3.8% at Ermington had humanitarian visas.

The students were predominantly female: 62% in Blacktown, 72% at Mt.Druitt and 67% at Ermington.

Online client satisfaction surveys were completed by all AMEP and SLPET students once per term. In 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 were comparable, often higher, than other Navitas AMEP Colleges. Students at all three centres also completed an anonymous internal paper-based client satisfaction survey, which was fed back to the teachers.







## Financial Results

The end of year 2013 financial results were the best in our history – since 1998. This was an outstanding result and is a credit to the whole AMEP team. The result was achieved through a contribution of improved operating practices and the mix of programs including the new Bridging Visa program and SLPET program.

## Looking to the Future

The AMEP program has been moved to the Department of Industry and is expected to have a strong future.

Financial results are likely to be weaker in 2014 due to higher salary costs, a lower humanitarian and refugee intake and the likely cessation of BVE classes.

Professional development for teachers will continue, concentrating initially on the new Certificate in Spoken and Written English (CSWE) curriculum, which all AMEP providers are required to deliver.

A 'Welcome to the AMEP' DVD from Navitas in nine community languages will soon go on our website along with three PowerPoint presentations introducing each MCC AMEP centre and providing individualised information for Blacktown, Mt Druitt and Ermington.

Projects for completion in early 2014 include the refurbishment of the on-site child care centre at Blacktown and the rebranding of all promotional material, the website and signage to reflect the AMEP's alignment with the Dept of Industry (DOI).

We look forward to further developing the program in 2014 and continuing to see the results it is achieving for our students.



## 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 predominantly in New South Wales, and have the capacity and experience to deliver in all states for our national clients. As a College, we have over 22 nationally accredited qualifications available on our scope.

### Staff

2013 was a difficult year for many registered training organisations (RTOs) including MBTC due to decreased government funding for the education sector. This created the most radical changes we have seen in the VET sector for many years, but also allowed MBTC to recruit new staff with experience and skill in changing markets, creating new strategies, and establishing new relationships with employers and industry bodies to increase activity in the business training centre.

### Audits

Originally scheduled for 2012, MBTC prepared for and achieved a successful audit from ASQA in early 2013, resulting in re-registration as a Registered Training Organisation for the next five years. In December 2013, the MBTC compliance consultant Ken Gordon, the college company secretary, and a range of RTO staff completed our annual ISO audit, and we are currently preparing for the re-registration audit for ISO9001 in December 2014.

### Our Scope

As a registered training organisation, MBTC added a range of new qualifications to its scope, including:

- Certificates I, II and III in Spoken and Written English
- Certificate IV in Spoken and Written English – Employment
- Certificate I in Access to Vocational Pathways
- Certificate II in Skills for Work and Vocational Pathways

In late 2013, submissions were also made for upgrades to courses in Project Management, Early Childhood Education and Work, Health & Safety.

By adding these qualifications to our scope, we were able to successfully tender for SEE (Skills for Education and Employment), a federal government funded program for the northern area of Sydney at both Ryde and Chatswood. The funding allows us to work with registered job seekers, arming them with skills to greatly improve employment opportunities and provide options for further study.



### Building Relationships

Whilst we continued to nurture existing relationships, we also focused on building new relationships in the corporate sector. As a college, we also re-established existing relationships with government bodies such as State Training Services and AMES, and forged new contacts in the Industry Skills Council. This will allow us to access new funding opportunities that became available. released by State Training Services for funding to become available in early 2014. The RTO is now looking forward to a bright and positive 2014 and will be working hard to build the business into a healthy part of MCC Macquarie.

### Looking to the Future

Whilst 2013 was a difficult year in terms of funding opportunities for RTOs, the outlook into the future is positive, with information from State Training Services indicating more funding opportunities will open in early 2014. The RTO is now looking forward to a bright and positive 2014, and will be working hard to build the business into a healthy, contributing part of MCC.





## INFORMATION AND COMMUNICATIONS TECHNOLOGY

In 2013, the Information and Communications Technology department expanded to include not only the IT/PD Program but also the customer service team. Along with new staff in the customer service department and a re-established team leader position, the team worked consistently during the year to ensure that all of the policies and procedures for the department were documented and implemented, that the department ran smoothly, and that the customer experience for all MCC and Macquarie Business Training Centre students and clients was positive.

In 2013, the college farewelled IT/PD Coordinator Nicholas Lim, and the program coordination and helpdesk roles transitioned back to the Head of Department for ICT.

### Hardware and Software

No major changes were implemented to VTS managed hardware during 2013, but we did see the migration of the

Hawkesbury campus administrative computer facilities across to the MCC managed network in order to allow greater access to systems and data.

The new student IT facilities for the SEE program at Ryde were implemented in 2013, with the installation of a Wi-Fi network and two student labs for training purposes at The Parsonage ready for the start of training in early 2014. The Wi-Fi network at AMEP Mt Druitt was also extended to allow greater access to resources for trainers at the site.

Upgrades to security were carried out across the Carlingford, Chatswood and Ryde campuses to ensure the safety and security of all staff during our extended trading hours in term times.

Finally, 2013 also saw the redevelopment of the MCC Macquarie website in conjunction with the marketing department, Brilliant Logic, and ISH OnCourse. Due to be released in early 2014, the new website will include an improved user experience, news and information sections, and purchasing functionality. In late 2013, the Macquarie Business Training Centre website was also under development with an expected launch date in early 2014.



## Courses

Approximately 1000 students studied with the IT and professional development program throughout 2013, an improvement of almost 400 students from 2012. This was achieved through different approaches to marketing, a reshuffle of the course offerings, and the development of major relationships with the City of Ryde.

The relationship with City of Ryde has resulted in the college working with a range of departments within the council from economic development (working with small businesses and job seekers in the local Ryde area), communications, media and library, to training local seniors. All courses were well received and this partnership will be further fostered in 2014.

Women were the dominant learner group with approximately 75% of all participants in computer courses being female. The dominant age bracket was 50-70 year olds, followed by 40-49 year olds and 30-39 year olds.

## Looking to the Future

With strong strategies in place for 2014, our aim is to target market the IT/PD Program with a focus on tech savvy courses for seniors, and professional development programs for local industry bodies and community organisations in the Hawkesbury, Chatswood and Carlingford areas.

I look forward working with the team to making 2014 a bright and successful year for MCC's IT/PD Program.



## DISABILITY PROGRAM

The Disability Program (previously known as Community Access) continues to operate as one of MCC's most stable and popular education initiatives, with a range of courses available for people 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

MCC provides the Disability Program at a range of venues, including:

- Minimbah Challenge, Marsfield
- The Rydalmere Centre
- The Marsden Centre, Westmead
- The Lachlan Centre, North Ryde

## Community Partnerships

MCC 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.

At the start of Term 4, the college also commenced a partnership with Sunnyfield Homes to provide courses. However, while there was substantial interest in the program, a number of logistical difficulties meant that the courses did not eventuate. It is expected that this program will have a positive impact on the Disability Program in 2014.

## Courses and Enrolments

Classes on offer and total enrolments remained stable throughout the year, with small increases in enrolments recorded each term. The number of courses running each term averaged 27, while year-end enrolments of 215 compared to 206 in Term 1.

The disability programs are specially designed to meet the needs of various disability support organisations and their clients.





All courses are exclusively available for residents and clients living in supported accommodation or those who access disability services within the local community. In 2013, the Disability Program included:

- Fitness and Sports
- Dancing
- Art and Drawing
- Music and Percussion (the most popular)
- Cooking
- Beauty and Grooming
- Visual Sensory Stimulation
- Colour Therapy

The college is also able to present specifically designed Personal Development Programs for students with low support needs.

## Looking to the Future

The Disability Program is an important part of the overall college contribution to community education. With the inclusion of Hawkesbury in the college business in 2012, and the prospect of developing additional programs in the area previously served by the now defunct North West Community College, the future of the college Disability Program appears to be positive.

## LANGUAGE, LITERACY AND NUMERACY

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

### Social Inclusion Funding

In 2013, Macquarie Community College (MCC) received Social Inclusion funding from the ACE Unit of the Department of Education and Communities. This funding was designed to deliver training to permanent residents preparing for employment, who would miss out on training without financial support.

MCC used the funding to deliver Certificate III in Aged Care with English Support, as well as English for Aged Care and Computers for Aged Care. This provided sixteen students with a dual qualification: Certificate III in Aged Care as well as Certificate III in Spoken and Written English. It also provided the opportunity to achieve two units from Certificate II in Information Technology, and work experience within an aged care facility. The program was held at the Carlingford campus from February to July, 2013.

### Skills for Education and Employment (SEE)

In 2013, MCC began the process of applying for SEE funding, which was approved in December. This funding is to provide LLN Certificate courses for registered jobseekers who are referred to the program by Centrelink or by a Job Seeking Agency (JSA). The program will be delivered at Ryde and Chatswood in early 2014.

### Additions to Scope of Registration

The Certificates for Spoken and Written English came up for re-registration in 2013. MCC applied to include the new Certificates I, II and III on its scope of registration and these were added by October.

Certificate II in General Education for Adults was added to MCC's scope of registration in December. These certificates can be used to deliver the SEE program as well as Social Inclusion programs.

The new Foundation Skills Training Package consisting of three LLN certificates was added to scope. It was important to add this LLN training package, as funding will be available to deliver the training from 2014. These certificates focus on workplace LLN skills, communication skills and digital technology skills.

They will be essential for delivering Smart & Skilled programs from 2015.



## Full Fee Paying Classes

LLN funding was not available during the second half of 2013. Our strategy was to promote some full fee paying classes for the Carlingford, Chatswood and Hawkesbury campuses and we were successful with some full fee paying English classes. These included:

- Conversation
- Accent and Fluency
- Improve your Speaking
- Writing Business Documents
- Crash Course in Grammar

Students who attended these classes were generally in the workforce and could afford to pay for their further education.

## Looking to the Future

In late 2013, we were successful in recruiting an experienced LLN team to support the Head of MBTC Michael Robinson, with Anne Ndaba as the LLN and SEE manager assisted by Annette Tan as LLN consultant. MCC looks forward to an expansion of its LLN programs in the coming year.

## LEISURE & LIFESTYLE PROGRAM

### Courses

The Leisure and Lifestyle (L&L) program at MCC remains at the core of our community education curriculum. This year the college implemented a strategy aimed at securing the long-term viability of the traditional L&L program, which involved the deletion of courses that had poor enrolment histories, the relocation of courses to venues with increased student amenity, and the consolidation of courses to MCC venues.

By the commencement of Term 3, the outcomes from these decisions showed:

- substantially reduced class cancellations
- higher retention rates for existing students
- higher average class sizes
- overall increase in enrolments compared to the corresponding term in 2012

### Venues

The consolidation of programs at MCC offices in Chatswood, Carlingford, Brush Farm and Hawkesbury resulted in a positive impact on key performance indicators. By Term 3, the L&L program had also:

- rescheduled courses from The Parsonage to other MCC venues
- seen the introduction of upgraded teaching resources at Brush Farm Corrective Services rooms
- reduced course costs
- increased numbers of students per class
- increased numbers of students enrolling through the website

The move to the Brush Farm campus continues to increase in popularity with students and teachers. There is an increase in day time utilization of Brush Farm House and it has become the focus of our weekend programs. In addition, under the management of the college, Brush Farm House has become a popular location for family functions, weddings, rehearsal space, art and craft exhibitions and small business events.



## Teachers

The focus on running each class 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 language programs in order to develop an increase in students moving through to higher level courses.

The early signs are promising for increased numbers in 2014. The college has also experienced an increasing demand for intermediate/continuers classes in subjects where previous offerings have been limited to introduction/beginners courses. By year end, the college had commenced a review of L&L teaching contracts, and scheduled a teacher evaluation program for 2014.

## Significant Developments

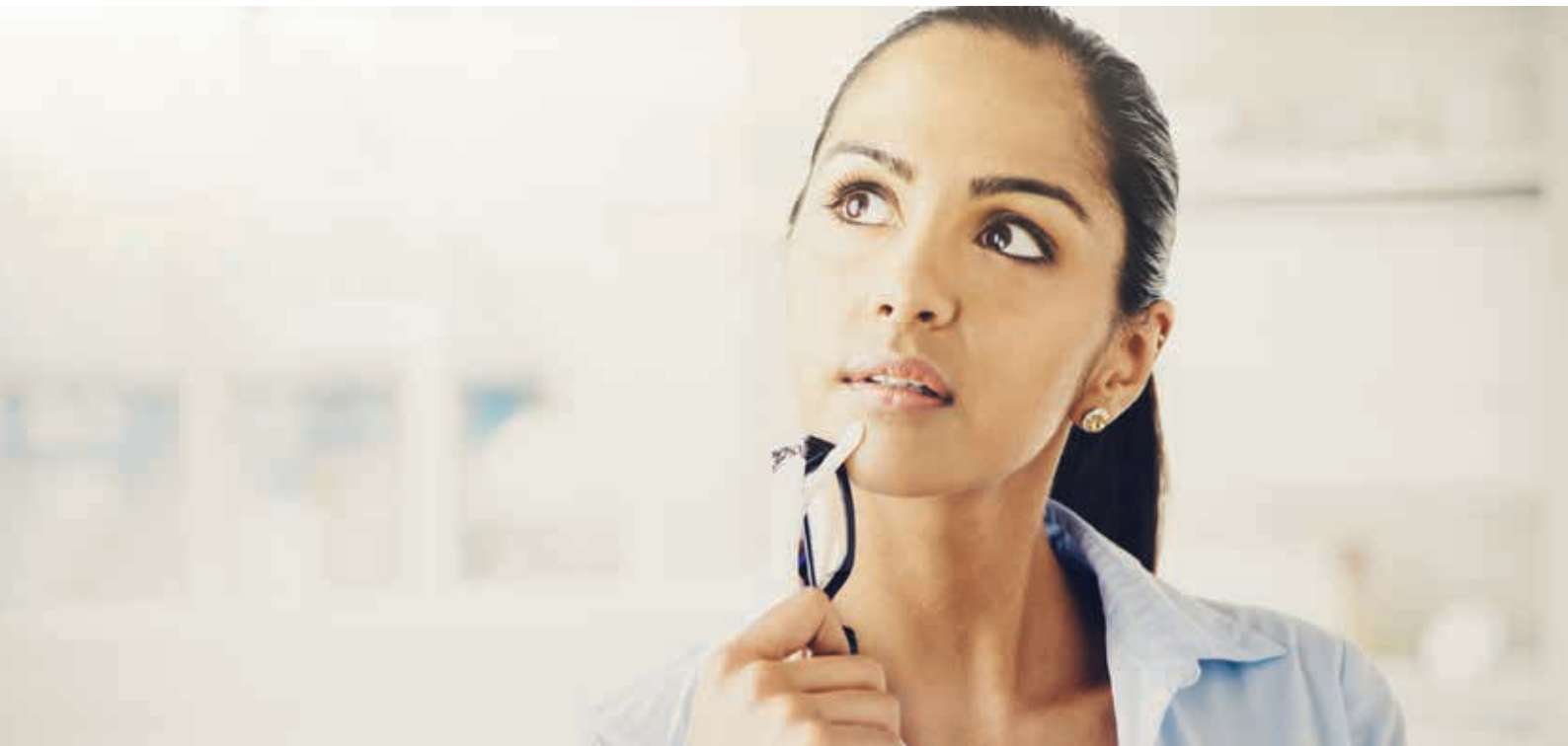
In July, North West Community College closed its doors. Subsequently, the college met with a number of former teachers and in Term 4 offered courses utilising their specialist skills and teaching expertise.

It is planned to secure venues in the north-west region during 2014 and develop the college presence in L&L courses. With the steady improvement in numbers in the Hawkesbury region, the north-west area will provide growth opportunities.

## Looking to the Future

The L&L program is continually updated and refreshed. This year, new cooking programs were introduced, while the popularity of some programs (eg Aquafitness) has seen courses fill quickly and expand into new venues with additional teachers.

It is now clear that there is an increasing use of the college website to browse course details and complete enrolments. The utilization of social media is also providing new means of connecting with existing and new students. The L&L program still seeks opportunities to partner with selected corporate partners to deliver L&L courses into the corporate workplace.





# Our Members



Since 1950, Macquarie Community College has been committed to working in partnership with the community. As a not-for-profit company limited by guarantee, membership is available to all members of the community for \$10 per annum with approval from the board of directors.

Members receive quarterly newsletters, copies of the term catalogue, financial report and the annual report, and an invitation to attend the annual general meeting (AGM) and nominate for Director of the Board.

## Our Honorary Life Members

## Year of Award

Ken Harvey	2000
Joe Lonsdale	2001
John Payne	2003
Robert Gamble OBE VRD	2003
Christine Bennett	2007
Ian Hunt OAM	2009
George Papallo OAM	2009



# Our Valued Partners

## OUR FUNDING PARTNERS

The support of our funding partners is greatly appreciated.

### NSW Government through

- State Training Services
- Adult Community Education (ACE)
- Adult Migrant Education Services (AMES)

### Government of Australia through

- Dept of Industry

## OUR INDUSTRY PARTNERS

We value the opportunity to provide quality training for our industry partners

- Baptist Care NSW & ACT
- Navitas
- City of Ryde Council
- Sunnyfield Disability Services
- Apra
- Breakthru
- Achieve Australia
- Mornthern Sydney Local Health District
- HammondCare
- ORS Employment Solutions
- Norvatis
- Thiess John Holland & Dragadas
- Dept of Ageing, Disability & HomeCare
- Northcote Society
- CYC Travel Services
- CRS Australia
- Dept of Defence
- Hawkesbury High School
- Salvation Employment Plus
- Mission Australia



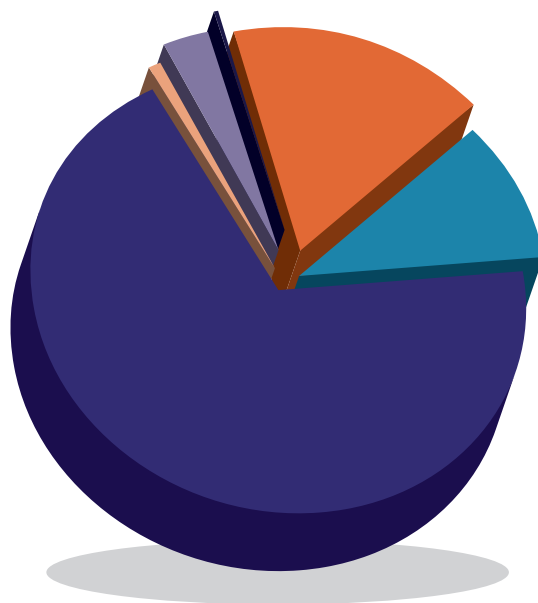




# Financial Summary

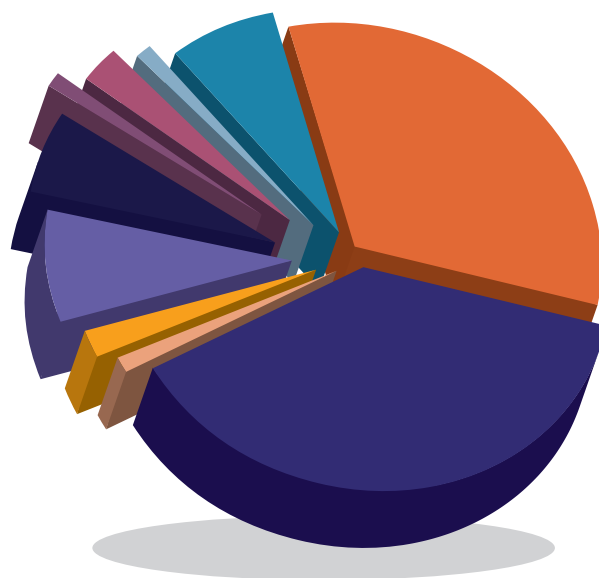
## Income

<b>Course Fees</b>	17%	\$1,225,941
<b>ACE</b>	10%	\$707,588
<b>AMEP</b>	70%	\$5,211,008
<b>SSP</b>	1%	\$51,721
<b>Interest</b>	3%	\$188,869
<b>Miscellaneous</b>	0.2%	\$14,909
	100%	<b>\$7,400,036</b>



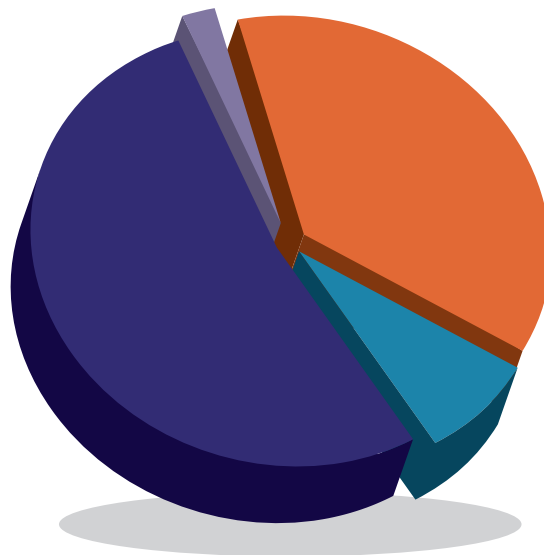
## Expenditures

<b>Teacher Expenses</b>	32%	\$2,552,296
<b>Staff Costs</b>	38%	\$2,975,468
<b>Course Expenses</b>	1%	\$90,292
<b>Marketing</b>	2%	\$176,581
<b>Computer Expenses</b>	8%	\$673,660
<b>Rent</b>	6%	\$475,835
<b>Legal &amp; Consulting Expenses</b>	1%	\$74,113
<b>Depn &amp; Amortisation</b>	3%	\$229,927
<b>Insurance</b>	1%	\$86,075
<b>Other</b>	7%	\$521,955
	100%	<b>\$7,856,202</b>



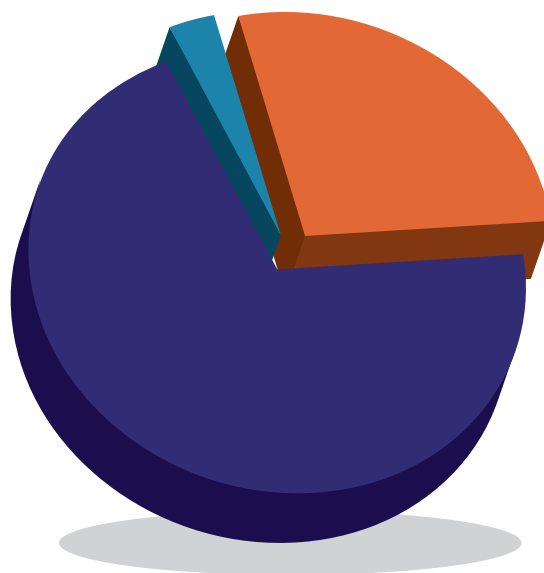
### Assets (what we own)

<b>Cash</b>	37%	\$4,435,440
<b>Trade debtors</b>	8%	\$927,402
<b>Property Plant&amp;Equipment</b>	53%	\$6,258,782
<b>Other Assets</b>	2%	\$222,567
	100%	\$11,844,191



### Liabilities (what we owe)

<b>Trade Creditors</b>	27%	\$263,592
<b>Employee Benefits</b>	70%	\$678,652
<b>Other Liabilities</b>	3%	\$28,856
	100%	\$971,100



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