



# INGT

## **INNER NORTHERN GROUP TRAINING (INGT) 2009/10 ANNUAL REPORT TO MEMBER COUNCILS**



### ***FOREWORD***

The members of the INGT Group of not-for-profit businesses are the cities of Darebin, Moreland and Yarra. Each of these Member Councils is represented by a Member Director on the INGT Board.

The Member Directors as of 30 June 2010:

- Cr. Gaetano Greco (City of Darebin)
- Jenny Merkus (City of Moreland)
- Craig Kenny (City of Yarra)

The alternate Member Directors as of 30 June 2010:

- Michael Ballock (City of Darebin)
- Gerry Smith (City of Moreland)
- Philip Mason (City of Yarra)

The purpose of this report is for the Member Directors to inform Member Councils of the performance of the INGT Group in the 2009/10 financial year.

For the first time the INGT Group Annual Report to the Member Councils is being produced as a common report to all three Member Councils rather than separate reports to each Council.

The submission of a common report seeks to demonstrate the INGT Group's commitment to the inner north as a region and the collaborative approach of the Member Directors on the INGT Board.

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**Key:**

- INGT – refers to the parent entity only
- INGT Group – refers to the parent entity and the four businesses within the group

# INGT GROUP EXECUTIVE SUMMARY

## *Leading in Workforce Participation*

### Background

#### INGT GROUP SNAPSHOT

- Dedicated to promoting workforce participation in the community
- Provider of employment, training, and skill development opportunities nationally
- Comprised of parent entity and 4 businesses
- Primary focus on Melbourne's inner north, with Apprenticeships Plus based in Northcote and INGT headquarters in Preston
  
- INGT's 3 members are Melbourne's inner northern councils
- Governed by Board of 7 directors (4 independent and 3 member directors)
- A not-for-profit organisation operating in a commercial environment
  
- INGT established the Inner North Community Foundation in 2008
- INGT has donated \$2.5 million to the Foundation's endowment
- Foundation has dispersed \$250,000 to local employment projects in the inner north

### Not-for-profit Status

The INGT Group was founded over 25 years ago and to this day remains deeply rooted in the ideal of promoting workforce participation in the community.

INGT is a not-for-profit organisation. Since the INGT Group operates in a competitive business environment it is important that the businesses in the group are commercially viable. Not-for-profit does not mean that the INGT Group should not generate a surplus. What it means is that any surpluses generated will be used to advance the INGT Group's goals of promoting workforce participation and benefitting the inner north of Melbourne.

The INGT Group's 3 Members are the Councils of Darebin, Moreland and Yarra in the inner north of Melbourne. In accordance with INGT's legal status as a not-for-profit organisation, Member Councils cannot financially benefit from the activities of the INGT Group. Consequently, all of the group's surpluses are therefore either reinvested in the INGT Group to enable it to be sustainable over the long term or donated to the Inner North Community Foundation.

## **Business Scope**

Since its inception, the primary focus of the INGT Group has been to serve the community of the inner north of Melbourne. Recognising the increasing economic linkage between the inner north and the greater northern region, the INGT Group has grown and diversified in line with the expanding boundaries and changing demographics of Melbourne's North.

Starting with the INGT Group's original trading arm of Apprenticeships Plus, the INGT Group has been providing training and apprenticeship opportunities to the people of northern Melbourne, particularly its youth, for over 25 years.

The INGT Group has expanded its operations to provide numerous high quality employment, training, and skill development opportunities across a wide range of locations in Australia.

By operating nationally, the INGT Group promotes workforce participation throughout the country which benefits Melbourne's inner northern communities by generating surpluses that are donated to the Inner North Community Foundation.

## **Corporate Governance**

Following a corporate governance review of the INGT Group in 2007 commissioned in response to the rapid growth in the group's activities, it was decided to establish in 2008 a separate INGT parent entity board with the responsibility for overseeing the group as a whole.

As of 30 June 2010, the INGT Board was comprised of 3 Member Directors and 4 Independent Directors who together possess expertise in a broad set of areas, and assist in propelling the INGT Group's growth and development.

- Chair of the INGT Board: Hon. Alan Brown, a former State Government Minister and experienced Director in the not-for-profit and private sectors.
- Three Independent Directors: Elizabeth Board, Kevin Breen, and Michael Francis, bring skills and professional backgrounds in education, corporate governance, public policy, strategic planning, financial management, and private business.
- Three Member Directors: Cr. Gaetano Greco (Darebin), Craig Kenny (Yarra), and Jenny Merkus (Moreland)

The directors of the INGT parent entity also sit on the Board of Apprenticeships Plus, which is now separate from the INGT Board in order to strengthen the capacity of Apprenticeships Plus to focus on its core business.

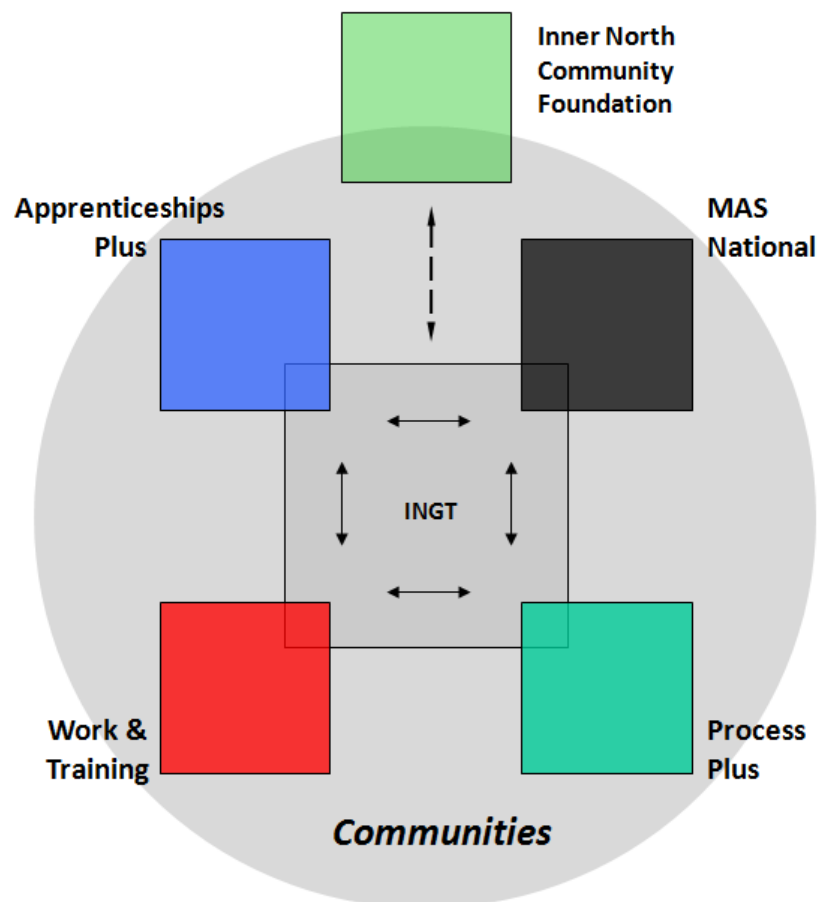
Flowing from these governance changes, the INGT Group is increasingly thinking and operating in more strategic terms. A three year strategic plan for the INGT Group was adopted for the first time in 2009. The strategic plan states the INGT Group's mission to be "making a contribution to better social inclusion and community cohesion by improving opportunities for meaningful workforce participation."

## Corporate Structure

The INGT Group is now comprised of the following:

- The INGT parent entity, which exercises coordination across the group of businesses and is a provider of shared services to the businesses in the INGT Group
- Apprenticeships Plus, a Group Training Organisation (GTO) and Registered Training Organisation (RTO) located in the inner north of Melbourne
- Process Plus, formerly known as MAS Administration Services, an outsourced provider of administrative services for Government and private sector apprenticeship programmes
- MAS National, an operator of Australian Apprenticeships Centres (AACs) in New South Wales and Country South Australia contracted by the Federal Government
- Work & Training, a GTO, RTO, recruitment agency, and e-learning provider operating throughout Tasmania

The INGT Group corporate structure diagram shows how each business in the group interacts with each other and INGT. It also visualises the INGT Group's relationship to the independent Foundation:



It has been the policy of the INGT Group to house its businesses in buildings that it owns in order to better secure its long term financial viability. Apprenticeships Plus has been operating from an INGT owned building in Northcote since 2006 and employed 39 staff as of 30 June 2010. The INGT parent entity, along with Process Plus, MAS National's Claims Processing Centre, and the Inner North Community Foundation, relocated in 2009 with approximately 30 staff to the INGT Group's recently purchased building in Preston.

### **Group Synergies**

As a group of businesses under the INGT umbrella, synergies are being increasingly promoted wherever possible to maximise cost-effectiveness so that the INGT Group will operate with a greater capacity to meet the needs of the communities we serve. For example, the first full year of insurance policies negotiated for the INGT Group as a whole generated both substantial savings of over \$80,000 in 2009/10 and improved insurance coverage for all businesses.

### **Serving the Inner North**

In addition, the INGT Group sponsored the founding of the Inner North Community Foundation in 2008. The Foundation is an independent grant making body serving the needs of the communities of the inner north of Melbourne. Over the course of the last 3 years INGT has generously donated over \$2.5 million to the Foundation's endowment contributing to the distribution of over \$250,000 in grants to fund local employment projects assisting those facing barriers to finding a job.

The INGT Group, primarily through Apprenticeships Plus and the group's relationship with the Inner North Community Foundation, plays an important role in promoting economic development and social inclusion in Melbourne's north by providing skill development and job readiness opportunities in the local community.

### **Highlights of the 2009/10 Financial Year**

The INGT Group is committed to reporting on its performance on a triple bottom-line basis that takes into account social, financial, and environmental considerations.

On this basis, the INGT Group is proud of its many accomplishments over the last financial year:

- Apprenticeships Plus and Work & Training, the INGT Group's GTOs in Victoria and Tasmania respectively, ended the financial year employing and training over 1,000 apprentices and trainees.
- MAS National was awarded the Federal Government's new 'Kickstart Mentoring' contracts in NSW and Country SA in addition to its existing Australian Apprenticeships Centre (AACs) contracts.
- Process Plus continued to administer tens of millions of dollars of Federal and State Government incentives to apprentices in Victoria and nation wide.

- Work & Training began diversifying into e-learning offering online training in over 100 different courses.
- In order to reduce the INGT Group's carbon footprint, INGT engaged a consulting firm to develop the first environmental sustainability strategies for the parent entity and each of the group's businesses.

All these achievements helped to fortify deep and enduring relationships with communities where we work.

The Inner North Community Foundation continued to grow rapidly. This year, several landmarks occurred. By the 2009/10 year end, the Foundation had opened its third grant round which would take total grant making to in excess of \$250,000 in less than three years.

### INGT Group Financial and Human Resources Snapshot

The INGT Group and the Foundation have overcome many challenges throughout the last year in the wake of the GFC. Despite the difficult economic conditions, the INGT Group had a financially successful year in 2009/10.

- Each business in the INGT Group generated a surplus
- The INGT Group had a combined turnover of \$48.05 million
- The INGT Group remained debt free
- INGT donated over \$1 million to the Inner North Community Foundation

<b>INGT GROUP EMPLOYEES</b>	
<b>INGT GROUP BUSINESSES</b>	<b>30 June, 2010</b>
▪ Apprenticeships Plus <sup>1</sup>	38
▪ MAS National <sup>2</sup>	54
▪ Process Plus	9
▪ Work & Training <sup>3</sup>	48
▪ INGT	6
<b>Total</b>	<b>155</b>

Building on the solid foundations of committed staff and strong finances, the INGT Group is well placed to promote workforce participation in the years ahead.

<sup>1</sup> Includes 3 part time employees, 3 trainees, and 1 casual

<sup>2</sup> Includes 1 part time employee

<sup>3</sup> Includes 12 part time employees

# INGT GROUP BUSINESSES:

## APPRENTICESHIPS PLUS



According to its Strategic Plan, Apprenticeships Plus' core purpose "is to provide sustainable pathways into meaningful careers and working lives for all the people who work for us. We strive to match people to employers and jobs that fit their skills and give them opportunities to make the most of what they have to offer."

The principal way that Apprenticeships Plus fulfils this purpose is by applying the group training model. This is an employment and training arrangement whereby an organisation employs apprentices and trainees under training contracts and places them with host employers. The Group Training Organisation (GTO) undertakes the employer responsibilities for the continuity and quality of the apprentices' and trainees' employment and training. The GTO also manages the additional care and support necessary to achieve the successful completion of the training contract.

Apprenticeships Plus was established in 1983 to primarily provide apprentices for the manufacturing industries of the inner north. It has grown into one of the 3 largest GTOs in Victoria, employing apprentices and trainees in a wide range of occupations throughout Victoria with an emphasis on northern Melbourne.

During the 2009/10 financial year Apprenticeships Plus' GTO placed 639 apprentices and trainees with 315 host employers, across more than 50 vocations. Approximately 45% of these current employees are apprentices working in traditional trades such as automotive, horticulture and engineering. Trainees comprised the other 55%, working predominantly in the areas of business administration, education support, and Health & Community Services.

Apprenticeships Plus is the only GTO in Victoria working with aged care facilities and local government to provide an increasing range of employment services to meet the demands of our ageing population. This sector also provides significant opportunities for disadvantaged jobseekers – primarily women – to obtain meaningful employment and increased skills and qualifications. During the year, 316 apprentices and trainees graduated, which is an increase of 100 graduations or 46% from the previous year. This is the highest number of annual graduations in Apprenticeships Plus' history.

The number of Indigenous and culturally and linguistically diverse apprentice and trainee commencements increased in 2009/10, although the number for long term unemployed commencements dropped reflecting changes in the Victorian economy and the varying partnerships, programs and opportunities that Apprenticeships Plus pursue.



Apprenticeships Plus operates throughout Victoria but remains committed to Melbourne's north, particularly the inner north. The average number of apprentices and trainees living and working in the same municipality for Darebin, Moreland, and Yarra has stayed constant over the last year. However, the number of commencements of residents in these municipalities has increased from 74 to 85. The number of inner northern host employers was 66 as of June 2010.

In addition to the Member Councils continuing their support for Apprenticeships Plus through the hosting of apprentices and trainees at council, the City of Moreland's Community Services department employed eight Home & Community Care trainees through Apprenticeships Plus to deliver in-home care to Moreland residents. The Human Resources department has also created a position for an indigenous trainee through Apprenticeships Plus.

In respect of the broader northern region, Apprenticeships Plus' presence is even more pronounced. This is demonstrated by the fact that as of 30 June, 2010, Apprenticeships Plus had placed apprentices and trainees with 158 host employers located in Melbourne's north. It also placed 337 apprentices and trainees residing in municipalities in Melbourne's north with host employers.

As well as being a GTO, Apprenticeships Plus is a Registered Training Organisation (RTO) that has enrolled 160 students over the last year, graduating 64 apprentices and trainees.

Apprenticeships Plus develops and maintains strategic partnerships with other not-for-profits to increase the number of apprentices and trainees offered opportunities through social inclusion programs. Partnering with STreat, a not-for-profit social enterprise committed to improving employment outcomes for young people who are homeless or at risk of becoming homeless, Apprenticeships Plus helped provide these disadvantaged jobseekers with training in the hospitality industry. Through its long-term partnership with Mission Australia, Apprenticeships Plus continued to support employment and vocational training for significantly disadvantaged local jobseekers through the Preston/Reservoir Urban Renewal Social Enterprise, and Charcoal Lane, a Fitzroy restaurant that employs and trains Indigenous apprentices.

Apprenticeships Plus is conscious of its responsibility to contribute to the economic development of Melbourne's north. In line with this commitment, it has been an active participant with government, business, educational institutions and other not-for-profits in a range of community groups in the region:

- Moreland Business Advisory Group
- Inner Northern Local Learning & Employment Network (INLLEN) Committee of Management
- Sliding Doors Committee of Management (PRACE)
- NTeC Reference Group
- Return to Work Coordinator Network (Darebin)
- East Reservoir Neighbourhood Renewal Program (Darebin)
- Inner Melbourne Vet Cluster (Yarra)
- Yarra Careers Group (Yarra)
- Finding My Place (cluster of schools in the northern suburbs)
- *Girls Make it Go* project – NTeC

Apprenticeships Plus has also sponsored a variety of vocational events and learning resources in northern Melbourne designed to promote the benefits of employment and training:

- Sponsorship of and participation in Northern Try-A Trade
- Careers expos and counselling at secondary schools
- Sponsorship of Northern VET Awards evening
- Sponsorship of NTeC Awards evening
- Major sponsor of INLLEN's School-Based Apprentice & Trainee Guide and Expo
- Major sponsor of INLLEN's School Leavers' Guide
- Major sponsor of INLLEN's Koori Resources Guide



## **MAS NATIONAL**

Contracted out by the Australian Government, Australian Apprenticeships Centres (AACs) are one-stop shops for employers seeking to hire apprentices/trainees and for job seekers wishing to take up an apprenticeship/traineeship as a career path.

Having begun as an AAC contractor in Victoria, MAS National now manages AACs in New South Wales and Country South Australia on behalf of the Federal Government. The existing contract with the Department of Education, Employment & Workplace Relations (DEEWR) was extended to 30 September 2011 at the end of 2009.

MAS National is an unincorporated trading arm of INGT Ltd. It is governed by a 3 person Committee of Management comprised of Directors drawn from the INGT Board. The Chairman of the MAS National Committee of Management is Elizabeth Board who also sits as a Director on the INGT Board.

MAS National increased its service quality to an overall high in the second half of the financial year, surpassing DEEWR's national benchmark of 96%.

DEEWR's new Kickstart Mentoring contract was also awarded to MAS National in the regions it operates. This program aims to increase retention rates of first time apprentices by providing them with access to local Mentors. This initiative, coupled with the continuation of the Apprentice Kickstart Bonus program will allow MAS National to provide financial incentives to employers and mentoring support to apprentices.

In order to benefit from the synergies within the INGT Group, MAS National has secured Apprenticeships Plus and Work & Training as their out of state AAC clients. This is a mutually beneficial partnership that promises to improve service delivery to these two GTOs and generate additional revenue for MAS National.

Achieving excellent quality standards, being awarded the Kickstart Mentoring contract, and servicing the two GTOs in the INGT Group, has strengthened MAS National's capacity to be competitive for the next contract round for AACs due in 2011 subject to the Federal Government's plans for AACs.



## **PROCESS PLUS**

Process Plus, formerly MAS Administration Services, is a subsidiary company of the INGT group governed by a Board of 4 Directors. 3 of the Directors are drawn from the INGT Board. The fourth director is Tony Oulton, Manager – Youth & Leisure, from the City of Moreland. The INGT Board is the sole member of Process Plus and the Chairman of the Process Plus Board, Michael Francis, is also the Deputy Chairman of the INGT Board.

The company experienced a very eventful 2009-2010 financial year. The cessation of the TFYT (Tools for Your Trade) voucher program by the Federal Government, the re-tendering of the Skills Victoria programs and the search for new business have all impacted upon Process Plus.

As the administrator of the TFYT program from its inception, the company managed the delivery of over \$125 million worth of toolkits to over 200,000 apprentices around Australia. Without the TFYT program, many of these apprentices wouldn't have been able to purchase the tools they needed to develop their skills. Process Plus consistently met its program obligations over the course of its government contract. The program ended in 2010 with TFYT vouchers being replaced by direct payments.

Process Plus continued to administer the Apprenticeship Completion Bonus and Apprenticeship Trade Bonus on behalf of Skills Victoria. The Early Completion Bonus was added to Process Plus' contractual responsibilities in 2009/10. The main goal of the Completion bonus was to provide a financial incentive for employers to retain their apprentices and trainees through to the completion of their training. The Trade Bonus was designed as an incentive for first year apprentices so that they would be encouraged to continue with their apprenticeship until completion as the first year of an apprenticeship is the one that has the highest drop out rate.

Process Plus also continued to administer the national apprenticeship programs for Coles and K-Mart Tyre and Auto Services in 2009/10.

Having provided outsourced administrative services for Federal Government, State Government, and private sector clients, MAS Administration Services decided to reinvent itself as Process Plus in 2010 to become more marketable to a wider and diverse range of potential clients. The business was rebranded, complete with a new web site and marketing tools.

The last year has seen Process Plus donate a total of \$1,000,000 to INGT, contributing to the development of the INGT Group and the growth of the Inner North Community Foundation.

With its new look and track record in outsourced administration, Process Plus is looking forward to new directions and opportunities.



## WORK & TRAINING

INGT incorporated Work & Training into the INGT Group over 6 years ago in order to ensure that it would continue to provide much needed apprenticeship and traineeship opportunities in Tasmania. Work & Training's GTO is now the largest employer of apprentices and trainees in the State.

Work & Training is a subsidiary company of the INGT Group governed by a Board of 6 Directors, two of whom are Tasmanians. The other 4 Directors are Melbourne-based Directors drawn from the INGT Board. The INGT Board is the sole member of Work & Training and the Chairman of the Work & Training Board is Hon. Alan Brown who also chairs the INGT Board.

2009/10 was a challenging year for the Tasmanian economy. The State's relatively high unemployment rate and low economic growth rate demonstrated that Tasmania recovered more slowly from the GFC than the rest of Australia.

Despite these difficult economic conditions, Work & Training's GTO finished the year with 350 apprentices and trainees placed with host employers. In addition, Work & Training supported social inclusion by working with the Indigenous, the culturally and linguistically diverse, people with a disability, and return to work parents.

Work & Training has been a leader of innovative marketing practices within the INGT Group. It launched the first external e-newsletter and Facebook page in the INGT Group and aired a TV advertising campaign to attract apprentices and trainees.

Work & Training expanded into E-Learning by becoming the Tasmanian licensee for the 'Learning Seat' product and introduced Skyping into its list of tools that it uses to train apprentices and trainees.

These two internet-based communication technologies have allowed the company to provide training to remote and rural communities who would otherwise find it too difficult to participate because of their geographical isolation, such as Flinders Island and the West Coast of Tasmania.

Work & Training benefited from and contributed to INGT Group synergies in the last financial year. Three of the businesses within the INGT Group have subscribed to Work & Training's E-Learning modules for their staff and INGT purchased a building in central Launceston to enable the company to relocate its northern region operations to a modern training facility.

In the face of Tasmania's economic difficulties and limited population, Work & Training is proactively seeking new ways of reaching the skill development market in the State.



## **INNER NORTH COMMUNITY FOUNDATION**

In response to barriers to employment facing many marginalised groups in the inner north, INGT supported by its 3 member councils established the Inner North Community Foundation in 2008 and from its inception has been its major sponsor.

The Foundation, although linked to the INGT Group, is an independent grant making body. The Foundation is governed by a board of 8 Directors comprised of representatives from the INGT Board, representatives of the communities of the inner north of Melbourne nominated by the Councils of Darebin, Moreland, and Yarra, and people with expertise in areas of relevance to the Foundation.

In addition to a commitment to donate \$5m to the corpus over a ten year period, INGT also sponsors the annual operational costs of the Foundation at over \$115,000 per annum. All cash donations made to the Foundation are invested in a corpus fund in perpetuity. 100% of the income earned annually is then distributed each year to community projects around the inner north of Melbourne. The projects are all based within the boundaries of the three member councils.

Over the 2009/10 financial year, the Inner North Community Foundation has managed to grow its support base, secure a State Government grant, and hold successful Foundation events across various inner northern suburbs of Melbourne. Grants awarded to local projects have engaged more than 160 people. To date around 67 local people have gained work through these projects. These projects assist people within our communities who most need the support, the means, and the skills necessary to find work.

The Foundation awarded over \$90,000 in grants to 7 community organisations under the 2009/10 Pathways to Employment program to assist them to implement local employment and training projects. A range of different projects were funded assisting local organisations in each of the municipalities in the inner north, such as the 3 featured below.

**Sprout Community Gardens**, located in Darebin, is just a short walk from busy High Street in Thornbury. The program was focussed on the well being of people who are living with mental illness and offered participants the chance to learn about horticulture, with the added benefit of eating healthy food they grew themselves. On the first Thursday of each month over Summer, participants sold their produce to local shoppers at the Sprout Community Market. The program also involved training and one-on-one support to stall holders in the disciplines of money handling, customer service, product development, food handling, and promotion and presentation. Through the program 3 participants have moved on to create their own micro-enterprises.



**The Anti Racism Action Band (ARAB)** used Foundation funding to enable 18 young people to gain paid work experience in occupations from music tuition and choreography to office support and project management. The group, operating out of Moreland, gets young people involved in exciting, thought provoking, and artistic projects that builds up their skills and confidence. Some ARAB members have been with the organisation for many years and have continued to develop a diverse portfolio of talents, which has helped them create attractive CVs.

The focus of the **Futures Mentoring Project**, an initiative of the Brotherhood of St Laurence's Napier Street Family Centre, was to provide young people with mentors who could provide career advice. 11 young people took up this opportunity. These young people are children of parents whose native language isn't English and who generally don't have employment experience in Australia. It is understood that these parents can't necessarily assist their children to identify career pathways or help find the industry knowledge and contacts they might need. As part of the program, the young people went on workplace visits to law firms, radio stations, and other places of employment locally across the City of Yarra.



## 2009/10 Pathways to Employment Grants

Project	Recipient	Suburb and Municipality
Somali Women's Employment Pathways Project	Jesuit Social Services	Preston: Darebin
Sprout Community Market	Sprout Community Garden – Mind Australia	Thornbury: Darebin
Young Women's Sessional Work Placements Program	Whitelion	Parkville: Moreland
Step Two Project	Anti-Racism Action Band (ARAB) – Victorian Arabic Social Services	Fawkner: Moreland
Futures Mentoring Project	Brotherhood of St. Laurence	Fitzroy: Yarra
Rotary NEXT STEP Project	Rotary Club of Richmond and Big Brothers Big Sisters	Richmond: Yarra
Employment Pathways from Abbotsford Biscuits	Jesuit Social Services	Richmond: Yarra

The Foundation also provided advice and assistance to community organisations that were unsuccessful in their grant applications. This was a measure to ensure that even though no financial support was provided to them, they still received some kind of assistance for their organisation.

The Foundation held successful events over the 2009-2010 year. Christine Nixon, former Chair of the VBRRRA and former Chief Commissioner of Victoria Police, was the guest of honour at a dinner hosted in partnership with Moreland City Council. A community busking event was organised that would help fundraise money for the Foundation while simultaneously promoting local musicians, with over 40 local residents getting involved as buskers. By year end, planning was well underway for two new events in July and August, 2010.

New efforts to create public awareness amongst the local people in Darebin, Moreland, and Yarra had also begun. A series of Project Spotlights have been created that target 3 specific projects (one from each area) and serve to generate interest in our work. INCF e-Bulletins were disseminated quarterly and the INCF website is constantly updated with project news and Foundation events.

The growing success of the Foundation would not have been possible without the support of the INGT Group and the Foundation's Member Councils of Darebin, Moreland, and Yarra.

The Foundation looks forward to the continued expansion of its grant program to benefit more local projects and create local lasting impact.

*Please note that the Foundation keeps each Council updated on its work through Council Briefings and update letters.*