

# INGT

## INNER NORTHERN GROUP TRAINING



### 2010 – 2011 ANNUAL REPORT TO THE THREE 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 2011:

- Cr. Gaetano Greco (City of Darebin)
- Gerry Smith (City of Moreland)
- Craig Kenny (City of Yarra)

The alternate Member Directors as of 30 June 2011:

- Michael Ballock (City of Darebin)
- Briare McElhone (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 2010-11 financial year.

The INGT Group Annual Report to the Member Councils is designed to be a common report to all three Member Councils rather than separate reports to each Council.

The submission of the 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 \$490,000 to local employment projects in the inner north of Melbourne

### 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 three 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 in 2008 to establish a separate INGT parent entity board with the responsibility for overseeing the group as a whole.

As of 30 June 2011, the INGT Board was comprised of three Member Directors and four 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 Gerry Smith (Moreland).

In March 2011 the former alternate Member Director for Moreland, Gerry Smith, was appointed as the Member Director for Moreland and Briare McElhone was appointed as the alternate Member Director for 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.

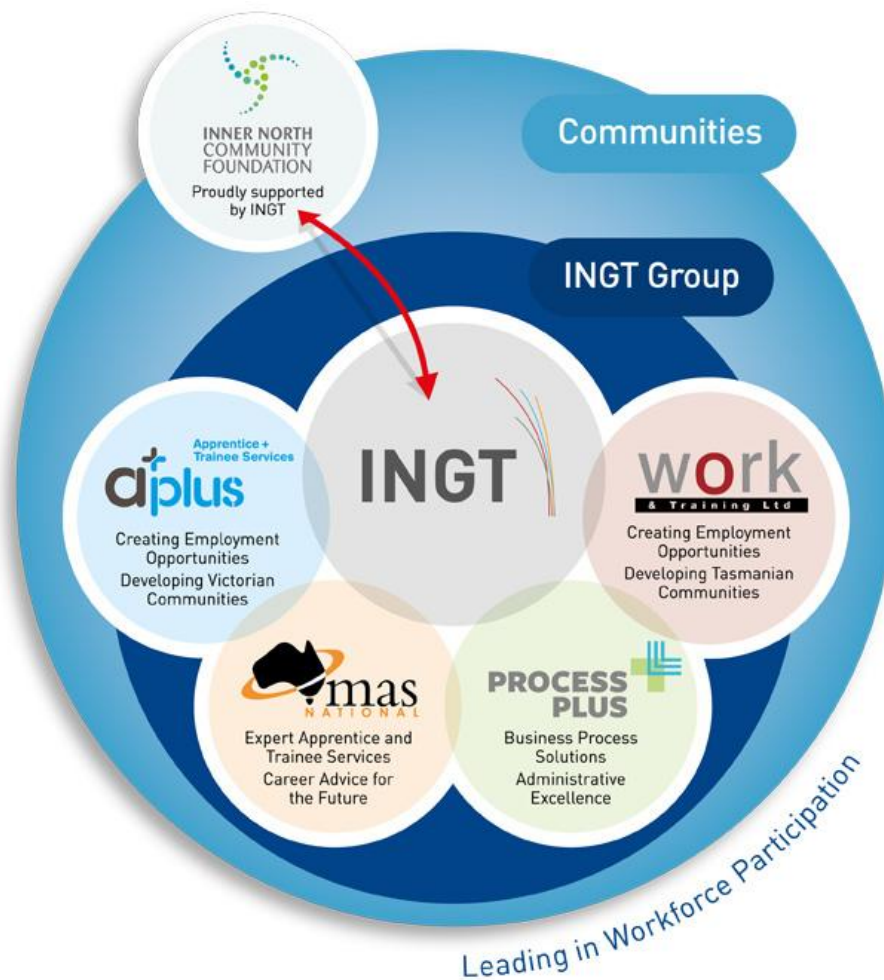
Flowing from these governance changes, the INGT Group is increasingly thinking and operating in more strategic terms. A three year strategic plan for the INGT Group was adopted for the first time in 2009. The strategic plan states the INGT Group's mission to be: "making a contribution to better social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

## Corporate Structure

The INGT Group is 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, 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 eLearning 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 Foundation, which remains independent:



## **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. In addition, in 2010-11 INGT parent entity adopted an investment policy which significantly improved returns from its cash management.

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 which houses their 36 staff. The INGT parent entity, along with Process Plus, MAS National's Claims Processing Centre, and the Inner North Community Foundation, have resided in the INGT building in Preston with a combined total of 30 staff.

## **Serving the Inner North of Melbourne**

The INGT Group sponsored the founding of the Inner North Community Foundation in 2007. 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 four years, INGT has generously donated \$2.5 million to the Foundation's endowment contributing to the distribution of \$490,000 in grants to fund local employment projects. These projects assist disadvantaged people living and working in the inner northern suburbs of Melbourne, especially young people, to break down their barriers to employment and get a start in the workforce.

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 2010-11 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 900 apprentices and trainees.
- MAS National has implemented the 'Kickstart Mentoring' contracts in NSW and Country SA, in addition to its existing Australian Apprenticeships Centre (AACs) contracts, designed to increase retention rates for young apprentices.

- 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 remains the largest employer of apprentices and trainees in Tasmania and continues to develop its e-learning catalogue offering over 100 courses online.
- INGT developed and launched its first ever INGT website, which has helped to strengthen internal and external communications, raise the INGT group's profile in the community, and drive traffic to businesses in the group. It also commissioned a study into business development opportunities for the INGT group.

### **INGT Group Financial and Human Resources Snapshot**

The INGT Group and the Foundation have overcome many challenges throughout the last year, including the on-going effect of the Global Financial Crisis on employment. Despite economic uncertainty, the INGT Group had a financially successful year in 2010-11.

- Each business in the INGT Group generated a surplus
- The INGT Group had a combined turnover of \$43.6 million
- The INGT Group remained debt free
- INGT continued to meet the Inner North Community Foundation's annual operating costs in 2010-11 on top of the \$1 million contributed to the Foundation's endowment in the previous year. It is anticipated that INGT will donate another \$500,000 to the Foundation in 2011-12
- As well as supporting the Foundation, the INGT parent entity provided \$50,000 during the year to community projects recommended by the businesses in the INGT group

<b>INGT GROUP EMPLOYEES</b>	
<b>INGT GROUP BUSINESSES</b>	<b>30 June, 2011 (Full Time Equivalent)</b>
▪ Apprenticeships Plus	36
▪ MAS National	68.5
▪ Process Plus	6
▪ Work & Training	43.3
▪ INGT	5.6
<b>Total</b>	<b>159.4</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.

# INGT GROUP BUSINESSES:



## APPRENTICESHIPS PLUS

The 2010-2011 financial year was a year of challenge and opportunity for Apprenticeships Plus. The business operated against a backdrop of continuing local, national and global economic uncertainty for many businesses, a significant number of state and federal government reviews into various aspects of the apprenticeship system and the role played by Group Training Organisations, and the implementation of major changes to the Victorian Vocational Education and Training (VET) system.

Our core purpose as expressed in the Strategic Plan 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 through its group training operations, which 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, and also provides additional care and support to the apprentice and trainee to facilitate 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.

At the end of 2010-11, Apprenticeships Plus employed 600 apprentices and trainees, of whom 128 are considered to be disadvantaged or experiencing significant barriers to employment. Approximately 45% of these 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 has in excess of 270 Host Employer clients across more than 50 vocations, and is the only GTO in Victoria working in any meaningful way with Aged Care residential facilities, and also local government, to provide an increasing range of employment services to meet the demands of our ageing population.

During the year, 315 apprentices and trainees graduated, equalling the number of graduates in the previous year, and mirroring last year's achievement of the highest number of graduations in Apprenticeships Plus' history.



Apprenticeships Plus continues to operate throughout Victoria but remains committed to Melbourne's north, particularly the inner north. The total number of apprentices and trainees living in the municipalities of Darebin, Moreland and Yarra was 99 at the end of the financial year, representing 17% of overall apprentices and trainees employed. The number of commencements of residents in these municipalities increased from 85 in 2009-2010 to 91. 54 businesses, including the 3 member LGAs, were serviced as Host Employers in the inner north. The organisation's ongoing commitment to social inclusion was demonstrated by a significant increase in the number of apprentices and trainees employed in Social Enterprises, jumping from 24 last financial year to 47 this financial year. The number of Indigenous and Culturally and Linguistically Diverse apprentice and trainee commencements increased in 2010-11, although the number for long-term unemployed commencements dropped - reflecting changes in the Victorian economy and the various partnerships, programs and opportunities that Apprenticeships Plus pursues.

As well as being a GTO, Apprenticeships Plus is a Registered Training Organisation (RTO) which enrolled 116 students over the year and graduated 92 apprentices and trainees.

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 partner with government, business, educational institutions and other not-for-profit organisations across a broad range of activities in the region, which include:

- Moreland Business Advisory Group
- Inner Northern Local Learning & Employment Network (INLLEN)
- Banyule/Nillumbik LLEN
- Hume/Whittlesea LLEN
- Moreland Youth Commitment
- Hume Youth Commitment
- Whittlesea Youth Commitment
- 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)
- *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
- Darebin Learner to Probationary (L2P) Learner Driver Mentor program
- Moreland L2P program
- 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
- Young Women's Leadership Program (INLLEN)

In addition to the core activities outlined above, 2010-2011 also saw a comprehensive review of the corporate brand, including their name, marketing materials (including their website), and marketing strategy. As a result of this review, it is anticipated that Apprenticeships Plus will change its name to APlus Apprentice + Trainee Services on August 3 2011. On this date Apprenticeships Plus will launch a new and dynamic website, a corporate wardrobe, and a new suite of marketing materials, all designed to strongly position APlus for current and future growth in an increasingly complex and competitive marketplace.

## 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) has been extended to 30 June 2012, meaning the original contract has been extended to a total of six years. Despite these contractual uncertainties providing structural and financial challenges, MAS National had a successful year exceeding its targeted net profit.

MAS National is an unincorporated trading arm of INGT Ltd. It is governed by a four person Committee of Management comprised of three Directors drawn from the INGT Board and since May 2011, Neil Cathie, a former private sector CFO. The Chairman of the MAS National Committee of Management is Elizabeth Board who also sits as a Director on the INGT Board.

DEEWR's Kickstart Mentoring contract, awarded to MAS National in the regions it operates, provided a big role in the year's outcome. 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 continued to strengthen its working relationships with 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.

MAS National is set to be competitive for the next contract round for AACs due in 2012 subject to the Federal Government's plans for AACs.



## PROCESS PLUS

Process Plus is a subsidiary company of the INGT group governed by a Board of four Directors. Three of the Directors are drawn from the INGT Board. The fourth director is drawn from local government. 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.

2010-2011 was another very eventful financial year for Process Plus. The successful re-tendering to administer the Victorian State Government's Apprenticeship Completion Bonus Program and the Apprentice Trade Bonus Program under contract to Skills Victoria, the successful extension of administering apprenticeship services to both Coles and Kmart Tyre and Auto Services, and the expansion into the online job market with a jobs board for the customer contact industry, called *JobCall*, were all coordinated while balancing the company's overall strategy for business development, meeting contractual obligations, and providing high standards of customer service.

Process Plus continues to administer the Apprenticeship Completion Bonus and Apprenticeship Trade Bonus on behalf of Skills Victoria after successfully negotiating a new contract until June 2013. The company is now in its second year of administering The Early Completion Bonus as part of their contractual responsibilities. 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 2010-11. Coles and Kmart have also agreed to extend their services agreement with Process Plus until June 2012.

Having extended its contracts with all its major clients, Process Plus is in a good position to move into the 2011-12 financial year.

## WORK & TRAINING

INGT incorporated Work & Training into the INGT Group over seven years ago in order to ensure that it would continue to provide much needed apprenticeship and traineeship opportunities in Tasmania. Work & Training's GTO continues to be 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 six Directors, two of whom are Tasmanians. The other four 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 the Hon. Alan Brown who also chairs the INGT Board.

The 2010-11 financial year was another a challenging 12 months in Tasmania. The state's economy is static, and in some areas even contracting, contrasting with the rest of Australia's recovery. A corresponding flow-on effect is the reduction in the employment of apprentices and trainees. Despite these difficult economic conditions, Work & Training's GTO finished the year with 301 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.

As predicted, industry trends have led to an increase in the number of trainees employed and a decrease in the number of apprentices in traditional roles. Work & Training has compensated for this by generating increased revenue through its RTO activities, particularly in the aged care sector. The RTO unit has also expanded its literacy and numeracy programs.

Under the 'Healthy Communities Program', Work & Training has delivered training for people who are long-term unemployed. In response to the chronic need for language, literacy and numeracy (LLN) assistance, Work & Training now offers two LLN programs; one for existing apprentices and the other for those who need support to reach the interview stage.

To this end, Work & Training has developed a more holistic package of training and employment options for businesses by combining its recruitment and eLearning departments. This has increased the success in their rate of 'take up'. Work & Training is steadily gaining credibility as a provider of eLearning in Tasmania. It has established partnerships with a number of peak bodies for the promotion of its eLearning compliance courses to members.

Work & Training benefited from and contributed to INGT Group synergies in the last financial year. One of these synergies was the relocation of its Launceston office to an INGT owned building in September 2010, benefitting from a more centrally located and modern training facility fitted out at INGT's expense.

Tasmania's continuing economic difficulties and limited population will provide continued challenges and opportunities for Work & Training to continue its path of steady growth and development in the employment and training market.

## INNER NORTH COMMUNITY FOUNDATION

In response to many barriers to employment that marginalised groups in the inner north are facing, INGT, supported by its three member councils, established the Inner North Community Foundation in 2007. From the Foundation's inception, INGT has been its major sponsor.

The Inner North Community Foundation is an independent grant making body. The Inner North Community Foundation is governed by a board of nine Directors comprised of representatives from the INGT Board, representatives of the communities of the inner north of Melbourne, representatives nominated by the Councils of Darebin, Moreland, and Yarra, and people with expertise in areas of relevance to the Foundation. Kevin Breen succeeded the Hon. Alan Brown as Chair of the Inner North Community Foundation in September 2010.

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 Inner North Community Foundation at over \$115,000 per annum. All cash donations made to the Inner North Community Foundation are invested in a corpus fund in perpetuity. Currently, 100% of the income earned annually is distributed each year to community projects around the inner north of Melbourne. The projects are all based within the boundaries of the Inner North Community Foundation's geographic range encompassing the councils of Darebin, Moreland, and Yarra.

The 2010-11 financial year has provided both challenges and opportunities for the Inner North Community Foundation. The organisation managed to continue its steady growth, appoint a new Executive Officer, hold several events promoting community advocacy, and promote and deliver another successful grant round. The 2011 grant round attracted the attention and involvement of Alison Clarke, City of Yarra Mayor, and inspired Adam Bandt, Federal MP for Melbourne, to attend and learn more about the organisation.

Since 2008, the Inner North Community Foundation has helped break down barriers to employment for over 900 local people, deliver \$490,000 in funding to community projects, and assist 28 community organisations. Funded projects assist people within our communities who most need the support, the means, and the skills necessary to find work.

The Inner North Community Foundation distributed just over \$216,000 in grants to 14 community organisations in the 2010-11 *Pathways to Employment* grant program to assist them to implement local employment and training projects. As always, a range of different projects were funded assisting local organisations in Darebin, Moreland, and Yarra, such as the three featured below.

### **La Trobe Lifeskills**

Ryan, Robin, Matthew and Chris are young men participating in the La Trobe Lifeskills Seed to Feed program.

Eager to learn and working towards their career goals, living with disabilities hasn't stood in the way of this group seeking greater independence and their dream jobs. Finding a job is a difficult task for most of us. Living with a disability means that for these young men there are even fewer opportunities. La Trobe



Lifeskills and the Seed to Feed program, funded by the Inner North Community Foundation, aims to develop and maintain their skills and potential. They maintain a garden, grow the vegetables, pick them, and sell them to their restaurants themselves, which is the feed part.

The program provides the group with practical skills that they learn while working in the Lifeskills permaculture garden, improving their literacy and numeracy, knowledge of running a business, basic trade and woodwork skills, and hospitality skills.



### **The Inner Northern Local Learning and Education Network (INLLEN)**

Hope is a year 12 student, who likes to challenge herself, and with the help of her mentor, Jan, is overcoming barriers to employment to get a good start in life.

Hope was referred to the *Young Women's Leadership Program (YWLP)* by her school due to a difficult and challenging personal life, both past and present. Tough

circumstances left Hope at risk of disengaging from school, but despite these challenges Hope's teachers recognised that she was a mature young person capable of achieving many things given the opportunity. The Inner Northern Local Learning and Education Network (INLLEN) started the YWLP, funded by the Inner North Community Foundation, as a way to engage and empower young women like Hope. The program has provided a platform for Hope to unpack her interests, goals, career, and life aspirations all under the guidance of Jan, guest speakers at workshops, and the program coordinators.

The young women in the program are all at risk of disengaging from education or have already lost interest, which is why the mentor element is so important. Since participating in the program, Hope now aims to get her Real Estate Agents License.

### The Fitzroy Learning Network

Shamira is a proud mum of three, loves a laugh, but faces the challenge of beginning a new life in Fitzroy with limited English language skills and no job seeking experience.



Shamira and her family lived in a refugee camp for a long time before migrating from Tanzania. She has come from a rural farming community, with limited education, and English as her second language. Being in an urban environment, Shamira has limited opportunity to utilise her farming skills used previously to cultivate land. Her family came to Fitzroy without any support here – they knew no one. The Fitzroy Learning Network’s Breaking Down Barriers project funded by the Inner North Community Foundation is supporting Shamira as she learns how to find a job that will provide her with financial stability and important social and work connections in our community.

Working at the library has helped develop Shamira’s English skills, and given her experience in cataloguing and filing, dealing with customers, and handling paperwork. Being involved with the project has inspired Shamira to undertake a diploma in child care, which she plans on doing after the *Breaking Down Barriers* project comes to an end.

### 2010-11 Pathways to Employment Grants

Project	Recipient	Suburb and Municipality
Transition to Work	Fitted for Work	Northcote DAREBIN
Tradies Volunteer Mentor Scheme	Incito Maintenance	Northcote DAREBIN
Seed to Feed Transition to Employment	La Trobe Lifeskills	Bundoora DAREBIN
Sprout Community Market Pathways to Employment	Sprout Community Garden, Mind Australia	Thornbury DAREBIN
Whitelion Employment Program	Whitelion	Northcote DAREBIN
Women at Work	YWCA	Thornbury, Preston, Northcote, Reservoir DAREBIN
Step Up Program	Anti-Racism Action Band (A.R.A.B.), Victorian Arabic Social Services	Fawkner MORELAND
Community Cooking Space	CERES Community Environment Park	Brunswick MORELAND



Northern Partnerships Unit	RMIT College of Design and Social Context	Brunswick MORELAND
Breaking Down Barriers program	Fitzroy Learning Network	Fitzroy, Collingwood YARRA
Better Hands Employment Program	Australian Vietnamese Women's Association	Richmond YARRA
Rotary NEXT STEP Program	Rotary Club of Richmond	Richmond YARRA
Pathways to Participation program	Asylum Seeker's Resource Centre	ALL THREE MUNICIPALITIES
The Young Women's Leadership Program	Inner Northern Local Learning and Education Network (INLLEN)	ALL THREE MUNICIPALITIES

The Inner North Community Foundation facilitated an employment Question and Answer session in association with the Inner Northern Local, Learning and Education Network in November; held a grants event at the East Reservoir Neighbourhood House in July; and followed through with the Victorian Government's Community Foundation Initiative, seeing the Inner North Community Foundation achieve our target of raising \$100,000 from local donors, which was then matched by a State Government contribution of \$200,000.

Events contributing to this included a sold out community breakfast in July 2010 with Renata Singer, Founder of Fitted for Work, at Rydges on Bell St and a cocktail function in August with then Deputy Premier Rob Hulls MP at the Northcote Town Hall hosted by Darebin City Council.

The Inner North Community Foundation received some excellent media coverage during the year, with the Melbourne Times highlighting our Chair, Kevin Breen, in the MyVoice section inside the front cover in April. In-kind support was received from the Nelson Alexander Charitable Fund, enabling publicity about the 2011 grants round on 8 billboards located in public parks around the three municipalities.

2010-2011 saw workplace giving for the Inner North Community Foundation commence at the City of Yarra and the City of Moreland, enabling staff members to make pre-tax contributions to the Inner North Community Foundation through payroll giving.

The growing success of the Inner North Community Foundation would not have been possible without the support of the INGT Group and the Councils of Darebin, Moreland, and Yarra.

The Inner North Community Foundation looks forward to the continued expansion of its grant program to benefit more local projects to break down the barriers to employment for more local people.

*Note: The Inner North Community Foundation now produces its own Annual Report. If you'd like one, email [info@innernorthfoundation.org.au](mailto:info@innernorthfoundation.org.au) and request a copy.*