



Connecting People and Communities



2013 ANNUAL REPORT

A sincere thank you to all our supporters from the North Melbourne community and beyond. Your contribution makes an immeasurable difference to the lives of so many.

Other partners, supporters and contributors

ACFE | David Harris

African Think Tank | Berhan Ahmed

AMES | Boriana Dobрева & Maria Sango

City of Melbourne | Ian Hicks, Kristen Proud, My Lees
& Voula Sarhanis

DHS NM Housing Office | Valda Cupido & Nick Elmes

Doutta Galla Community Health | Kate Kooman
& Carl Rogowski

Environment Victoria | Nina Bailey

Eris Centre | Khalid Mohamed

Eritrean Community in Australia | Berhan Ahmed
& Yasseen Musa

Flemington Neighbourhood Renewal Penny Jorden
& Kelly Harding

Inner Melbourne Community Legal | Khoi Lam

Inner North Cluster, INC partners:

Carlton Neighbourhood Learning Centre | Mary Parfrey

Farnham St Neighbourhood Learning Centre | Cathy Connop

Kensington Neighbourhood House | Carolyn Webster

The Centre | Michael Halls

Wingate Avenue Community Centre | Jan Thorpe

Moonee Valley City Council | Sarah Davis

North Melbourne Agency Collective (NAC)

North Melbourne Football Club – The Huddle | Mairead
Hannon & Sarah Bourke

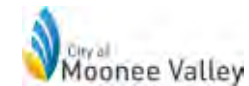
Pitchmark Design | Simon Litchfield

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Syneka Marketing | Alex Makin

Victoria Police | Nick Parissis

Wordsmithing Services | Michelle Deans, William Cox
& Eloise Oxe



Our vision is to be North Melbourne’s leading learning centre for the CALD community; recognised for enriching and empowering the lives of the people we serve. It’s a vision we lived up to and advanced in 2013, as we serviced the needs of people from 26 different language backgrounds from North Melbourne and surrounding areas. With a focus on foundation English language skills and community engagement, we support our students as they build new lives in Australia. From addressing skill gaps vital for workforce participation, to providing opportunities for English conversation, our team along with a network of dedicated volunteers is indeed enriching and empowering lives.

North Melbourne Language & Learning (NMLL) is a Registered Training Organisation (RTO) operating as a Learn Local Neighbourhood Centre.

CALD — Culturally and Linguistically Diverse

CHAIR AND MANAGER'S REPORT

2013 was challenging for NMLL, with significant cuts in government funding. In that context, it is particularly pleasing that we were able to achieve a financial surplus for the year. This achievement is especially important as deficits have the potential to harm the organisation's ability to retain Higher Education Skills Group (HESG) contracts.

This careful management of finances and delivery of a surplus is a testament to the dedication and flexibility of NMLL's exceptional staff and volunteers, led by our Manager Joanne Goodman and supported by invaluable advice from our accountant Robert Pisano. On behalf of the Committee of Management, I would like to extend our sincere appreciation to Joanne and Robert. Also, but no less importantly, thank you to the entire staff, our volunteers and the students, whose flexibility has allowed NMLL to continue delivering high quality services in this context of shrinking funding.

The Committee of Management welcomed a number of new members in 2013. Marcel Mihulka, Ben Lin and Loan Que Banh bring a range of new skills and experience to the organisation. Their contribution has been invaluable in progressing initiatives that the Committee has identified as priorities, particularly in relation to finding new sources of untied funding to support our activities.

We have been very pleased to see the progress on a number of key projects in 2013, including Community Learning Champions, English for Asylum Seekers and One 2 One English, all important new initiatives. Also noteworthy is the capacity-building work Joanne has been involved with in collaboration with the North Melbourne Agency Collective (NAC) and the Inner North Cluster (INC). As always, everyone at NMLL has remained very focussed on our mission despite the challenges and uncertainty, and a great deal has been achieved.

Jon Lawrence, Chair, Committee of Management

2013 has been a huge year for North Melbourne Language and Learning. Despite an increasingly challenging funding environment, we have made great strides towards achieving so many of our objectives, including reviewing policies, securing funding and instigating exciting new ways of engaging with and supporting the community. Thank you to everyone who has contributed to this.

By working in partnership with the other NAC (North Melbourne Agency Collective) member organisations, we have been able to improve and extend the provision of vital services across the community. New funding from the City of Melbourne will strengthen the NAC by facilitating a new and strategic approach to communications. This will benefit both service agencies and the wider community. Equally, the appointment of a CEO to the newly formed INC Education Advisory & Support Service Cooperative Limited will have a significant impact on the efficiency of INC partner organisations, including NMLL, and on the communities they serve.

In collaboration with other Neighbourhood Houses, we have also been able to negotiate a new Neighbourhood House policy with the City of Melbourne. This has resulted in securing a four-year funding cycle, giving us unprecedented security and certainty, and allowing us to continue to develop and deliver better programs.

Advocacy for the Culturally & Linguistically Diverse (CALD) community in North Melbourne and surrounds continues to be a key focus for us at NMLL. In my role as manager, I devote a great deal of time to working with government agencies and the local community to ensure that the voice and needs of this marginalised community are considered. This is something that everyone at NMLL is

passionate about, and is a key part of our community engagement.

I am very pleased to report that we have kept our Registered Training Organisation arm a viable operation in 2013. On top of delivering interesting and inspiring classes, our teaching staff has risen to the challenge of the reporting and paperwork required for compliance and continuing success as an RTO. This is no small achievement and I thank them all.

As well as a full review of our policies (now easily accessible on our website), staff roles at NMLL were again reviewed in 2013. This included some key roles changing focus to accommodate the ever-increasing expectation to provide data and information to funding bodies at all levels of Government. Notably, we are dedicating more staff time to developing our information technology systems.

In 2013 our Volunteer Engagement Process was expanded and dramatically improved, ensuring we match the right people with the right jobs. As a result, volunteers are more engaged, involved and satisfied with their roles. Credit for this improvement, a key tactic from our Strategic Plan, must go to our skilled Community Development Coordinator, Loretta Asquini.

Our highlight of the year has been securing funding to begin our Community Learning Champions project, which will help us improve our ability to identify community needs. Consulting the community means our work is guided by need. We believe that the more we involve the community in the work we do, the more we can bring to life people's stories and help with the many challenges they face.

Joanne Goodman, Manager

Despite an increasingly challenging funding environment, we have made great strides towards achieving many of our objectives, including instigating exciting new ways of engaging with and supporting the community.

OUR STRATEGIC PLAN

In 2012 we revisited our three year strategic plan – setting a course for the 2013 – 2015 period.

Operating in this often shifting environment, a focal point is vital, and agreeing upon and articulating goals has given us a clear direction and purpose.

The strategic plan is a living document that is shared with all stakeholders, ensuring we are able to work collaboratively. For the 2013 – 2015 period we set ourselves three goals, each with associated objectives. Work towards achieving these goals throughout 2013 has already resulted in tangible outcomes for the North Melbourne CALD community.

Our Mission

To give CALD residents in the North Melbourne area the English language and life skills they need to build better lives for themselves and their families.

Our Vision

To be North Melbourne's leading learning centre for the CALD community, recognised for enriching and empowering the lives of the people we serve.

Our Values

We value and are committed to:
Compassion, Integrity, Respect, Perseverance, Diversity and Celebration.

Articulating goals has given us a clear direction and purpose (and) work towards these goal in 2013 has already resulted in tangible outcomes for the North Melbourne CALD community.

1

Position NMLL as an integral community facility

- Integrate community development strategies into all language and learning programs and day-to-day operations.
- Develop opportunities for students and CALD community members to influence NMLL.
- Develop opportunities for students to influence their community.
- Increase effectiveness of identifying and responding to learning needs.
- Increase advocacy for CALD community on key issues.

Actions & projects include:

- ✓ Community Learning Champions
- ✓ One to One English Tutoring
- ✓ Volunteer Engagement Program
- ✓ Health Literacy Project.

2

Broaden participant diversity and improve reach

- Increase presence in target communities.
- Increase impact of partnerships with other organisations, agencies and government bodies.
- Strengthen and increase diversity of participation in training programs.
- Increase number of participants in current programs.
- Strengthen Registered Training Organisation (RTO) delivery

Actions & projects include:

- ✓ Strengthen INC & NAC
- ✓ Strengthen City of Melb Partnership
- ✓ Community Learning Champions
- ✓ Appoint Compliance & Business Development Coordinator.

3

Ensure organisational sustainability

- Strengthen human resource programs and increase staff satisfaction.
- Increase non-government funding.
- Broaden risk management policies and strengthen strategies.
- Identify and address short-term and long-term infrastructure and environment needs.
- Increase retained earnings to 25% of operational expenses.

Actions & appointments include:

- ✓ Access INC Service Agency
- ✓ Conduct Policy Review
- ✓ Implement Performance Review System
- ✓ Funding Subcommittee
- ✓ CLC Project Coordinator & Quality & Business Development Coordinator.

A CONNECTED COMMUNITY

Positioning NMLL as an integral community facility is one of the organisation's three strategic goals for the 2013 – 2015 period. Over the last twelve months we have made great progress in this area, including strengthening community connections and implementing a number of ambitious development projects.

The Health, Literacy and Needs Research Project, including the On the Road to Health photography competition, engaged 47 people from 10 different language groups. Outcomes revealed many gaps in the CALD community's understanding of the health system as well as barriers in accessing health services. These barriers included lack of knowledge about allied health services and important health support programs (such as telephone helplines and after hour GP locum services), and limited understanding about their rights as health consumers. Participants tended to be unaware of how to access or use translators and interpreting services within the health system and the research showed poor availability of translated health materials. This research is now being used to inform NMLL activities and as an advocacy tool to inform other service agencies.

Stories to Share is another exciting project that was implemented in 2013. The project, which gives members of the CALD community a forum to talk about their life and experiences, is documenting personal stories with the aim of publishing. By sharing their experiences we aim to increase awareness and highlight the positive contributions made by migrants to cultural diversity and community life.

Designed to build and develop community, the Community Outreach Project is an initiative focused on further engaging external organisations such as the African Think Tank and Eritrean Community of Australia. Through community

stalls and consultation, we have formed new partnerships and welcomed many into our organisation. Strengthening these relationships has had very tangible outcomes, including the Family Nutrition Project planned for 2014. The Community Learning Champions Project (CLC) will build on these relationships and is an exciting project for the CALD community. Plans are also in place for regular information sessions across the housing estate, including 'pop-up' sessions in public spaces.

We were fortunate to gain additional skilled, enthusiastic and committed volunteers in 2013, and have worked hard to maximise the opportunities this presents. The new Volunteer Engagement Program matches volunteers' skills with the needs of the organisation and the community. Volunteers willing to make a 6 - 12 month commitment are offered specific, skills-based work projects. The impact of this approach was clearly seen in projects such as the One to One English tutoring, a program with benefits for both tutors and learners. Kashka Lantis, our Volunteer Project Officer, was the driving force largely responsible for setting up this program.

With such a strong foundation laid in 2013, there is no doubt that 2014 will be an eventful and rewarding year. We are particularly excited about the great potential of the Community Learning Champions project. It is this sort of initiative that defines who we are as a community organisation and the values we stand for.

Over the last twelve months we have made great progress, strengthening community connections and implementing several ambitious development initiatives including the Health, Literacy and Needs Research project.

A woman with dark, curly hair, wearing a dark grey sweater, is standing and writing on a whiteboard with a red marker. She is smiling and looking towards the whiteboard. In the background, there is a large window with green foliage outside. To the left, another person wearing a light blue hijab is partially visible, sitting at a table. The table has a water bottle, a blue stapler, and some papers on it.

LANGUAGE AND LEARNING

Every year we conduct a thorough review of our education program. This year we also extended our cycle of embedded participant evaluation and feedback. These mechanisms ensure our programs are responding to the real needs of the community.

Implementing the new Certificate in Spoken & Written English was a key achievement for us this year. This certificate is well suited to our current target groups who fall into the foundation levels I– IV, and is central to our work.

In 2013 we were notified that all RTOs delivering foundation level courses must apply for government approval in order to remain eligible providers. As a result, we have taken a close look at how we deliver our services. It has been very satisfying to see significant gains in efficiency and consistently high standards in the delivery of procedures and processes. Partly due to these outcomes, we are now considering further extending the delivery of our education program.

Funding is integral to our success, helping us to launch and sustain projects like the Community Learning Champions. This initiative involves recruiting and training 10 or more members of the North Melbourne and Flemington CALD community to become learning mentors. These mentors — or Community Learning Champions — will be well informed and given the skills they need to promote and encourage local learning within their communities. The ‘champions’ will also play an important role in informing and contributing to the development of new courses, enhancing our ability to respond to the learning and training needs of those accessing our services.

Technology is increasingly vital to the delivery of educational programs, and in 2013 we truly embraced the digital age with many ICT improvements! All classes now have access to core resources, and staff have had opportunities to improve their IT savvy. Sharing documents and communication between staff and students was made easier by the introduction of a learning management Moodle, while the use of iPads has enhanced the classroom experience. Out-of-class support is provided through online sites with extra activities and tasks.

Community Learning Champions will promote and encourage local learning within their communities.

A series of guest speakers throughout 2013 was very successful in engaging students and helping to extend their knowledge and understanding of Melbourne and Australian life. This is one important way we integrate community development strategies and approaches into our education initiatives. We believe that taking a holistic approach to language and culture is crucial in the education of individuals who are new to Australia. While our focus is always on learning, we are also heavily invested in developing a community and connections for our students.

OUR STORIES

There's no typical student at NMLL. Our students are aged from eighteen to seventy, and come from all continents of the world. Some want to learn English to work, some want to learn English to study. Some just want to learn English to get out into the community, access services, and seek opportunities for their families.

I've been with NMLL for eighteen years now, and the local community is forever changing, becoming more and more diverse. Each individual that comes to us has taken a different path to Australia. Recently we've seen more people than ever from countries such as Somalia, Ethiopia, Eritrea and Sudan. These are countries with unique histories, religions and cultures. Within that, each person that joins us here has a different story. When we build our classes, we take these stories into consideration — what circumstances they've come from, what educational background they have, and what opportunities have been available to them. We have skilled writers learning to write in English side by side with people who can't read or write in their own language. That's the most fascinating part of this work — we're supporting the needs and the potential of people from so many different cultures and backgrounds. Everybody's story is so different.

We're at a stage in Australian migration history where it is extremely difficult to get work if you don't speak English. Our workforce has shifted away from production towards service industry and communications positions. Language is more important than ever. In the early days we offered straight language courses and had very few partnerships with other community organisations. Today, we work closely with many community organisations to try and increase opportunities.

Motivations vary, but everyone comes here for a reason. We have to be reactive — it's a chameleon kind of job. We're constantly adapting to respond to community and individual needs, and we have a great calibre of volunteer to help us. In the end, we always come back to listening to people's unique stories and building from there.

Joanne Goodman, Manager



Aleza Nger Yat: South Sudan

Aleza never dreamed of living so far away but her husband's attempts to support his homeland attracted the attention of a violent government and the family was forced to run for their lives. They fled to Egypt and awaited a friend's invitation to join them in Australia. After a six-month wait the young family of four made the journey in the summer of 2003.

Aleza was dazed and confused when they first arrived but she's since found her feet and the family have made a life and a home in North Melbourne. Now a proud mother of six, Aleza isn't shy about admitting to the challenges of raising wilful teenagers in a country where children have unfamiliar freedoms. She still misses South Sudan terribly and hopes to return someday, but is very grateful for the opportunities they all have now for a peaceful life and an education.

Rawhia Rabie: Egypt

In 2009 Rawhia left Egypt for Australia with her young son, Hassan. The violence in Egypt at that time was terrifying and she was afraid that one day her son would not return safely home from school. She loves that in Australia she has no need to worry about her boys leaving the house; she loves that everyone is free to live as they wish and everyone is equal.

Rawhia now lives in North Melbourne with her two youngest sons. The eldest is completing his Masters in medical science in Tasmania. Al Hussein, her second, is studying engineering and Ali, the youngest, has hopes of becoming a policeman.

Initially Rawhia was terribly homesick but Australia is home to the family now. And when she's feeling nostalgic she just takes a tram to Flinders Street Station. The façade of the building, the clocks and the archways all remind her so much of a particular station in Egypt.

Hamdi Ali: Somalia

Hamdi is a single mother from war-torn Somalia. As a child she dreamed of becoming a journalist. She felt called to tell the world what life around her was really like but motherhood and civil war created a more pressing dream: to seek a safe place in which to raise her family.

Hamdi made the journey by foot and bus to Utanga refugee camp in Kenya. It was here, during the five-year-long long wait, that her second and third daughters were born.

In 1996 Hamdi and her family were invited to resettle in Australia. Soon after they arrived her son was born and she felt they had finally found a home and could again live with hope for the future. Her children now pursue dreams of their own — law, science and tourism. Hamdi studies English and hairdressing but carries her story close and plans one day to write it for herself.

Thanh Tran: Vietnam

As a child, Thanh had very 'normal' dreams: to study, get a job and help her family. Instead, like thousands of others after the Vietnam War, Thanh and her family fled the horrors of the post-war regime in hope of finding peace and safety. Her brother was the first to leave in 1975, boarding a leaky boat with his pregnant wife and baby. They sought refuge in Australia and later sent for Thanh and her mother.

Thanh has lived in Australia for over twenty years but recounting the harrowing journey she and her family took all those years ago still makes her very emotional. Sometimes she and her mother gaze in the direction of the airport and dream of Vietnam, but her life is here now and she loves Australia.

Thanh loves to study and get out and about. She now has three Australian-born children and they all call Melbourne home.



AN INCLUSIVE APPROACH

The contribution made by our team of volunteers is impossible to measure. This year we have worked to give more structure to the volunteer program, ensuring skills and experience are allocated where they will make the most difference. One to One English tutoring and Stories to Share are both programs dependent on volunteers.

Bianca and Rawhia are one of 10 pairs currently involved in the One to One program.

Bianca, volunteer

I've always wanted to volunteer, but most programs require at least one day a week which is difficult when working full time. Then I saw an NMLL ad in Ethical Jobs for the One to One program. It appealed to me because of the location and manageable time commitment, and it seemed to fit with my background — I have a Master of International Crisis Management.

Along with ten others I completed the 15 hours training over 5 weeks to become a volunteer tutor. Since then I've been meeting with Rawhia every Wednesday at NMLL or somewhere else convenient for us both.

"Being involved in the program has made me feel more a part of my own community."

Bianca, volunteer

We've been focusing on Rawhia's grammar as it is an area that she finds difficult and wants to improve in. It's heartening to hear from others at NMLL that Rawhia has told them how much she enjoys our sessions, and that she refers to me as her 'teacher'. This proves to me that the training program and all the effort I've put into tutoring has paid off! We've already formed a strong bond and Rawhia often spoils me by bringing homemade treats to our sessions.

Being involved in the program and getting to know Rawhia has made me feel more part of my own community. Without it, I would never have forged a friendship like this one.

Rawhia, student

I was already a student at NMLL, but the One to One program interested me because I wanted to learn English more quickly. In three months the program has helped me gain confidence and improve my vocabulary. More and more I am able to understand local sayings, and I've got more knowledge about the culture in Melbourne and Australia. I used to get nervous and struggle, but now I can go to places like the doctor and Centrelink and speak with them easily.

Even if I don't understand something, I know that I can go to Bianca and ask for her help. I studied in my home country, Egypt, and have a Bachelor Degree in History. I want to improve my English so that I can begin studying childcare here and eventually gain employment. I've recommended the One to One program to all my friends.

"The program has helped me to gain confidence...I am able to understand local sayings and go to places like the doctor and speak with them easily."

Rawhia, student

2013 volunteers: Bianca D'Aquino, Lachlan Bache, Emma Donald, Caitlin Hancock, Kashka Lantis, Kylie McCormack, Stella Mihailova, Tomiko Miyazawa, Mira Resetar, Calista Sim Kher San, Amanda Shepherd, Lena Katharina Sivasailam-Pichler, Alex O'Sullivan, Heather-Maree Thompson




Committee of Management

Jon Lawrence (Chair)	Glenys Crawford (Treasurer)	Marcel Mihulka	Que Loan Banh
Ros Conroy (Vice Chair)	Christine Laught (Secretary)	Rory Nathan	Ben Lin


Manager:  Joanne Goodman


Accountant:  Robert Pisano


Further Education Coordinator:  Michael Burville


Community Development Coordinator:  Loretta Asquini

Administration & Data Coordinator:  Lyn Pecchiar

Further Education Support:  Jo McClusky

CLC Project Coordinator:  Georgia Jacobs

Administration Assistant:  Anne Zhang

Bookkeeper:  Raja Manchikanti

Team of Volunteers

Teaching Team

 Michael Atkinson	 Despina Davatzis	 Jenny Gherxi
 Awil Hussein	 Abida Karim	 Julian Krack
 Bil Lau	 Christine Leslie	 Jarrod Merlo
 Liz Meyers	 Liz Skinner	 Kylie Whyte

"It is an honour to be able to contribute to the important work NMLL does in assisting some of our most vulnerable people."

OUR TEAM

We asked three members of our team to tell us a little about themselves and what brought them to North Melbourne Language and Learning.

Kylie Whyte,
ESL teacher

I joined NMLL in 2013 following a 20 year career in the community and local government sectors. I've worked in many areas, including the arts, mental health, community housing and with youth. My education career started in mainstream secondary schools, but I quickly realised it wasn't where I belonged so moved across to adult education. It's an area I love — it's very collaborative and adult learners are actively engaged in the process. One of my great loves is music (I play the double-bass and am a member of a 'soulful jazz' group) and often use music and performance as an education tool. This sort of flexibility in learning is very appealing to me.

When I was starting out as an ESL teacher in 2001, I spent a year as a volunteer abroad in Sabah, Borneo. I taught English to mountain guides and the women and children in a village in the foothills of Mt Kinabalu. Anyone who has worked in this field will tell you that it is life-changing, and that was certainly true for me.

Working with asylum seekers and refugees has become my passion. I was Education Coordinator at the Asylum Resource Centre for a time, and it is this passion that drew me to NMLL. It's very much a two-way street here — I learn so much from the students and I am able to use all my skills and experience to help make a really tangible difference.

Loretta Asquini,
Community Development Coordinator

I have over 20 years of experience in the community and local government sectors, including 10 years in social planning and policy development. Returning to the 'coalface' here at NMLL was a move that made sense for me. In both my professional and personal life, I am an advocate of social justice, and believe that we can redress many inequities through social action and local community empowerment. Creating change around the handling and treatment of asylum seekers is an issue I am especially committed to. When you work with the people who access our services at NMLL, when you get to know them, I think a lot is put into perspective.

On a personal level, my background is Italian and in 2015 I'm off with my family to Italy! One of the things I'm most looking forward to is giving our children the chance to connect with the Italian part of their cultural origins. I think we all have a need to understand where we came from, and to maintain some sort of connection.

Jon Lawrence,
Chair NMLL Committee of Management

I've been a member of NMLL's Committee of Management since 2012, and Chair since mid 2013. As a local resident, I feel it's an honour to be able to contribute to the important work NMLL does in assisting some of our most vulnerable people.

My career background is in the IT and internet industries in Australia, Europe and the US. My 'day job' is Executive Officer for Electronic Frontiers Australia, a national non-profit organisation that promotes civil liberties in the online world. I'm also a Director of the Internet Society of Australia. As a committed civil libertarian, I am dedicated to promoting freedom of speech and fighting censorship as well as unnecessary or excessive surveillance.

Away from work, I love to travel and am lucky to have had opportunities to visit many different countries. I've also made a few attempts to learn various languages, with varying success, including German, Japanese, Italian and Indonesian.

FINANCIAL REPORT

YEAR ENDED 31 DECEMBER 2013

Summary of results (year ended December 2013)		
	2013	2012
Income	528,705	552,529
Expenditure	(519,675)	(557,287)
Surplus (deficit)	9,030	(4,758)
Cash held at end	198,167	112,837
Other short-term assets	60,490	26,184
Long-term fixed assets	266,075	286,049
Total liabilities	(183,971)	(93,339)
Net assets	340,761	331,731

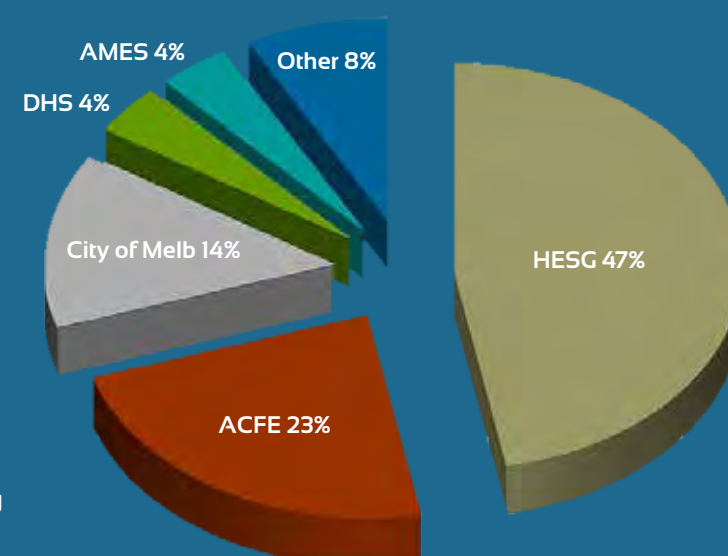
Treasurer's Report

North Melbourne Language & Learning (NMLL) recorded income for the year of \$528,705 and expended \$519,675, posting a small net surplus for the year of \$9,030.

As in recent years, income came from several sources as follows:

- Higher Education Skills Group (HESG) funding for delivery of accredited courses
- Adult Community & Further Education (ACFE) funding for pre-accredited courses
- City of Melbourne community services funding for Neighbourhood House activities and community development programs
- Department of Human Services funding for Neighbourhood House coordination
- Adult Migrant Education Services (AMES) funding for English classes for newly arrived migrants
- All other sources, including small government and non-government grants and philanthropic funding, including Hotham Mission for its ongoing support of our digital literacy program, and earned revenue such as student course contributions and other fees, and bank interest.

NMLL FUNDING SOURCES



Despite ongoing cost pressures and the variability of some of our income lines (such as HESG funding) expenditure was managed well to keep in line with income.

The net assets for the organisation at the end of the year totalled \$340,761, of which \$266,075 is tied up in long-term physical assets (including major building improvements undertaken in 2010) with the balance of \$74,686 made up of mainly cash reserves, critical for NMLL's financial stability.

Available cash at year-end was \$198,167. This includes both funds restricted for specific purposes, such as grant amounts received in advance, and general purpose funds.

After three years of operations under the new contestable educational funding environment, we have achieved significant outcomes with limited resources, the results of prudent financial management, the ongoing support of our funding partners, and the good will and commitment of our staff and volunteers. Our challenge continues to be improving stability of funding so as to promote organisational sustainability and be able to offer the best possible services and opportunities for enrichment to the culturally and linguistically diverse (CALD) members of our community.

Improving funding stability (promotes) organisational sustainability, ensuring we can offer the best possible services and opportunities to members of the CALD community.

Note: The full annual accounts of North Melbourne Language & Learning for the year ended 31 December 2013 provide more details on the financial performance and position of NMLL, including a description of the accounting policies adopted, explanatory notes, and the independent auditor's report.



33 Alfred Street North Melbourne 3051



(03) 9326 7447 enquiries@nmll.org.au www.nmll.org.au