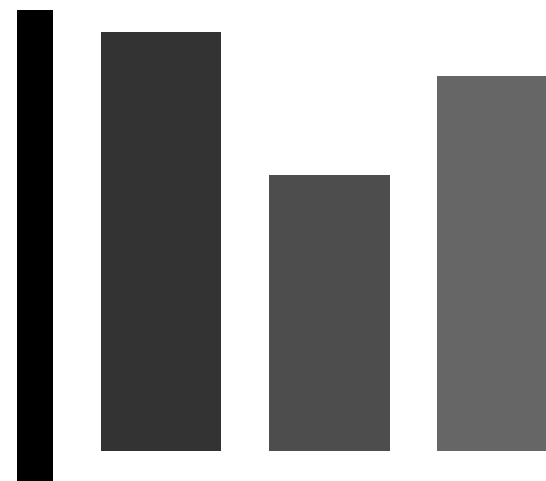




ANNUAL REPORT 2011-12



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SPECTRUM

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“ Thank you to the Board, the CEO and the staff of Spectrum for all your good work over the past year. Without you this journey to improve the lives of migrants would not be possible. ”

Chairperson's Report

2011-2012 has been an exciting year of growth and consolidation for Spectrum Migrant Resource Centre (MRC). We have expanded our services and programs, welcomed new Board Members and developed new strategies to approach future challenges.

This financial year was the final year of the Strategic Plan 2009-2012. We have been planning and working hard to develop a new vision for Spectrum to adopt over the next four years. Our new Strategic Plan for 2012 -2016 will map out a new and confident pathway for the future growth of our organisation.

Our services in the western metropolitan region of Melbourne have increased significantly in the past year. This is a growth region for new migrants and immigrants and it makes sense that Spectrum has a strong presence in this area. We intend to continue to provide services where our clients need them most.

Over the past year there have also been several new appointments to the Board. These new Board Members bring with them a wealth of experience in a wide range of fields and a great passion to improve the lives of migrants and refugees. I would like to publicly welcome the new Members of the Board and look forward to their contributions over the coming years.

Finally, I would like to say thank you to the Board, the CEO and the staff of Spectrum for all your good work over the past year. Without you this journey to improve the lives of migrants would not be possible.

Sarah Hayton





“ An exciting new era has been ushered in allowing Spectrum to develop a more flexible model to respond to our client needs. There has been much capacity building over this period to enable business growth. ”

Message from the CEO

Spectrum MRC has undergone some transformational changes over the past 12 months. There have been great challenges and opportunities in our sector with major changes announced by the Federal Government in the way they interact with the community sector.

An exciting new era has been ushered in allowing Spectrum to develop a more flexible model to respond to our client needs. There has been much capacity building over this period to enable business growth.

We have witnessed the fruition of many partnerships with other community organisations such as our consortium partnerships with Adult Multicultural Education Services (AMES) and others in the Humanitarian Settlement Services program such as the settlement course with NMIT. Collaboration has been a major emphasis of our approach.

The community sector has experienced many changes in the environment in which we deliver our services. The level of accountability required to work in the areas in which we deliver services has increased markedly. In response to this new environment, our quality assurance standards have improved to meet the higher levels required by our external auditing and compliance frameworks. Through this work we are engendering a culture of continuous improvement.

We have seen the organisation grow to encompass Dallas, where Spectrum Education and Training have made their new home. This has become a hub for our holistic approach to learning, linking employers with newly trained workers with in-demand skills. Our popular aged care & disability services have been successfully extended to the Western suburbs.

We have also recruited several new Board Members who bring with them the wisdom and skills to enhance Spectrum's vision. We have enlisted the Board's help to assist with our new three-year Strategic Plan that will guide Spectrum's future path.

Our vision is our clients and seeing generations of migrants reach their full potential. Now more than ever I believe we have built the capacity to fulfil our mission.

I would like to extend my deepest thanks and appreciation to our staff across our various sites, who continue to work with a level of passion and commitment that enables Spectrum to help migrants and refugees reach their potential.

Rosemary Kelada

About Us

Spectrum Migrant Resource Centre (MRC) has been in Melbourne's north-west since 1980. Currently we have five office locations: in Preston (two), Broadmeadows, Dallas and Sunshine. Our vision is to see generations of migrants and refugees reach their full potential in Australia. Our mission is to work with migrants and refugees to successfully settle and participate in all aspects of community life.

We achieve this by delivering culturally appropriate and responsive settlement and family services, making immigration advice affordable for individuals and employers, providing culturally-tailored and job-focused training and assisting ageing migrants and people with a disability to participate at home and in the community.

Spectrum MRC has a reputation for innovative, cutting edge and holistic service delivery, with over 30 years experience in supporting and empowering migrants and refugees in all aspects of their lives. Currently, these programs encompass settlement, migration, youth, family relationships, community capacity building, vocational training, aged care and disability services. Settlement services include casework and intensive case management, orientation and sporting programs for newly arrived clients, as well as community development work.

Our clients include newly arrived migrants and refugees requiring settlement assistance and support to participate in Australian society, older people and people with disabilities from culturally and linguistically diverse (CALD) backgrounds, and ethno-specific communities receiving capacity-building assistance.

Advocacy, Innovation and Marketing (AIM)

Overview

The Advocacy, Innovation & Marketing (AIM) unit's role is to provide critical organisational support to Spectrum MRC through media, marketing, grant/tender writing and research services.

AIM also provides innovative cross-cultural training to external organisations and government bodies, and plays an active community capacity building role through the implementation of the Refugee Action Program (funded by the Office of Multicultural Affairs & Citizenship), and coordination of the Seeds for Growth grants program, as well as advocating for the rights of migrants and refugees.



Achievements in 2011-12

- Provided more than \$60,000 in grants to over 100 community organisations through the Seeds for Growth small grants program.
- Increased media exposure with more than 20 media releases, resulting in more than 40 newspaper, radio and television items on Spectrum MRC's events, services and programs.
- Provided much needed capacity building support to 14 refugee communities in the North West region through the Refugee Action Program (RAP).
- Supported 36 community organisations through assisting with their external grant applications.
- Wrote five substantial policy submissions in response to state and federal government inquiries.
- Provided cross-cultural training to several organisations, including schools, libraries and health services.
- Delivered a series of Community Profiles at the Darebin Intercultural Centre highlighting the diverse communities in Melbourne's north.
- Helped 15 refugees get employment training through the Refugee Employment Advocacy Project (REAP).
- On Spectrum MRC's website, increased visits from target overseas countries, increased engagement and number of pages viewed (+14%), and increased referrals from other websites.
- Increased social media activity, both on Twitter and on Facebook.
- 16 new grant/tender submissions were successful, with approximately \$3.7m in funding secured.





Case Study: Samuel Sakama

Samuel Sakama is a Liberian educator who moved to Melbourne in 2008 to follow his fiancée, whom he met in Liberia, where she was working with the community. Although arriving with a degree in sociology and being fluent in English, Samuel found it hard to find suitable work in Australia. Volunteering with Spectrum MRC's Refugee Action Program (RAP) gave Samuel the opportunity to gain experience in an Australian workplace, which led to Samuel securing a paid position at Spectrum MRC. This is his story in his own words.

"I didn't have any networks when I first arrived. It was very difficult for me because I came from a situation in Liberia where I was completely integrated in my job and within my community. But despite the initial difficulties, I knew that it was important for me not to forget my dreams and who I was. My first paid job in Australia was as a cleaner at the casino, but I knew that it was just something to give me some money.

"I decided that if I wanted to work in my field, I needed to get my degree recognised and to start to get Australian experience. In the end I decided to re-do my degree, because the educational system in Liberia is very different and I wanted to get good basis for my future. At the same time I realised that the best way to get Australian experience was through volunteer work.

"There are many misconceptions in the Liberian community about volunteering; the community doesn't fully appreciate that it's not just 'unpaid work'. Through my volunteer work at Spectrum, I was able to get to know the organisation and to contribute, helping connect with the Liberian community.

"Now I am working full-time at Spectrum in several programs, including the homework support program, which I coordinate, the Refugee Action Program and the driving program. I am now finishing my Australian degree and I still can't believe how lucky I am to be working in the field I love!"

Vision for the future

- To promote Spectrum MRC's activities and services through mainstream and social media.
- Advocate for refugee communities on issues of importance.
- Provide a quality grants and tender service.
- Promote our Cross Cultural Training to a wider audience.
- Strengthen our community engagement through the Refugee Action Program.



Settlement & Family Services

The Settlement & Family Services unit provides a range of programs and services to support the smooth transition and integration of refugees and migrants in Australia.

Services and programs offered include:

Casework: outreach, intake and appointments.

Migration Advice: to humanitarian entrants.

Complex Case Support: intensive case management for humanitarian entrants with exceptional needs.

Adult Migrant English Program (AMEP): bilingual settlement courses delivered in partnership with the Northern AMEP consortium.

Refugee Youth Subsidy program: to facilitate access to sports and recreation, education and employment.

Ethnic Youth Council: for young people aged 15-25 years, passionate about becoming leaders in their communities and representing their peers in addressing issues faced by young CALD Australians.

School Holiday Programs: a range of activities for young people during school holidays.



Homework Support Program: a weekly homework support program with language, literacy and numeracy support, and a parental engagement component which offers parents the opportunity to improve their English and computer skills.

No Interest Loan Scheme (NILS): microfinance for newly arrived families settling in Australia.

Men and Family Relationships Support Program: Iraqi, Sudanese, Kurdish & Somali men's groups.

Parenting in a New Culture (PINC): strengthening and supporting parents from CALD backgrounds to raise their children in the Australian context.

Humanitarian Settlement Services (HSS): provides humanitarian clients with the skills and knowledge needed to commence a new life in Australia.

Voices for Change (VFC): for young people aged 18-28 from Kurdish, Somali and Iraqi backgrounds to give them knowledge, skills and resources to influence and mentor other young people in their community to help them formulate a purpose and direction for their future.

Healthy Relationships in a New Culture (HRINC): a project promoting change in attitudes and behaviour among CALD communities regarding violence against women, using culturally relevant approaches and materials, and working with Sudanese, Somali, Iraqi (Arabic and Kurdish speaking), and Indian ethnic communities based in metropolitan Melbourne.

Futsal (indoor soccer): the project provides a unique chance for young people from CALD backgrounds to build their confidence through the healthy and engaging activity of indoor soccer.



Achievements in 2011-12

Settlement Casework

Northern Middle Melbourne - 850 contacts by 368 clients.
Moreland & Hume City - 1,156 contacts by 494 clients.
Sunshine - 921 contacts by 450 clients.

Humanitarian Settlement Services (HSS)

191 cases (387 individuals).

Migration Advice

229 contacts by 132 people.

Voices for Change

18 Youth Ambassadors involved.

Spectrum Homework Support Program

An average of 50-60 school children from primary and secondary classes received homework support every week. 10 parents were involved in the parental engagement component of the project.

Spectrum Futsal

A weekly average of 20 boys and girls participating.

Spectrum basketball

14 boys and girls participating on a weekly basis.

Complex Case Support

17 individuals/families were assisted during this financial year.

No Interest Loans Scheme

Issued 84 loans.



Men and Family Relationships

211 clients.

58 community education sessions.

103 social support sessions.

Parenting in a New Culture program

Assisted over 300 families from the Burundian, Sierra Leonean, Liberian and Congolese communities.

The Somali Men's Family Relationship Program organised 6 community workshops for Somali men and women's groups. Approximately 18 to 22 people attended each of the workshops, and a total of 150 people attended. Four community education sessions were held and 88 clients were assisted through casework services.

Drive to Thrive

12 newly arrived migrants and refugees gained an understanding of Australian road rules, accessed subsidised driving lessons and 20 hours of driving experience with a volunteer, and received assistance to obtain their driving licence.



Vision for the future

- Strengthen collaborative approach to delivering settlement & family services.
- Continue to strengthen current community driven programs and identify new opportunities to promote social inclusion.
- Continue to build the internal capacity of staff through training and support to ensure quality services delivery.
- Continue to tell the stories of families and individual from refugee background through advocacy and evidence research.



Case Study - Complex Case Support

When the Jones* family (*not their real name) began working with their CCS Case Manager, they were feeling anxious and stressed about their disabilities and illnesses and fearful for the future of their three children. They had arrived in Australia just six months prior, after spending 18 years in a refugee camp. Mrs Jones is blind and suffers from diabetes, while Mr Jones had experienced severe torture in a prison before fleeing his country, and experienced ongoing physical and mental health complaints and had been coughing up blood for some time. The family had been on waiting lists for some services but found the Australian health system overwhelming to navigate and did not understand how to access help.

The family was supported with a holistic, strengths-based approach in order to gain better control and understanding of many aspects of their life, including parenting, finances, education, housing and social connections. The greatest gains achieved were in the family's access to health and disability support. After ongoing advocacy from Spectrum MRC, the family gained access to respite and in-home care, home modifications, specialist counselling and a range of health services. Mrs Jones was provided with education and training on how to use household appliances, power points, cook in the kitchen and generally be safer around the house, and Mr Jones was able to see specialists, gain a diagnosis and go on the waiting list for an operation. Spectrum MRC worked with health and disability providers to understand the family's cultural needs, overcome access and equity issues and learn how to use interpreters. At the end of the family's six months working with the CCS program, they were less stressed, more confident, better able to understand and access the help they needed, and hopeful about the future. They told their Case Manager, "We can't believe someone outside our family would care so much about us."

“ We can't believe someone outside our family would care so much about us.

Jones Family

”

Education & Training (SET)

Established in 2007 to support Spectrum MRC's vision of empowering migrants to settle into Victorian business and community life, Spectrum Education & Training (SET) is the Registered Training Organisation (RTO) arm of Spectrum MRC.

SET has become well-known for its strengths-based approach in working with students, enabled by its appreciation and focus on an individual's assets (for example, their bilingual skills). SET has continued to extend its services to all people and communities, which has again resulted in a significant increase in student numbers during 2011-12.

In 2011-12, SET has successfully delivered a range of government-funded education and training services. SET also completed a Skills Victoria and Victorian Registration and Qualifications Authority (VRQA) Audit during the year with positive outcomes.

In June 2012, SET relocated to Dallas, five minutes from its original Broadmeadows site, to accommodate the growth in student numbers.



Achievements in 2011-12

- Expansion of training to Box Hill, Shepparton, Dandenong and Dallas through industry demand.
- Development and introduction of General Education course.
- Development of literacy/numeracy testing to assist clients.
- 100% employment success rate from SET's aged care course.
- 961 students enrolled at the Broadmeadows, Preston and Sunshine campuses as well as four outreach locations.
- 44 courses offered from Certificate II to Diploma level.
- 20 short courses offered, including Coffee Making, First Aid, Anaphylaxis and Asthma Management.
- 10 Career Expos attended across Melbourne's north-west corridor.
- Actively fostered local service partnerships to offer a holistic and supported education and training experience for students and families. This approach has produced an increase in student numbers.
- Successful completion of the VRQA Audit.
- Re-registration for five years.



Vision for the future

- Further our position in the industry as a quality education service catering for people with diverse learning needs residing across Melbourne's north-west corridor.
- Connecting with key stakeholders to build stronger partnerships.
- Focus on short courses to expand SET's training opportunities.
- Plan for future course development to meet the needs of key stakeholders and increase employment outcomes.
- Work across Spectrum MRC to assist in the development of training models for staff and clients.

Case Study: Courtney Townsend-Booth

Graduating student from SET's Certificate III in Aged Care

Courtney, now aged 18, left school in year 10 because she couldn't follow a training career path. After leaving school, Courtney commenced a TAFE course in Health and Business but due to personal issues Courtney was unable to continue. Courtney approached other TAFE providers but was refused a place due to her young age. Courtney then approached SET and enrolled and completed her course.

This is her story in her own words

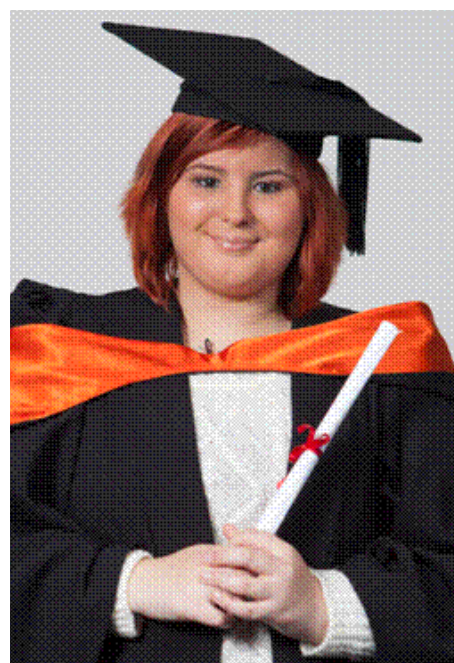
"At the beginning of my training, I was a bit skeptical because I had a bad experience with high school and TAFE.

I was told about SET by the Kangan TAFE; they recommended I do my Certificate III in Aged Care at SET. I liked it immediately; the smaller learning environment made me feel more comfortable.

I met with Dahnielle at Spectrum in Broadmeadows and we spoke about my career pathway and future job and study opportunities. Dahnielle told me about the Structured Training Program and the support students get from the program.

I started my course in October 2011 and my experience in the classroom was amazing. This course was something I had wanted to do for a long time! I got full support from all the agencies working with me at the time, my Job Services Australia (JSA), Spectrum staff and Pat my trainer. Spectrum would contact me regularly to see how I was going with finding a work placement and with the help from Spectrum to get my work placement I started on 9th January 2012 at Meadow Glen Nursing Home.

“
The smaller learning environment
made me feel more comfortable.”



My work experience had its good and bad days. I almost gave up but I was determined to stick it out even though it was very difficult sometimes. Now I feel that this experience has made me stronger.

As the course came to an end I had to start thinking about my future. I knew that nursing was the career I wanted to pursue. My first goal was to start and finish my Certificate III in Aged Care and Home and Community Care. Then I planned to complete my Certificate IV in Disability, which I am currently enrolled into and completing right now. Once I receive my Certificate in Aged Care I will continue to work with Spectrum to find suitable work in an Aged Care Facility.

What I have been able to take away with me after finishing in the Structured Learning Program is a big boost in confidence and self-belief. I have showed myself that I can achieve good things in my life if I stay committed and persistent even when times get tough.

I was invited to be a guest speaker at the Future Achievement Meeting, and I was then asked to join a Youth Group to advocate on behalf of the youth in the Hume region. I feel a lot more hopeful about my future employment opportunities and less fearful of studying."



Aged Care & Disability Services

The Aged & Disability Services unit delivers support services and programs to more than 2,500 clients with the assistance of 260 staff. Our services are funded by the Department of Health and Ageing, Department of Health (Home and Community Care), Department of Human Services and our brokerage services. The support is delivered with a focus on individuals and Spectrum MRC is renowned for the culturally and linguistic diversity of its staff. Spectrum MRC's new recruitment process has enhanced its capacity to strengthen and meet each of our client's cultural needs, and to assist and empower individuals to achieve their personal goals and aspirations.

Services and programs delivered in the North and West Region include: Multicultural Home Support Service, Disability Services, Planned Activity Groups, Social Support Groups, Assistance with Care and Housing for the Aged, the Northern Federation of Ethnic Senior Citizen Clubs, Community Partners Program, Preston Market Respite Program, Spectrum Multicultural Choir and the National Respite for Carers Program.



Achievements in 2011-12

Multicultural Home Support Service (MHSS) West

MHSS West was established in 2010 through Federal Government funding. The project aimed to retrain 60 older workers from CALD backgrounds who had become unemployed through the financial crisis. MHSS West is now a fully fledged program, continuing to employ and support culturally diverse workers from Melbourne's west. As migrant and refugee populations continue to age, the program will grow and develop, providing services that take into consideration linguistic and cultural needs at a vital stage of life.

Community Partners Program (CPP) Expo

At the end of June, Spectrum MRC hosted a CPP Expo for service providers to showcase their services to the communities that were involved in the project. The Expo was a huge success with more than 150 people attending. Spectrum MRC was congratulated by the Department of Health and Ageing for the successful community partnerships it had fostered through the Expo.

Clifton Respite Cottage Program

The Clifton Respite Cottage Program provides social engagement for isolated migrants, playing an important role in maintaining their health and wellbeing. The activities facilitate social interaction for 105 participants from the Italian, Vietnamese, Chinese and Macedonian communities every week. It provides a respite opportunity for working carers and an enjoyable day for participants in a safe environment.

MHSS & Disability Recruitment

A specialist Multicultural HR Workforce Coordinator commenced work at Spectrum MRC in April 2012, responsible for the recruitment and establishment of the multicultural workforce for the Multicultural Home Support Service and Disability services in the North and West Region of Melbourne. The new role has enabled Spectrum MRC to maintain its high quality standards in service provision.



Feedback from Aged and Disability Services clients and their carers:

Clients

"I am legally blind and 83 years old. I always look forward to Fridays to meet my friends. Hearing their voices, having a laugh and not being judged at our mistakes is a pleasure."

"It's like being at home, but with my second family. We like the mouth-watering smell of the food being cooked while having the activities."

"It's not easy for more than 200 elderly people to attend a program each week for nearly 15 years. We should have a celebration for the program and for us all."

"Last time I had to go to hospital for an operation but I came straight to Spectrum MRC for the weekly group activities as soon as I was discharged from hospital. I don't want to miss out any session and I am happy to see all my friends in the group."

Carers/ Guardians

"I am now more relaxed and enjoy work more. I know my parents are in a safe place and being with friends who speak the same language makes them happy."

"Now I can plan my working hours and it gives me more freedom to have a social life."



Case Study - Il Luogo d'Incontro (The Meeting Place)

Program for Italian elderly with dementia

Northcote businessman Michael Bonadio generously donated \$50,000 in memory of his mother Giovanna Bonadio, enabling Spectrum MRC to pilot a program for older Italians living with dementia. The program works on the principle of individual-centred care. It respects the uniqueness of each person in the group, focusing on the retained skills that can still give them pleasure. It provides them with a sense of community through being part of an intimate group and the opportunity to form new friendships and to take part in culturally familiar activities. The aim of the program is to increase self esteem and to reduce depression in those living with dementia. The principle is that a pleasurable moment lasts for hours. For Spectrum MRC staff involved in the project it has been a wonderful opportunity to receive from the wealth of life experiences that participants possess, both through the weekly meetings and the creation of 'Life Books'. The staff of the Il Luogo d'Incontro would like to thank Mr Bonadio for the chance to offer such a flexible and innovative program to its clients.

For more information on the project please call Rhonda Hernandez on 9496 0200

Vision for the future

- To develop a staff training calendar to build knowledge and skills.
- To strengthen and develop current programs to align with strategic plan.
- To replicate programs operating in the North to the West and Hume.
- To develop a consumer engagement group.



Spectrum Immigration Services (SIS)

Overview

Spectrum Immigration Services (SIS) is a not for profit immigration service with offices located in the Melbourne suburbs of Preston and Sunshine. SIS advises and represents clients from around the world on all aspects of migration law.

SIS was established in response to an overwhelming community need for access to quality immigration advice and assistance for those many individuals who were no longer eligible for free migration assistance as provided for by government-funded programs, and could not afford to pay the high fees charged by the large majority of private migration practitioners.

Every matter is treated on an individual basis and SIS delivers a quality, professional service within our unique, caring and family-oriented environment in a cost-effective manner.

This year SIS proudly celebrated its fifth anniversary. Over the last five years, SIS has advised more than 1,900 individuals, families and businesses and represented 440 clients with their migration applications, achieving high success rates. We also present at community and legal forums as well as contribute to educational, community and legal publications.



SIS is widely recognised as a leading professional immigration service on a local, national and international level. SIS assists people from all backgrounds and industries in a professional, competent and efficient way to ensure that the client is empowered and informed to pursue the most appropriate migration pathway.

With our team of competent and dedicated trained professionals, together with the support and trust of our clients and the community, we look forward to the next five years of growth and achievement in the migration advice profession.

Since 2007, SIS has advised more than **1,900** clients and represented **440** clients with regards to visa categories including:

- Partner and other family
- Refugee/humanitarian/protection
- Visitor
- Student
- General skilled migration
- Employer sponsored/business visas
- Merits review/appeals before the Migration Review Tribunal (MRT) and Refugee Review Tribunal (RRT)
- Ministerial intervention requests.





Achievements in 2011-12

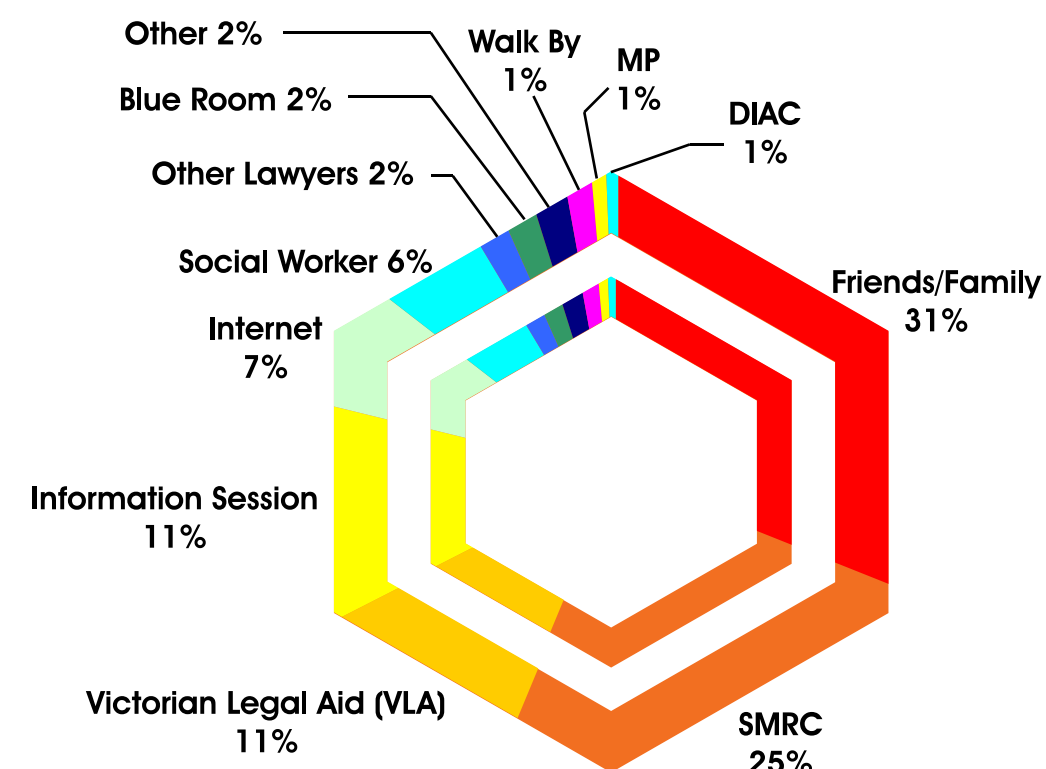
Advised **379** clients in regards to immigration matters and represented **59** applicants and their sponsors before the Department of Immigration and Citizenship (DIAC) and/or the MRT/RRT.

Summary of SIS client statistics over last 5 years

Year	Initial Consultations	Retained clients
July 2007 - June 2008	435	113
July 2008 - June 2009	387	114
July 2009 - June 2010	373	81
July 2010 - June 2011	369	73
July 2011 - June 2012	379	59
TOTAL	1943	440

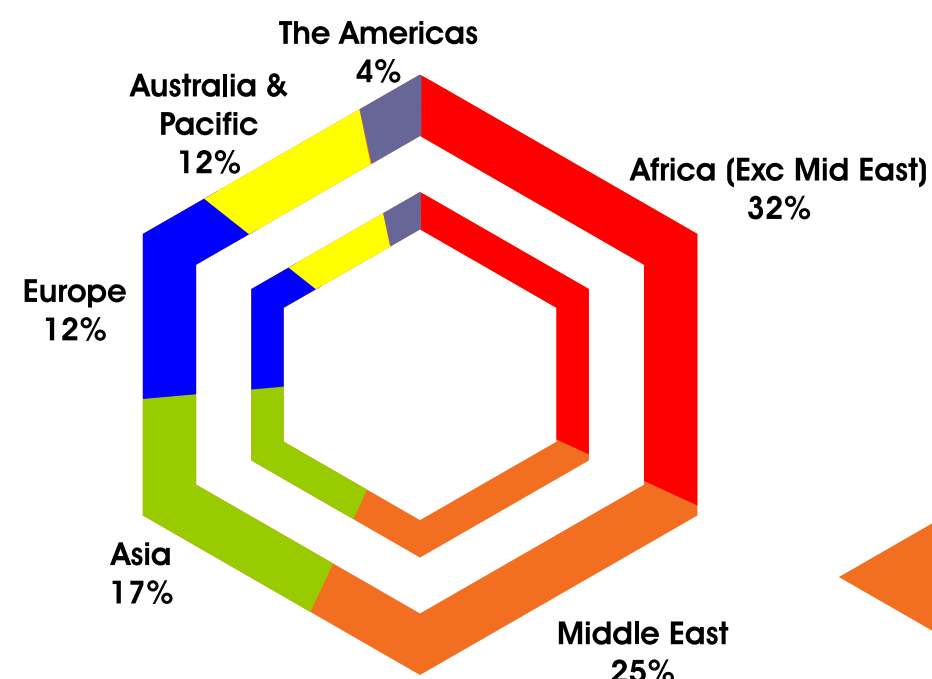


Referral Source: Jul-Dec 2011

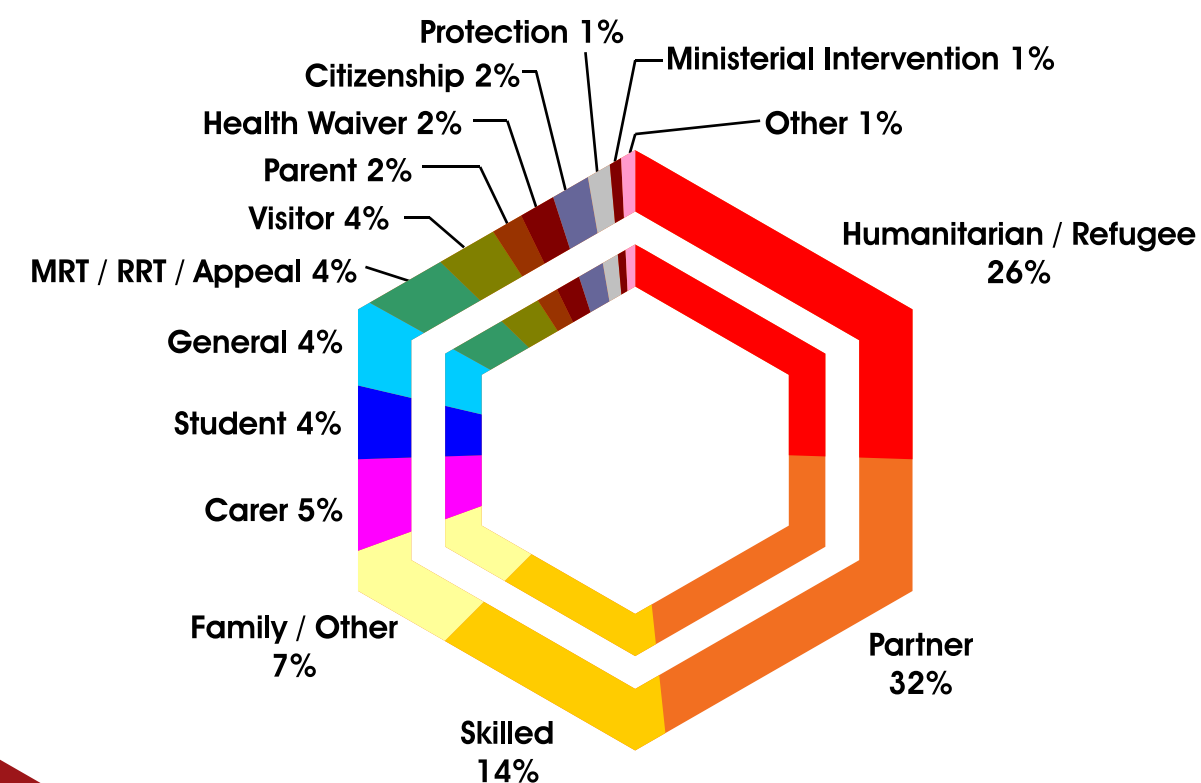


CLIENT STATISTICS FOR 2011-2012

Continent of Birth



Visa Type Enquiry: Jul-Dec 2011



Case Study: Employer Nominating Scheme

I arrived from Zimbabwe four years ago with my husband, two sons and baby daughter. I was given an Employer Sponsored Temporary Visa as I am a qualified nurse and my skills were in demand. After one year living in Reservoir, we decided to make Australia our new home. In 2012 we applied for permanent residency but there were many legal obstacles to overcome and complex paperwork to complete.

In 2011 we were referred to Spectrum Immigration Service whose advocacy led to our achieving our dream of permanent residency. Their service went beyond the call of duty. Even when I felt I was being a pest they were always polite and courteous.

Since our visa was granted I have found peace of mind. My husband and I are free to work and the kids can follow their dreams. I feel happy to belong in this country.



Business and Support Services

Business and Support Services (BASS) comprises Finance, Information Technology, Quality, Human Resources, Payroll and Occupational Health and Safety. The BASS team play a pivotal role in the smooth running of Spectrum MRC, ensuring the efficient maintenance of support services to enable quality outcomes for both external and internal stakeholders. Each area within BASS is governed by a high level of compliance accountability and internal audit requirements.

Human Resources

In 2011-2012, Human Resources transitioned to the Social, Community, Home Care and Disability Services Industry Award 2010 (Modern Award), involving a review of the position descriptions and classifications of all Spectrum MRC staff.

Our Performance Appraisal System has been remodeled to assist in setting goals and targets and measuring performance. Spectrum MRC once again achieved compliance with the Equal Opportunity for Women in the Workplace Act 1999.

Spectrum increased its Human Resources capacity by adding an additional part-time position. This allowed us to provide further support to General Managers, Team Leaders and staff and will enable further initiatives in the future.

Payroll

The Payroll function ensures the accurate and timely remuneration of all Spectrum MRC staff through two alternating fortnightly pay cycles. The payroll function has achieved a high level of standardisation in processes and systems with a continuous focus on improving these processes to further increase efficiency.

Occupational Health & Safety (OH&S)

The OH&S committee continues its work to ensure the health, safety and welfare of staff and clients. The committee inducted a number of new members after it said goodbye to some of their original members who had been on the committee for three years.

Quality Assurance

The Quality Assurance department has supported compliance audits across two major areas this financial year:

- International Organisation for Standardisation (ISO) Triennial Re-certification
- Spectrum Education and Training's (SET) Registered Training Organisation (RTO) Registration Audit.

The outcomes of both audits have been positive and reflect our strong team approach to achieving results.

Key achievements this year include:

- Spectrum was granted its ISO:2008 certification for a 12 month period for the first time since Spectrum's initial ISO accreditation in 2009. Previously Spectrum had been surveyed on a six monthly basis.
- In March 2012, the Quality Assurance department supported SET in preparing and applying for its first RTO re-registration audit. Re-registration audits are undertaken every five years and are an intense and rigorous process that requires commitment from all levels of the organisation. On 6 June 2012 the Victorian Registration and Qualifications Authority granted SET their RTO registration until May 2017.

It is anticipated that each business unit will be able to identify and address any opportunities for improvement arising from the reviews. This will ensure compliance and the ongoing provision of quality services to our clients and stakeholders.

In the coming year, the Quality Department will continue to develop a continuous improvement culture within Spectrum by educating and supporting staff across all business units about our Internal Audit and Corrective and Preventive Action processes.

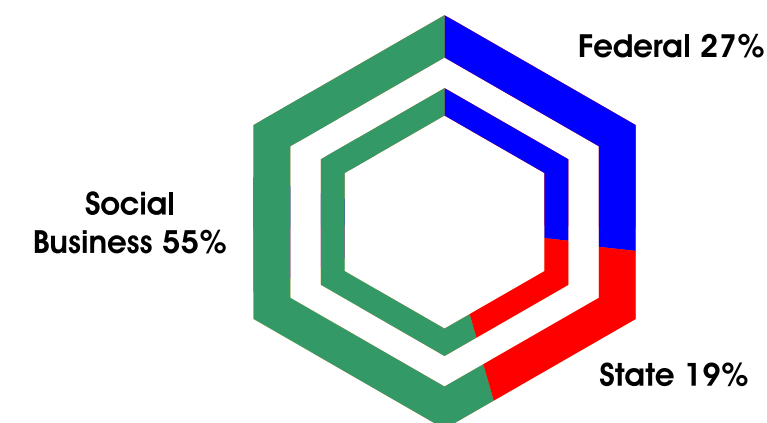
Finance

The Finance team provides all Business Units financial management, budgeting and reporting to support all Business Units. This includes managing our key suppliers, our customers, and managing all the financial, auditing and statutory requirements. The Finance team adds value to the management of Spectrum MRC. 2011-2012 has been a year of transition with the implementation of Financial and Accounting processes and procedures ensuring prudent financial governance.

Key achievements this year include:

- Facilitating the preparation of the annual budget with individual Business Unit Managers and providing them with a better understanding of their areas of responsibility and accountability.
- Streamlining the payroll process to ensure the accurate capture and recording of the expenditure in our account books.
- Implementing procedures to ensure Spectrum MRC's obligations are met in relation to insurance, superannuation, taxation, BAS, FBT, including all other statutory taxes and lodgment requirements.
- Reviewing the management information reporting systems and developing additional reports and making recommendations which resulted in the provision of additional timely and accurate information to assist the decision-making process of senior management, Finance and Risk Committee and Board. The processes and recommendations resulted in an 11% growth in equity for 2011-2012 as compared to the decrease in equity of 45% in 2010-2011.

Spectrum's Income Sources





Information Technology

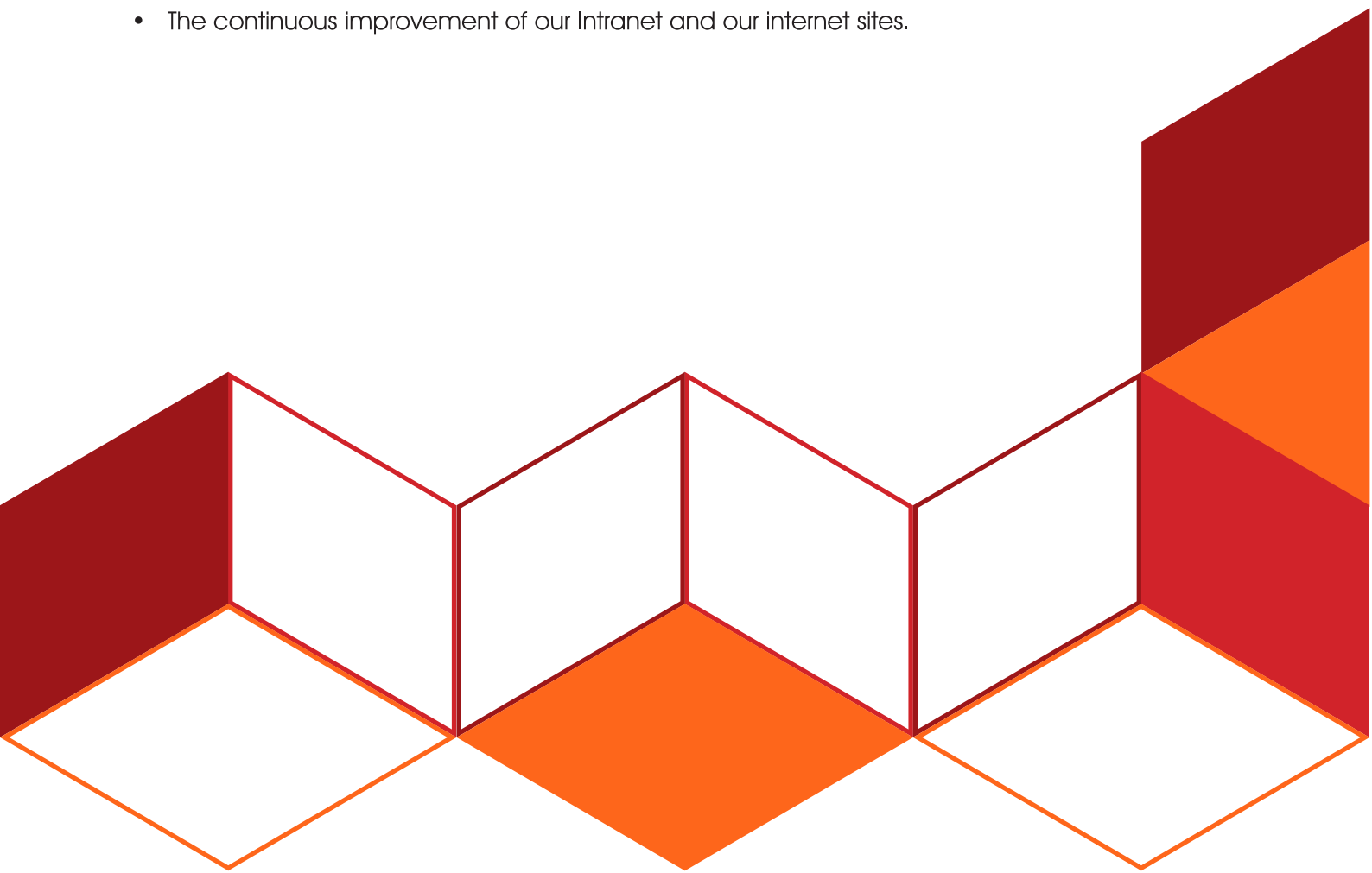
Spectrum IT Support have implemented strategies to overcome the many challenges which have presented themselves on a day to day basis. Significant progress has been made towards improving the IT infrastructure, with a greater focus on delivering quality service to staff.

Achievements in the past year In the past year include

- The relocation of the Coburg site to Broadmeadows.
- The relocation of Spectrum Education & Training (SET) to the Ericsson Building in Dallas.
- New printers installed at the Sunshine, Spectrum Immigration Services (SIS) and Dallas offices.

The key future projects for 2012 -2013 are:

- Replacement of the ageing server fleet to include a new virtual environment with a central storage system. This will enable scalability and efficiency as well as reducing our carbon footprint.
- The installation of Office 2012 with the implementation of Windows 7 upgrade for all staff.
- The continuous improvement of our Intranet and our internet sites.



Acknowledgements

Federal and state funding sources

Attorney-General's Department, Department of Education and Early Childhood Development, Department of Education, Employment and Workplace Relations, Department of Families, Housing, Community Services and Indigenous Affairs, Department of Health (Vic), Department of Health and Ageing, Department of Human Services, Department of Immigration and Citizenship, Office for Youth Office of Multicultural Affairs and Citizenship.

Corporate and philanthropic supporters

Helen Macpherson Smith Trust, LUCRF Community Partnership Trust, Maurice Blackburn, Melbourne Fire Brigade (MFB), Michael Bonadio, Newsboys Foundation, RACV, Ralph D'Silva, Rotary Club of Melbourne, State Trustees, The Ian Potter Foundation.

Local government, community and consortium partners

African Leadership Learning and Advocacy Group Inc., Alzheimer's Australia, AMES, Banyule City Council, Broadmeadows Family Relationship Centre, Cameo Memorials, Darebin City Council, Good Shepherd Microfinance, Greensborough Family Relationship Centre, Helping Hoops, Hume City Council, Northern AMEP Consortium, Parade College, Relationships Australia, Salvation Army, Sunny Duong.

All Spectrum MRC's volunteers that have supported our programs.



SPECTRUM

Migrant Resource Centre

www.spectrumvic.org.au



Design & Print by: Yazy Design | www.yazy-design.com
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