

Facilitating Settlement and Building Self-Reliance



Community Migrant Resource Centre

Originally established in 1996, the organisation focuses on providing specialised support services to newly arrived migrants, refugees and humanitarian entrants.

CMRC operates within a community capacity building framework to encourage individuals and multicultural communities to identify and address their own issues. It works in collaborative partnership with other agencies to provide services which have both an immediate and long term benefit for the community.

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Chairperson's Report

I would like to welcome you all to the Community Migrant Resource Centre's 29th Annual General Meeting, and present the report covering the 2024-2025 financial year, to our many members, friends and stakeholders.



**Dr Olayide Ogunsiji,
Chairperson**

It looks like yesterday when I presented last year's report, and I asked us to reflect and connect. You were requested to reflect and connect with our people who have experienced loss associated with many wars and protracted conflicts in the world including those of the Middle East, Ukraine-Russia war as well as conflicts in the Democratic Republic of Congo and Sudan. Sadly, the excruciating pain and loss is still continuing with avoidable loss of innocent lives in these various countries. It looks like the world is now short of what to say, however, we are never weary of standing by one another. It gives me great joy that CMRC continue to champion initiatives that foster hope and resilience. Very recently this year, CMRC hosted a gathering of "Solidarity, Healing and Hope" and many more as a demonstration of being there for all the people we support.

Against a background of constant change and unpredictable events both within Australia and globally, the challenges facing a number of communities, families and individuals locally and abroad, continue to grow.

We, at the CMRC Board, continuously monitor these changes and levels of volatility to ensure that our organisation is well positioned to anticipate and adapt as circumstances warrant.

I would like to take a moment to highlight for you, some of the most notable of our achievements and services delivered during the year:

- Achieved 100% completion across all KPIs, including VET, education pathways, and civic participation.
- Client numbers have increased.
- Expanded Pacifika Reach Project in collaboration with the Department of Home Affairs and DFAT
- Key player in SCOA and WSRSC Consortium discussions
- Launched Circle of Growth and Strength, a women's leadership initiative aimed at empowering professional women.
- Pathways to Recovery project (DFSV) was highly successful, with 10 community leaders and resources rolled out.
- Held multiple community forums and workshops, including coercive control awareness sessions and youth engagement programs.
- Strengthened relationships with local government, corporate partners, and multicultural service providers to enhance service delivery.
- Social media engagement has increased broadening our reach to new clients and stakeholders.

Governance, Performance Evaluation and Upskilling

This year's CMRC annual Board of Management two-day retreat was held on the 27th and 28th of March. Facilitated by Dr Jim Taggart, various topics that centre around social impact and change, the future of migration and community services, current sector challenges and strategic opportunities were extensively explored. We dedicated meaningful time to the crafting of the 2025-2028 Strategic Plan. Seasoned presenters injected diverse perspectives that guided our reflection and deliberation.

Strategic Plan 2025-2028

Our strategic objectives for the next three years centre around service innovation, people, finance, operations, stakeholders and partnerships. We intend to ensure ongoing focus on our core business which are settlement and advocacy for various initiatives of relevance to our clients. CMRC clients will be provided with innovative, integrated and self-sustaining solutions in a timely manner. The staff will be inspired and supported to deliver the strategic objectives through effective training and development opportunities.

Stakeholders

We recognise all our stakeholders at the Local, State and Federal government levels. Their financial support is highly appreciated, without which our work at CMRC would not have been possible.

A big thank you to all the numerous grass-root services and their workers, whom we closely work with on a daily basis to ensure that clients get the relevant support they need.

Outlook

We continue to monitor the environmental situation locally and internationally and what that means to CMRC. The CEO, Melissa Monteiro reports relentlessly on the Shifting Migration Trends & Policy Landscape. The recent advice that Business Connect will remain funded only until September 2025 is concerning. Several meetings are being held with the Department, and a consortium has been formed to lobby and advocate for this program to continue. We will persist in our endeavours to ensure that all avenues are explored to support our clients.

Appreciation

I wish to appreciate all the clients who use our services, for their ongoing trust in the high-quality services provided by CMRC.

My thanks go to Melissa Monteiro for her excellent management of the Centre on our behalf, and her senior team who work very diligently in making things happen. I acknowledge and appreciate all the staff and volunteers who have worked extremely hard over the last year to deliver sensational service to our numerous clients.

I thank all my management colleagues for their vision and leadership of the organisation.

Finally, thank you all for your continuing support, and I am glad to report that the CMRC is achieving and growing.

CEO's Report

It is with great pride that I present the CEO Report for 2024–2025. This year has been one of growth, resilience, and impact for CMRC as we continued our mission of creating a welcoming, inclusive, and connected community for migrants, refugees, and their families.



Melissa Monteiro, CEO

Good Governance and Leadership

CMRC continues to be guided by a strong governance framework and the leadership of an experienced Senior Executive Management Team. Together, we have steered the organisation through a dynamic environment, ensuring accountability, sustainability, and the highest standards of service delivery. The trust placed in CMRC by our partners, funders, and community members reflects our solid governance, strategic foresight, and the dedication of our staff.

We remain deeply grateful to our Voluntary Board Members, whose stewardship and commitment to good governance ensure CMRC's long-term strength and accountability. I would like to thank Chair, Dr Olayide Ogunsiji, for her exemplary leadership strategic guidance and steadfast support for our work. I also acknowledge Board members who have been instrumental in strengthening our organisation and advancing our mission. My thanks to our Staff and Leadership team, dedicated Finance Head, and the tireless efforts of our Volunteers, who collectively make our vision a reality.

Partnerships and Collaboration

Our impact this year has been amplified through strategic partnerships across government, business, and the community sector. We are proud of our close collaboration with the Department of Communities and Justice (DCJ), enabling joint initiatives in child protection, family support and youth services. These partnerships reflect our shared vision of safeguarding vulnerable families and building pathways of opportunity for young people across Western Sydney.

In the settlement sector, CMRC continues to lead with innovative, place-based approaches, supporting new arrivals to establish safe, fulfilling and connected lives.

Through our Beyond Diversity program and new collaborations with business and philanthropic partners, we are extending our reach to create opportunities for skilled migrants, foster inclusion in workplaces, and strengthen social cohesion.

A Changing Global Landscape

The past year has been defined by global instability: conflicts, climate impacts, economic pressures, and displacement crises continue to affect millions worldwide. These challenges resonate locally, with new communities arriving in Australia under complex circumstances, and existing communities experiencing the pressures of settlement, employment, housing, and social inclusion.

In this changing environment, CMRC has demonstrated agility and resilience. Our services have evolved to respond to the growing diversity of client needs, while our advocacy has highlighted systemic gaps in housing, mental health, and family support. Importantly, our leadership role in Western Sydney has enabled us to work alongside community leaders, ensuring that voices from the grassroots are not only heard but influence policy and program design at state and national levels.

Programs and Services

- **Settlement Services:** Delivered across Western Sydney, ensuring migrants and refugees access essential services, build networks, and feel a sense of belonging.
- **Youth Services:** Expanded to address the needs of young people navigating education, employment, and identity, with programs that build leadership, resilience, and opportunity.
- **Women and Families:** Dedicated initiatives to empower women, support families experiencing hardship, and address issues such as safety, wellbeing, and economic participation.
- **Business Services:** Extended statewide and nationally, offering tailored cultural capability training and consultancy to businesses seeking to embrace diversity and inclusion.
- **Community Initiatives:** Programs fostering connection, trust, and belonging across diverse communities, including cultural celebrations, volunteering, and civic participation.

Snapshot Highlights 2024–2025

In 2024–2025, CMRC provided support to 11,320 clients across settlement, youth, women's, family, and business programs. Across all service areas, 8,733 group sessions were delivered, engaging a total of 21,709 participants.

Through financial hardship support, CMRC provided 317 food parcels (valued at \$79,250) and \$16,250 in energy bill assistance, totalling \$95,500 in relief to vulnerable families.

In 2024–2025, CMRC hosted two successful Champions for Change events, Building Inclusive Communities: Know Your Legal Rights and Responsibilities (October 2024) and An Afternoon Tea at Yirranma Place (April 2025). These gatherings connected community, government, and philanthropic leaders to exchange ideas on inclusion, equality, and social impact. The Champions for Change program will continue to grow in the coming year, strengthening partnerships and inspiring collaborative leadership across diverse communities.



Social Cohesion and Belonging

At the heart of CMRC's work is the belief that every individual deserves to feel welcomed, respected, and connected. This year, we have built bridges across cultures and generations, bringing together thousands of community members to celebrate diversity and strengthen the social fabric of our region. CMRC has remained a place where people are welcomed with open arms, a centre of trust and safety, and a leader in building connected communities.

Meeting Our Vision

CMRC's vision is to create a society that is welcoming, inclusive, and connected — where migrants and refugees thrive, belong, and contribute. This year, we have made significant strides in achieving this vision:

- **Employment Focus:** Helping migrants and refugees move beyond initial settlement towards jobs, career pathways, and business opportunities. Our programs emphasise skills-building, mentoring, and linking clients with employers.
- **Economic Contribution:** By supporting people into employment, education, and training, we are not only transforming lives but also strengthening the Australian economy. Migrants and refugees bring innovation, resilience, and cultural capital.

I am also deeply grateful to the Board for their support and shared vision in recognising the value of my roles as Chair of the Settlement Council of Australia and Director at NSW WSLHD, which align closely with and strengthen our organisation's broader mission and impact.

Looking Ahead

As we look forward to 2025 and beyond, CMRC remains steadfast in our commitment to innovation, impact, and inclusivity. We will continue to expand our partnerships, strengthen our services, and champion policies that create opportunities and equity for migrants and refugees.

With our strong foundation of governance, leadership, and collaboration, CMRC is well positioned to meet future challenges and lead the way in creating a cohesive, multicultural Australia.

Treasurer's Report

As a board we continue to focus on supporting CMRC so that we can better serve our customers/clients and funding bodies.



Umaru Binneh Conteh,
Treasurer

This year we finished with a profit of \$467,945 compared to the deficit of \$21,186 in 2024. A testament to the incredible hard work of the CEO Melissa Monteiro, Dijana Mackic, our managers and our staff.

Net Asset position (which is Surplus funds carried forward) is very healthy at \$1,266,260. Total Income from Grants and Other activities increased from \$5,437,618 in 2024 to \$5,686,483 which was an increase of \$248,865 or 5%. Total Expenditure decreased from \$5,458,804 in 2024 to \$5,218,538 being a decrease of \$240,266 or 5%.

Growing our Fee-for service Model is an important part of our business strategy. This year CMRC reported a fairly stable increase in our Fee for service grants, with income increased from \$185,467 to \$226,298 in 2025 – a 22% increase (\$40,831 increase).

Our balance sheet is healthy with a total asset of \$2,586,135 and total liabilities of \$1,319,875 this financial year. Our current liabilities included provisions for our employee entitlements of \$370,044 which cover leave entitlement, annual leave and long service leave.

Ratios Analysis was employed to guide our financial activities for 2024/2025 financial Year, and I am pleased to report that all the ratios employed as per CMRC Budget Principles/ Policies show CMRC is managed efficiently and has sufficient funds to meet its liabilities.

It is therefore with great pleasure to present to you the 2024/2025 Audited financial statements for the Community Migrant Resource Centre. I can confirm that the CMRC's Financial Statements were again professionally audited by the Prosperity Audit Services.

The Audit was completed in September 2025 and the auditor conducted test work on transactions and account balances and reviewed the internal control procedures. The signed audited report dated 17 October 25 is attached to the 2025 balance sheet and Income and Expenditure Accounts.

It is very pleasing to see the positive financial position of CMRC, successful services for our clients, stakeholders and our staff. The financial accounts reflect that the organisation is meeting its charter with adequate provisions for its employees.

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Chairperson

Deputy Chairperson

Treasurer

Secretary

Dr Annabelle Bennett

Dr Geoff Lee

Dr Renu Narchal

Peter Prants

Reena Jethi





Funding Bodies

Community Migrant Resource Centre would like to thank the following organisations and individuals for their support this financial year:

Cancer Institute NSW

City of Ryde Council

Commonwealth Bank

Department of Home Affairs (DHA)

Department of Industry, Science and Resources

Landcom

Mission Australia

Multicultural NSW

Northern Sydney Local Health District

Northern Sydney PHN

NSW Department of Communities and Justice (DCJ)

NSW Department of Industry

NSW Ministry of Health

Powerhouse Museum

Realise Business

Service NSW

Supporting Agencies & Partnerships

Sydney North Health Network

Supporting Agencies & Partnerships

Government (Federal)

Australia Post
Australian Taxation Office
Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)
Department of Home Affairs (DHA)
Services Australia

Government (State)

Energy and Water Ombudsman NSW
Fair Trading NSW
Fire and Rescue NSW
NSW Department of Communities and Justice (DCJ)
NSW Department of Education
NSW Police and Local Area Commands (Cumberland, Parramatta, Hornsby, Rosehill, Merrylands, Rosehill, Granville, Eastwood, NSW Police Multicultural Community Liaison Officer (MCLO)
Office of the NSW Small Business Commissioner
Service NSW
State Emergency Services
Transport for NSW (TfNSW)

Government (Local)

Auburn Library
Blacktown City Council
Canterbury Bankstown Council
Castle Hill Library
Centacare South West NSW
City of Parramatta Council
City of Ryde Council
Cowra Shire Council
Cumberland City Council
Fairfield City Council
Griffith City Council

Hornsby Shire Council
Ku-ring-gai City Council
Leeton Shire Council
Orange City Council
Parramatta City Library
Penrith City Council
Temora Shire Council
The Hills Shire Council
Top Ryde Library

Health

ASHM
Cancer Council
Cancer Institute NSW
Community Health Centres in Parramatta, Cumberland and The Hills
Diabetes Australia
Northern Sydney Local Health District
Sydney North Health Network
Northern Sydney PHN
NSW Multicultural Health
NSW Refugee Health Services
Relationships Australia
STARTTS
Transcultural Mental Health
Western Sydney Area Health Service
Western Sydney Local Health district
Westmead Hospital Women's and Newborn Health

Youth

Auburn Youth Centre
Creating Chances
Marist 180
PCYC Auburn

Employment

AMES Employment
APM Employment Services
Australian Retailers Association (ARA)
MTC Work Solutions – Youth Connections
The Salvation Army
Wise Employment Ltd, Ability Options,
Octec Limited, Max Solutions Pty Ltd

Corporate Partners

ANZ
CBA
Cognizant
John Holland Group
Nutrimetics
Salesforce

Media

ABC TV
Alive 90.5 Radio - SPOTLIGHT
Fairfax Media
Huma Media
Northside Radio FM99.3
Parramatta Times
SBS TV
The Weekly Times
Triple H Community Radio
Triple RRR Community Radio

Community Organisations / NGOs / Service Delivery Partners

Accessible Diversity Services Initiative Limited
Anglicare
At the Corner
Aus Relief
Barnardos
Benevolent Society
Bishop Mormon Church
Blue Peony Foundation

Bonnies Support Services
Boronia Multicultural Services Inc
Career Seekers
Catholic Care
Centacare Bathurst
Christian Community Aid
Civik
Community Construction
Community First Steps
Community Hubs Australia
Creating Links
Diocese of Parramatta
Ethnolink
Fiji Diaspora Women's Alliance
Gymea Community Aid
Holroyd Parramatta Mobile Minds Inc
Hornsby Connect
Hornsby Ku-Ring Gai Community College
Hornsby Ku-ring-gai Women's Shed
House of Welcome
Illawarra Multicultural Services
Indonesian Welfare Association
Interrelate
IPAR
ISRA
Jesuit Refugee Services
Karabi Community and Development Services Inc
KEYS
Ku-ring-gai Neighbourhood Centre
Life Without Barriers (LWB)
Lifelinks
Lifestyle Solutions
Link Wentworth
Lisa Harnum Foundation
Macquarie Community College
Mercy Connect
Mission Australia
Multicultural Disability Advocacy
MYAN

Northcott – NDIS
Northern Settlement Services
OzChild
OZHARVEST
Parramatta Clay and Arts Centre Inc
Parramatta Mission
Positive Vibes Foundation
Realise Business
Red Nose
Relationships Australia
SDN Children's Services
Settlement Services International
St Anne's Ryde Anglican Church
St Ioannis Parramatta Community Aid
SydWest Multicultural Services Inc
Telopea Family Support
The Hills Women's Shed
The Northern Centre
Uniting - Commonwealth Psychosocial Support Program
Uniting – NDIS
Uniting Burnside – Family Preservation
We are Muskeeters
Wesley Mission
Western Sydney Migrant Resource Centre
Wiyanga House – Parramatta Mission

Ethno-Specific Community Partnerships

AFAIC Afghan Fajar Association inc
African Women's Group
Aknoon
Alzahra Support Association
Anbaalayam
Arabic Presbyterian Church
Association of Bhutanese in Australia
Australian Afghan Hassanian Youth Association
Australian Afghan Khorasan Association
Australian Anatolian Community Services
Australian Asian Chinese Association

Supporting Agencies & Partnerships (continued)

Australian South Asian Forum (South Indian Film Fest)
Australian Syrian Relief
Australian Tamil Broadcasting Corporation
Catholic Association of Sydney Tamils
Council of Australian Palestinians
Dai Cultural Association
Harman Foundation
Hills Korean Women's Group
India Club
Islamic Council of NSW
Karen Association of Australia
Karen Youth Organisation
Kateb Hazara Association Australia
Massoud Foundation Australia
Multicultural Integration Community Support (MICS)
Non-Resident Nepali Association
PCYC Waitara
Saadat Association
Saba Group
SAHELI, SEVA Inc.
SEVA Inc
Sydney Community Group
Syrian Youth Group
Tamil Women's Development Group
TRACK
Voice of Tamils
Wenty Anglican Church

Educational Institutions

Arthur Phillip High School
Australian Catholic University
Barker College
Baulkham Hills TAFE
East Sydney College EducAID
Excelsior College

Granville South Creative Arts and Performing High School
Granville TAFE Outreach
Greystanes High School
Holroyd IEC/High School
Holroyd School – Special Needs
Hornsby Ku-Ring-Gai Community College
International Institute of Education (IIE)
Kalsm
LEAD College
Macquarie Community College
Macquarie University
Marsden High School/IEC
Merrylands Public School
Navitas Skilled Futures
PACE, Macquarie University
Parramatta College
Parramatta Public School
Parramatta East Public School
Parramatta North Public School
Parramatta West Public School
Sydney University
TAFE – Meadowbank, Baulkham Hills, Castle Hill and Hornsby
TAFE – Wollongong
TAFE SWISi – TAFE Lidcombe, Granville, Nirimba, Blacktown, UTS
Torrens University
West Ryde Public School
Western Sydney University
Widening Participation Unit, Macquarie University

Networks

Afghan Health Working Group
Bankstown Advisory Services
Canterbury Bankstown Chamber of Commerce

Commissioners' Police Multicultural Advisory Council (PMAC)
Cumberland City Council DFV Network
Cumberland Linker Network
Cumberland Multicultural Community Services
Cumberland Multicultural Consultative Committee
Cumberland Networking Forum
Hills Multicultural Network (HMN) – CMRC Chair
Hornsby-Ku-ring-gai Multicultural Network (HKNN)
Hunter Afghan Network
Hunter MAC
Local Government Multicultural Network
Multicultural Interagency Network
Multicultural Services Network (MSN) – CMRC Chair
Nepean Blue Mountains Penrith MAC
Northern area participation and Employment Committee
Northern Sydney Refugee, Humanitarian Entrants and Asylum Seekers Forum
Northern Sydney region Chinese Community Network
NSP DFV Workers Network
NSW Anti Racism Working group
Polen – Pacific Officers Law Enforcement Network
Red Cross
Ryde Intercultural Network
Strengthening Regional Support, Growth and Recovery Forum
Sydney Investors, Professionals and Business Networking Group Incorporated
Wentworthville Early Childhood Development Initiative (WECDI)
Western Sydney Multicultural Advisory Committee

Financial Review

It is my pleasure to present the Head of Finance Annual Report for the Community Migrant Resource Centre (CMRC) for the financial year ended 30 June 2025.

As CMRC marks its 29th year of service, the organisation continues to demonstrate the three pillars that define its financial and operational journey — steady, stable, and sustainable. Over nearly three decades, CMRC has grown from a small community initiative to a well-established, multi-service organisation with a diversified and resilient funding base.

Overview of Financial Performance

The 2024–2025 financial year was one of continued consolidation and careful management. Despite ongoing changes in the funding landscape, CMRC maintained a steady income flow and achieved an operating surplus, reflecting prudent budgeting, cost management, and program efficiency.

The organisation achieved a surplus of \$467,945, compared to a deficit of \$21,186 in the previous year and total revenue increased by 4.6% in comparison to the previous financial year.

Our main funding comes from Department of Home Affairs, NSW Communities and Justice, Service NSW and Western Sydney Region Settlement Consortium.

All key programs were refunded and delivered successfully, ensuring continuity of services to our communities.

This result underlines CMRC's commitment to sound financial stewardship, accountability, and sustainability.

Funding and Income Streams

CMRC continues to maintain a diversified funding model, reducing reliance on any single source. Funding was received through:

- Federal and State Government program grants
- Local Government partnerships
- Corporate and philanthropic contributions
- Fee-for-service and project-based activities

This diversification strategy continues to strengthen CMRC's capacity to adapt to changing funding environments while ensuring that core services remain secure.



Financial Management and Governance

Strong financial management frameworks remain at the heart of CMRC's operations.

- All statutory and audit obligations were met on time.
- Internal controls, procurement, and reporting systems have been maintained to ensure transparency and compliance.
- The Finance Team worked closely with program managers to monitor budgets and ensure alignment with strategic priorities.

Our annual external audit once again confirmed CMRC's adherence to recognised accounting and governance standards.

Financial Position and Sustainability

CMRC's financial position remains strong, with sufficient reserves and liquidity to support continued operations and future investments in systems and staff development.

The organisation's net asset position reflects long-term stability, enabling CMRC to plan strategically for future growth while managing risks responsibly.

Looking ahead, we will continue to focus on:

- Strengthening our reserves policy
- Investing in financial systems and capability
- Identifying new and diverse funding partnerships
- Supporting sustainable program delivery models

Acknowledgements

I would like to express my heartfelt thanks to our CEO, Melissa Monteiro for her exceptional guidance, visionary leadership, and unwavering support throughout the year. I also extend my gratitude to the Board for their dedication and support. Their collaboration and professionalism have been instrumental in maintaining CMRC's financial strength and ensuring effective use of every dollar entrusted to us.

I would like to extend my sincere appreciation to the Executive Assistant and Office Lead, Rima Alsamman and Customer Service and Client Support Prashanthi Muragalla for their consistent support throughout this year. I particularly acknowledge their contribution in assisting with the setup and implementation of our new cloud-based workflow management platform. This transition has already enhanced efficiency, data integrity and collaboration across the organisation and will continue to strengthen CMRC's operational capability into the future.

Conclusion

CMRC's 29th year reflects the maturity of an organisation that has weathered challenges and continues to thrive. With strong governance, diversified funding, and disciplined financial management, we remain well-positioned for a sustainable and impactful future.

Office Operations Report

The 2024–2025 financial year has been a period of consolidation, growth, and operational strengthening at Community Migrant Resource Centre (CMRC). Across our offices in Parramatta, Top Ryde, and Bella Vista, we have continued to refine systems and processes across customer service, administration, HR, IT, Work Health and Safety, and internal communications.

These improvements have strengthened the organisation's capacity to deliver services efficiently and effectively, while ensuring compliance with governance requirements and alignment with CMRC's long-term strategic objectives.

Website Redesign

CMRC commenced a major redesign of its website to provide a more user-friendly, accessible, and engaging platform for clients, partners, and the wider community. The refreshed design will offer clearer navigation, streamlined content, and improved accessibility features to ensure inclusivity for all users. The redesign will also strengthen brand alignment and present CMRC as a contemporary, client-focused organisation.

The upgraded site is scheduled for launch in 2025–2026, with the goal of enhancing stakeholder communication, community engagement, and digital visibility.

Hills Office – Bella Vista

A significant milestone in 2024–2025 was the establishment of CMRC's new Hills Office at Bella Vista, expanding our footprint in Western Sydney. The setup included installation of professional organisational signage, fit-for-purpose facilities, and welcoming office spaces for staff and visitors. This expansion reflects CMRC's ongoing commitment to bringing services closer to local communities and building a stronger operational presence in the Hills District.

The Bella Vista office positions CMRC to strengthen partnerships, enhance outreach, and deliver services more effectively to families and communities in the region.



Work Health and Safety (WHS)

CMRC remains committed to ensuring a safe and supportive work environment for staff, students, volunteers, and visitors. In 2024–2025, we strengthened compliance with Work Health and Safety legislation and best practice standards, continued to use strong risk management processes, emergency procedures, and incident reporting systems, and maintained office layouts and equipment that support ergonomics, accessibility, and staff wellbeing.

These measures have strengthened safety standards across all CMRC sites and reinforced our commitment to a workplace that prioritises wellbeing.

Board Retreat

In March 2025, CMRC held a two-day Board Retreat dedicated to strategic planning, governance development, and organisational growth. The retreat created an important space for Board members and senior management to reflect on progress, evaluate challenges, and set future priorities.

Discussions focused on governance capacity, long-term sustainability, and sector leadership, ensuring CMRC remains responsive to the evolving needs of our communities. The outcomes of the retreat will directly inform the organisation's strategic direction for the coming years and strengthen CMRC's governance framework.

Shaping Our Future Direction

Through these initiatives, CMRC has reinforced its operational foundations, expanded its physical presence, and invested in future-focused systems.

These achievements reflect the organisation's commitment to service excellence, innovation, and sustainability, ensuring that CMRC continues to provide high-quality, culturally responsive support across Western Sydney.



Settlement Engagement and Transition Support

The Western Sydney Region Settlement Consortium launched in July 2024. With the largest settlement consortium nationally, WSRSC collectively shares a 40-year history of delivering settlement services with 500 staff from 35 countries speaking more than 60 languages and delivering over 400,000 hours of programs inclusive of homelessness support and sector development training.

CMRC works in lockstep with our partners SydWest, ADSi and Western Sydney MRC (with Sydwest as lead). With over 80% of new arrivals to NSW settling in the greater Western Sydney area, the consortium has pooled resources and expertise to strengthen local response, lead recovery actions and inform policy decisions at national and state levels.

Over the last 5 years, CMRC has diversified its service base with social inclusion being front and centre as one of the most critical needs facing newly arrived refugee families. Cumberland has welcomed new Australians to our shores from regions affected by protracted conflicts in Afghanistan, Yemen, Sudan, Ukraine and now Gaza.

Service planning and sector development has focused on social inclusion outcomes underpinning programming decisions around language acquisition, mental health support, education and opportunities to lead to economic participation.

In the wake of the crisis in the Middle East, CMRC has prioritised forums and consultations in partnership with our communities to ensure immediate needs are met, projections on emerging trends are identified and respectful two-way dialogue underpins a mature organizational approach.

CMRC hosts 10 service hubs across our Cumberland LGA. With Cumberland now listed as the second most disadvantaged LGA in NSW and housing 90% of our newly arrived families, resources are reviewed weekly and forensic oversight of population profiles ensure our workforce is able to respond with care and agility.

Our **Hope Lives Here Hub** initiatives have created an ecosystem connecting Syrian, Afghani, Sri Lankan Tamil and Iranian women with skill building opportunities and coordinating opportunities around our Community Garden.

Under our dedicated Women's Safety Program, over 500 women who fled Afghanistan post August 2021, have received early intervention support to mediate the risk of low disclosure rates when faced with coercive control circumstances whilst rebuilding their lives in Western Sydney. Our **Afghan Women in the Drivers' Seat Scholarship Program** has led to significant inroads in building trust on traditionally taboo topics.

The SETS Youth Team reconnected disengaged youth back to the classrooms, our employment and training initiatives continued to build strong employer partnerships, and families in Granville and Toongabbie have connected through purposeful program design and individualised casework support. CMRC's **Community Connections Hub** in Merrylands supports both newly arrived communities and the ongoing dispersed communities across the broader Sydney metropolitan area.

We have created spaces for our community voice to be shared at a number of regional and state-wide forums, to help drive important advocacy work across the sector to affect meaningful change at policy levels.

We were proud to nominate two long serving staff members from CMRC (Norma Boules and Narayan Dhimel) for SCOA's OSCA Awards in 2024 at Parliament House, Canberra.



Our year ending Refugee Week – Borders Bonds Belonging Photo Exhibition, Short film, Tours and Closing Ceremony allowed 100 refugees to work across four months on their projects for 300 guests to enjoy.

SETS has provided service delivery to over 1,800 clients and more than 5,500 community members have benefited from our group work and capacity building programs.

All programs have been shaped and designed by 8 dedicated staff and many of their bicultural support contract teams.





Youth Transition Support Program

In the 2024–2025 financial year, the Community Migrant Resource Centre (CMRC), through the Youth Transition Support Program (YTSP), continued its vital work supporting refugee and newly arrived youth in Western Sydney.

The Youth Transition Support Program delivered consistent, targeted services to address the unique challenges faced by these young people. Throughout the year, the team served a total of 350 clients, recording 1,822 occasions of service across four quarters.

These clients represented a wide range of backgrounds, including refugees from Afghanistan, Syria, Iran, Iraq, Burma, the Central African Republic, Pakistan, and Jordan. 57% of clients were female and 43% male. Most were residing in the Cumberland Local Government Area, with the majority concentrated in Merrylands, Guildford, and Granville.

Program Strategy and Partnerships

The YTSP maintained its client-centric approach, empowering participants to set personal goals, engage in their settlement journey, and build the foundations for long-term success. This year, CMRC strengthened its strategy by expanding partnerships across educational, community, and corporate sectors, creating a rich network of support for young people.

Key partners included Cumberland Council, Creating Chances, Cognizant, Holroyd High School, Arthur Phillip High School, Western Sydney University, and several vocational training organisations such as Star Training Academy, MTC Work Solutions, and GyMEA Community Aid. These partnerships enabled CMRC to deliver a comprehensive suite of programs and opportunities — from driving lessons and barista training to art therapy, sports, and digital skills development.

Program Outcomes

The short-term outcomes of YTSP included a notable rise in confidence and social engagement among participants. Clients reported feeling more connected to peers, their community, and future opportunities.

Mid-term impacts were seen as many young people secured employment, entered vocational training, or pursued further education. Skills gained through programs, such as driving, hospitality, sports coaching, and digital literacy translated into tangible outcomes for career and personal development.

Long-term outcomes continued to reflect the program's vision: youth who are confident, independent, and active members of the Australian society, contributing positively to their communities and building stable futures for themselves and their families.

Programs in Focus

Women's Self Defence

In partnership with Cumberland Council and facilitated by MMA trainer and kickboxing coach Jay Jahed, a series of self-defence workshops were held for young women. The program aimed to boost confidence, personal safety awareness, and resilience, particularly among young Afghan women from cultural backgrounds where physical activity is limited for females. Participants learned practical techniques and developed a sense of empowerment and mutual support.

School Camps

YTSP, in collaboration with Holroyd IEC and High School and the NSW Office of Sport, hosted both girls' and boys' camps across the year. Four camps in total were delivered, combining civic engagement, sports, and cross-cultural exchange. Female humanitarian entrants engaged in two-day, three-night programs, connecting with peers from other schools and exploring new physical activities in a safe, inclusive environment.



Automotive and Financial Literacy – Department of Fair-Trading Partnership

In response to community concerns about exploitation in private car sales, CMRC partnered with the Department of Fair Trading to deliver practical, tailored workshops for newly arrived refugees. Sessions covered how to inspect second-hand vehicles, registration processes, identifying scams, and understanding legal rights. The training has helped clients make informed, confident purchasing decisions and avoid financial harm.

Health and Fitness Industry Program

In partnership with Genesis Health and Fitness, CMRC introduced a program on safe gym practices, exercise science, and career pathways in the fitness sector. Participants learned correct equipment use, training protocols, and goal setting, while building confidence in navigating fitness spaces independently. The program also inspired interest in careers such as personal training, coaching, and allied health.



Learn to Drive Program

Through GyMEA Community Aid, CMRC delivered affordable and accessible driving lessons for newcomers. Clients received support for Driver Knowledge and Hazard Perception tests, plus 10 hours of professional driving instruction. The program achieved a 90% licence attainment rate, removing a major barrier to independence and employment.

Tutoring Program – Granville Centre

An ongoing Saturday tutoring program supported newly arrived students in core academic subjects. Skilled tutors provided personalised guidance to build confidence, address study challenges, and bridge educational gaps. The initiative created a consistent, supportive learning environment, ensuring students could integrate smoothly into the Australian school system.



Creating Chances Partnership – Employment and STEM

Through a long-term partnership with Creating Chances and Cognizant, YTSP delivered game-based STEM and employment readiness programs at Holroyd and Arthur Phillip High Schools. Sessions combined interactive activities with digital concepts, fostering engagement, teamwork, and technology skills in a fun, inclusive environment.

Barista Training Courses

In collaboration with Meraki Coffee Training Academy, eight clients completed Level 1 barista training, learning espresso extraction, milk preparation, and coffee machine maintenance. Graduates left with practical hospitality skills and a pathway into employment.

Brokerage Services for VET Pathways

CMRC facilitated enrolments in a range of vocational courses: from forklift, traffic control, and security licenses to first aid and RSA certification. These qualifications created direct entry points into construction services and hospitality industries, equipping participants for immediate employment opportunities.

School Holiday Programs

A variety of recreational and educational activities were organised during school holidays, including hiking in NSW national parks, camping, pottery and floristry workshops, and art museum excursions. These activities encouraged cultural learning, friendship building, and physical wellbeing.

Sports Programs

Structured football/futsal training, martial arts classes (kickboxing and taekwondo), and weekly volleyball sessions offered young people the chance to stay active, develop discipline, and connect socially through sport.



Cultural Celebrations

CMRC celebrated cultural diversity through Youth Iftars, Eid picnics, and Nowruz festivals. The Nowruz celebrations connected Afghan and Iranian diaspora communities, featuring music, traditional foods, dance, and storytelling. These events fostered cross-cultural understanding, intergenerational connection, and pride in heritage while providing a welcoming space for all community members to participate.





Business Connect Multicultural Advisory Service

CMRC Business Services provides advisory support to help multicultural small businesses across NSW start, operate, adapt, and grow. Through tailored guidance, it also strengthens operational and digital capabilities, equipping businesses to thrive in a rapidly changing environment.

CMRC Business Services: Empowering Multicultural Small Businesses in NSW

Small businesses are the backbone of the NSW economy. Deeply embedded in local communities, they create jobs, drive innovation, and foster entrepreneurship. Their agility allows them to respond quickly to market shifts while opening pathways for skill development and professional growth. They also make a vital contribution to government revenue, reinforcing their role in the state's prosperity. From passionate sole traders to family-run enterprises, small businesses bring life to neighbourhoods, provide opportunities and keep communities strong and connected.

The rich cultural diversity of NSW small businesses amplifies this impact. Many owners come from migrant backgrounds, bringing unique ideas, traditions and creativity. Together, they form a vibrant tapestry of innovation and resilience, demonstrating that small businesses are not only building livelihoods but also shaping the spirit and future of the state.

CMRC supports multicultural small businesses through the Business Connect program, funded by the NSW Government and the Digital Solutions program, a Federal Government initiative. Many multicultural business owners, and those seeking to start a business, face challenges in areas such as planning, sales, cash flow management, and marketing. Language differences and cultural barriers often make navigating these challenges even more complex.

To address these gaps, CMRC provides one-on-one advisory support, online and in-person skills development events, and tailored resources.

In-language advisory services are offered in Chinese, Korean, Arabic, Ukrainian, Vietnamese, and other languages, ensuring that cultural and linguistic needs are met effectively. CMRC's multicultural advisors bring a wide range of business expertise, helping businesses improve profitability, foster job creation, and strengthen resilience, across Greater Sydney and regional NSW.

Impact of Business Connect and Digital Solutions programs

Business Connect has long been recognised as a flagship NSW Government initiative. Its impact, however, extends beyond state boundaries, contributing to national economic priorities, including small business growth, employment, and community development. Both Business Connect and Digital Solutions reduce long-term reliance on government support, enabling individuals and families to become self-sufficient and economically active. These programs generate significant savings for State and Federal Governments through reduced welfare dependency, increased tax contributions, and broader economic stimulation driven by successful migrant-owned businesses.

CMRC Multicultural Advisors are not only business experts but trusted community leaders. They often serve as a first point of contact for socio-economic matters and act as a vital bridge for NSW and Federal Government agencies seeking to engage multicultural communities. Agencies such as Investment NSW, SafeWork Australia, the Business Commissioner, Fair Trading and the ATO regularly rely on CMRC to extend the reach of their programs, many of which CMRC supports pro bono. The trust, networks and relationships built over many years remain invaluable assets.

2024-25 Achievements and Ongoing Advocacy

As Business Services Manager, I sincerely thank all Multicultural Business Advisors, along with the CMRC CEO and Management Team, for their indispensable contributions in delivering CMRC Business Services' programs and successfully meeting all funding milestones for 2024-25.

During the year, the Business Services team actively engaged communities in the Riverina and Central West, facilitating meaningful connections between Service NSW, regional multicultural agencies, service providers, and small business owners. These interactions strengthened local networks and received widespread positive feedback.

The 2024-25 year also marked CMRC's second full year delivering the Digital Solutions program. Alongside this, CMRC fulfilled all obligations under Business Connect while providing vital Multicultural Small Business Advisory services. Our support extends to established multicultural enterprises as well as emerging communities, including new migrants, refugees and humanitarian entrants, helping them build sustainable businesses and thrive.

Looking ahead, with the NSW Government planning to sunset Business Connect in 2025-26, CMRC is advocating strongly for its continuation. These services are critical for vulnerable communities, who often cannot afford essential business support. CMRC remains committed to championing multicultural small businesses, bridging gaps in access and opportunity, and ensuring every entrepreneur has the tools to succeed.

Celebrating Multicultural Small Business Owners

In October 2024, CMRC proudly participated in NSW Small Business Month, hosting events attended by numerous stakeholders. The Hon. Steve Kamper, Minister for Small Business, Multiculturalism, Lands & Property and Sport, delivered the keynote address, highlighting the importance of supporting small businesses across diverse communities. Attendees witnessed firsthand the meaningful impact of CMRC Business Services in empowering multicultural communities.

Looking forward, CMRC will place a strong focus on the socio-economic upliftment of multicultural women. This includes women exploring entrepreneurship, those in the early stages of a business and established business owners seeking additional support. By providing targeted guidance and resources, CMRC aims to foster greater economic inclusion and sustainable growth for women across NSW's multicultural communities.



CALD Early Intervention and Perinatal Program (EIPP)

In the financial year 2024–25, CMRC's Early Intervention and Perinatal Program (EIPP) continued to support culturally and linguistically diverse (CALD) families across Cumberland and Parramatta areas. Through parenting support, home visits, supported playgroups, child development activities and community engagement, the program promoted family wellbeing, school readiness, and strong community connections.

2024/2025 – Service Delivery Overview

444

Family and
Childrens services

64

Community
education sessions

64

Community
education cases

Service Delivery Highlights

Home Visits

More than 47 home visits were conducted for vulnerable mothers and families facing isolation, financial hardship or domestic challenges. These visits provided direct parenting support, assessed children's safety and development and connected families to essential services such as Centrelink, health and mental health supports. Importantly, isolated mothers were successfully engaged into community groups, reducing their social isolation.

Parenting & Mothers' Support

- Mothers of Many Societies Group delivered workshops on self-care, parenting skills, education pathways, financial management and perinatal mental health. Young refugee mothers gained their first experience in supportive peer groups, helping reduce isolation and build confidence.
- Young Mums at Wiyanga House benefited from weekly art and craft sessions, offering therapeutic outlets for stress, trauma recovery and parent-child bonding.
- Parenting Programs supported over 120 CALD families through culturally tailored evidence-based workshops such as:
 - Triple P – Level 5 for complex needs
 - 1-2-3 Magic for behaviour management
 - Parenting Between Cultures for migrant and refugee parents
 - Tuning into Kids and maternal mental health sessions
 - Impact of Domestic Violence on Children awareness sessions

At Holroyd School, monthly sessions supported refugee parents with trauma-informed parenting, stress reduction (Relaxation Sound Bath), and a well-received legal session on Wills and Guardianship, presented by Bryden Lawyers.

Health & Community Workshops

CMRC facilitated multiple community education events, including:

- Mental health awareness (with interpreters in Dari and Arabic)
- Perinatal Anxiety Week at Merrylands Community Centre
- Afghan women's empowerment (Healing Hearts, Lifting Voices)
- Child protection awareness (with DCJ)
- Parenting stress and isolation workshops with Western Sydney LHD
- Asthma Australia winter health session

These events built community knowledge, increased access to culturally safe services and supported family resilience.

Domestic and Family Violence Awareness

Dedicated awareness sessions were delivered to South Asian mothers at the Westmead Supported Playgroup. These provided vital information on recognising abuse, safety planning, and accessing legal and support services in a culturally safe space.

Antenatal and Parenting Support – Westmead Hospital

Weekly antenatal and parenting support sessions at Westmead Hospital continued for CALD pregnant women, including refugees and asylum seekers. This consistent presence built trust and facilitated early referrals, ensuring women received vital perinatal support.

Supported Playgroups & Early Learning

CMRC's Supported Playgroups continued as safe, inclusive spaces for children 0–5 years and their families, promoting school readiness, child development, and parental confidence. Bilingual staff ensured culturally sensitive support.

- **Parramatta West Public School:** Two weekly groups (0–3 yrs and 3.5–5 yrs) offered learning circles on parenting, health, and safety. Families joined cultural celebrations, a graduation and a Cultural Festival Day.
- **Parramatta North Public School:** Weekly sessions strengthened language, fine motor and social skills, alongside family connection. The annual Easter Hat Parade brought joy, community spirit and inclusion.
- **Westmead Playgroup:** Weekly “Moms and Bubs” sessions (with Playgroup NSW) supported up to 10 families, offering storytelling, cultural events, and a school readiness program concluding with a graduation.
- **Parramatta East Public School:** Weekly playgroup supported South Asian families, helping children transition into school through structured play and parent engagement.



Special Initiatives:

- Readiness to School Program supported over 70 children across four sites, with measurable improvements in literacy, emotional regulation and social skills.
- Transition to School Program partnered with local schools to introduce children to classrooms, routines and independence through structured visits.
- Paint Parra Read and Children's Week celebrations promoted literacy through storytelling, puppet shows and book character dress-ups, engaging over 100 children.

Community Engagement & Events

- Women's Health Week Morning Tea at PWPS brought together Cancer Council NSW, Western Sydney LHD, SSI, and local partners, focusing on cervical screening and preventative health. A complementary workshop at Merrylands Community Centre covered breast and ovarian cancer.



- Child Protection Week 2024 at Auburn Centre for Community featured CMRC's interactive stall with crafts and play-based activities, reinforcing early intervention messages.
- International Day for the Elimination of Violence Against Women (Nov 2024) was marked at CMRC Parramatta with AUSPAK Women Association, highlighting community accountability and pathways for women's safety.

Partnerships & Acknowledgements

The success of the Early Intervention and Perinatal Program (EIPP) would not be possible without the strong partnerships we have built across health, education, and community sectors. In 2024–2025, these collaborations strengthened referral pathways, delivered co-designed initiatives, and connected vulnerable families to vital resources and culturally responsive services.





Northern Region Services

CMRC Northern Region is dedicated to advancing the settlement and social inclusion of refugees, migrants and communities requiring support. CMRC's workforce reflects this commitment with many staff members bringing lived experience as former refugees or migrants, thereby offering an informed understanding of the complexities associated with settlement and the evolving needs of resettling communities. Our programs are designed to promote self-reliance with a strong emphasis on English language acquisition and the development of sustainable pathways to education, employment, integration and participation in life in the wider community.

Programs

- Digital Literacy program for the newly arrived migrants and refugees
- English language conversation programs for Syrian Armenian and Chinese Community.
- Northern Sydney Local Health District Health info sessions - Breast screening & women health
- Centrelink information sessions on a variety of topics
- Fashion, singing and reading groups for Chinese community
- Yoga sessions for members of the Iranian community
- Job Club – Employment support programs
- Crochet classes for the Armenian community
- School holiday programs
- Ukrainian community support programs at Hornsby Ku-Ring-Gai Community College
- CMRC was invited by the local area Police Command to conduct information sessions on our services to newly graduated police at their inductions.
- Commonwealth Bank – financial literacy and online safety information to the clients
- Consultation and partnership with North Sydney Local Health District for a project addressing Breast cancer and women health for Farsi speaking communities
- Ryde Community Hub meeting every first Thursday of the month
- Employment workshop and job finding sessions in partnership with Glow Up Careers for newly arrived migrants in the country.
- Hosting creative arts in partnership with Aknoon Cultural Centre and TAFE.

Events

- **Harmony Day** celebration was a vibrant panel discussion on issues of settlement, integration and social cohesion interspaced with live entertainment.
- **Refugee Week** was an event that showcased lived experiences of refugees from various backgrounds such as Ukraine, Afghanistan and Sri Lanka, blending stories of survival and resilience with embracing a new life in Australia with its settlement challenges but also the freedom of starting a new life in a peaceful and thriving country.
- CMRC Stall, Mental Health Event at Hornsby TAFE.



Capacity Building

The Diwali Celebration was a testament to CMRC's work in the community, bringing people together to celebrate, learn, and connect. The values of Diwali - light overcoming darkness and community prevailing over isolation - align closely with our mission to support newcomers as they overcome the challenges of resettlement in Australia. The event was in partnership with Ryde Indian Association.

The Statement of Attainment in Community Services course was delivered by Australia Learning Institute at CMRC Top Ryde. This short course serves as a pathway to the Certificate III in Community Services and Individual Support, equipping participants to build meaningful careers in the community services sector.



Visit to Parliament of NSW

In partnership with Relationships Australia, we had the privilege of taking a group of Chinese volunteer community leaders to visit the NSW Parliament. This visit aimed to deepen their understanding of Australia's political and governance system. Apart from a professional and insightful tour, highlighting the history and workings of this important institution, we were also honoured to meet with Mark Buttigieg, Member of the Legislative Council and Parliamentary Secretary for Industrial Relations, Work Health and Safety, and Multiculturalism. His insights and encouragement were truly inspiring for our community leaders.



Services Outreach

- Western Sydney Community Legal Aid multicultural service clinic
- STARTTS outreach services at CMRC Northern Region
- Tax Help program to assist clients with their tax returns

Hills Region Services

Castle Hill Community Hub is an active hub for settlement services and bringing people together for community events, all these activities facilitated by the CMRC Hills Team. Our participants come from diverse cultural backgrounds and ethnicities, and they are all proud residents of the Hills Shire. The hub acts as a focal point for communities to meet, interact and find a sense of inclusion and belonging.

Regular sessions cover language and literacy, health and wellbeing, safety and security, employment pathways, financial literacy, access to other services, understanding host culture and social connection.

The **English classes** in collaboration with TAFE NSW cover language, common words and phrases, grammar, vocabulary. The main focus is on formal and informal English, grammar, listening, reading, writing skills, conversation skills, writing recounts, stories and reports and presentation skills.

The **Art Connection sessions** in collaboration with TAFE NSW uses Art as a therapeutic tool to deal with mental health. Painting, sculpture, clay modelling are some of the mediums used. We are astounded by the creativity that we see among our participants.

Health and Wellbeing sessions provide classes in Yoga and Pilates facilitated by qualified practitioners. The sessions not only teach but also become a source of wellbeing and rejuvenation for our participants. Besides these, there are regular information sessions and workshops on various topics including mental health, general wellbeing, cancer prevention and elder care.

Understanding Australian Culture and Services explore work and educational pathways, understanding multicultural Australia, also how business, government departments and organisations operate and the legal system in Australia.

Employment Pathways is a collaboration with TAFE NSW guiding job seekers to enhance their skills by developing effective communication skills, interview techniques, resume writing, responding to selection criteria and learn about working rights in Australia.

Domestic & Sexual Violence

This year we had our groups participate to help co-design a Domestic Family and Sexual Violence project that dealt with awareness and prevention of Domestic and Sexual Violence by creating cultural safety for migrants and refugees reaching out for support, access to support agencies, access to community leaders and groups who can provide support and education on new policies and laws of the country.

Empowering Communities in the Hills

The Hills region has continued to flourish with CMRC's commitment to creating inclusive, engaging, and culturally rich events over the past financial year. Through meaningful partnerships and grassroots outreach, we have celebrated culture, empowered women, and brought families together across the Hills.

International Women's Day – Celebrating Her Strength

Held in collaboration with community organisations, our International Women's Day celebration in the Hills brought together women from all walks of life. The event featured Uppma Viridi, renowned entrepreneur and founder of Chai Walli, as our keynote speaker. Her inspiring story about resilience and cultural pride resonated deeply with our attendees. The program also included cultural performances, panel discussions, and interactive activities focusing on women's empowerment and wellbeing.



Hills Multicultural Festival

This vibrant event showcased the diversity of the Hills through music, dance, art, and cuisine. With participation from over 7 cultural groups, the festival provided a platform for communities to share their traditions and stories. Supported by Multicultural NSW, Hills Multicultural Network and The Hills Shire Council, this event also promoted local artisans, businesses, and performers, creating a festive and unifying community atmosphere. We have also partnered with AFL, Netball NSW, Wesley Mission, Hills Community Aid, Arise Foundation, Zonta Club of the Hills, Soroptimist International, just to name a few. Over 700 people attended the festival held in May 2025.



Diwali – Light Up Bella Vista

In partnership with Landcom, CMRC hosted a spectacular Diwali celebration at Bella Vista Pocket Park in Oct 2024. The event included Indian classical and Bollywood performances, diya painting, rangoli art, storytelling and cultural stalls. Families participated in hands-on activities, explored traditional decor, and enjoyed a festive evening filled with lights and community spirit.

Family Fun Day – Powerhouse Castle Hill

This exciting collaboration with Powerhouse Museum Castle Hill was designed to engage young families through arts, science, and cultural workshops. With live entertainment, creative play stations, and interactive learning zones, the day provided children and their parents with a space to connect, explore, and have fun.

Community Engagement & Collaboration

Throughout the year, our Hills programs have:

- Engaged over 2,500 participants
- Involved different community groups, performers, and small businesses
- Partnered with organisations including Landcom, Hills Shire Council, Hills Community Aid, Wesley Mission and Powerhouse Museum Castle Hill among others
- Promoted values of inclusion, empowerment, and cultural understanding

These outcomes reflect CMRC's ongoing commitment to building strong and vibrant communities in the Hills region.

We would like to thank our wonderful staff in the Hills: Upala and Mansi for their commitment and dedication.



Specialised Intensive Services (SIS)

During 2024-25, the team at CMRC continued to successfully deliver Tier 3 Specialised Intensive Case management services contracted under SSI's HSP program. This distinct project aims to build the skills, knowledge and capacity for social and economic wellbeing and participation in the Australian way of life through a tailored, needs based case management approach.

The SIS team has been working hard doing an impressive job engaging in meaningful work making a real difference in the lives of our clients, families, carers and communities.

The team has conducted comprehensive needs assessments, developed individual case management plans and empowered the clients to overcome diverse and multiple barriers so that they can reach their settlement goals.

The main tasks of the SIS team are:

- Providing guidance, assistance, and support to clients fleeing domestic and family violence or living with a disability.
- Helping them access appropriate services, including domestic violence funding
- Centrelink payments, emergency food aid and financial assistance for utility bills through various emergency relief providers.
- Connecting clients with the NDIS and ensuring ongoing follow-up.
- Clients experiencing mental health issues ranging from PTSD to depression and anxiety have received information and were linked to specialised mental health services.

The service is also responsible for managing clients' physical health needs, including scheduling and coordinating appointments with healthcare providers, hospitals, specialists, and allied health services, as well as ensuring follow-up on treatment plans and outcomes.

SIS clients have been guided through the educational pathways and enrolled in English and social inclusion classes with the aim to engage them in diverse employment pathways once they gain knowledge and confidence of accessing the labour market.

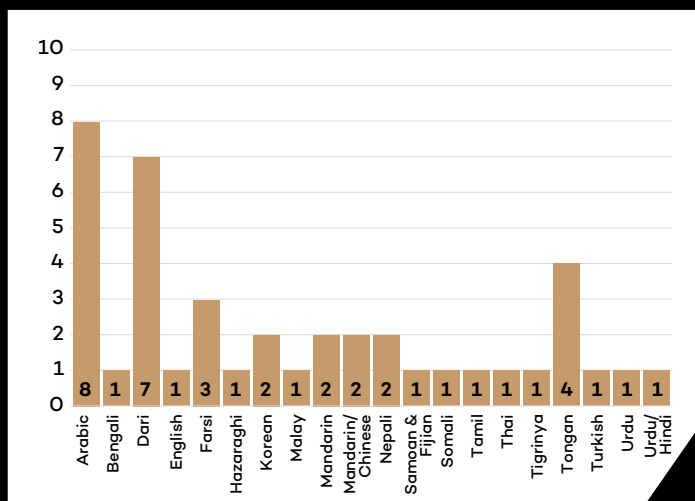
We would like to acknowledge the hard work and unwavering commitment of our SIS Case Manager, Shohreh Rahmani, who is passionate about assisting those most in need and vulnerable in our communities.

We would also like to thank SSI HSP team for being a great partner in the delivery of this service.

Towards Belonging

As part of CMRC's Towards Belonging Fee-for-Service Program, support was delivered through partnerships with agencies engaging CMRC's cultural workers to provide culturally responsive services across child protection and family support programs.

MSWP 2024-2025
No. Families by Languages



Collective Impact Partnership with Wesley Mission Family Preservation WSNBM

In 2024-25, CMRC worked in close collaboration with Wesley Mission's Family Preservation Program, delivering 403 culturally tailored support sessions to 42 families from 20 cultural backgrounds, supporting a total of 119 children. Our services were delivered in culturally appropriate ways and in families' preferred languages, ensuring accessibility and cultural safety.

CMRC received 100 new referrals during the year, with strong engagement from families speaking Arabic (all dialects), Dari, Mandarin, Tongan, and Farsi. The top five cultural groups supported were Afghan, Chinese, Iranian, Iraqi, and Tongan families, with Afghan Dari-speaking families being the most consistently engaged across all four quarters.

Our cultural workers provided both language support and cultural consultation, enabling Wesley Mission caseworkers to effectively engage CALD families in a respectful and culturally safe manner. One family expressed their gratitude for the role of both organisations in helping them move from a place of distress to emotional resilience and independence.

In addition, CMRC partnered with Wesley Mission to deliver the SAFE Care program, providing 29 parenting support sessions using culturally responsive, evidence-based strategies to strengthen parenting skills and improve family wellbeing.

Team Building and Partnership in Practice

In April 2025, CMRC staff and cultural workers joined Wesley Mission Family Preservation caseworkers for a joint lunch at Wesley Mission's Ermington office. This informal yet purposeful gathering was designed to showcase the collaborative work being done to support culturally and linguistically diverse (CALD) families and to further strengthen the partnership between both organisations.

The day featured an interactive cultural trivia activity, promoting teamwork, laughter, and learning. It served as a fun and engaging way to explore cultural awareness while reinforcing the importance of culturally responsive practice. Staff shared insights, and celebrated successes, gaining a deeper understanding of each other's roles in the shared goal of supporting vulnerable families.

Beyond team building, the event provided an opportunity to highlight the positive impact of our Collective Impact partnership and the essential role CMRC cultural workers play in ensuring safe, effective, and respectful engagement with CALD communities. It was a vibrant example of how informal engagement can build trust, promote learning, and enhance coordinated support across sectors.



Working with Other Organisations

In line with CMRC's ongoing commitment to culturally responsive practice, we delivered 17 CALD training sessions during this financial year to Case Managers at Lifestyle Solutions. These sessions focused on the development of Cultural Plans under the NSW Permanency Support Program (PSP) and were aligned with the Office of the Children's Guardian (OCG) Standard 4 – Identity.

The training equipped case managers with practical tools and culturally informed strategies to support children and young people from CALD backgrounds in a culturally safe and identity-affirming manner.

In addition to training delivery, CMRC responded to three referrals from The Benevolent Society, one from Catholic Care, and one from Anglicare. These referrals involved providing cultural consultations and assisting in the development of Cultural Care Plans for children in out-of-home care. For the Anglicare referral, CMRC also delivered language support to ensure effective and respectful communication with the child's family.

Thank You to Our Partners

CMRC extends our sincere thanks to all partners who have engaged with the Towards Belonging Program throughout 2024–25. We particularly acknowledge the Wesley Mission management team, caseworkers, and our multicultural support workers for the opportunity to work together in supporting clients.

SPECIAL PROJECTS

Building Capabilities Program

Building capabilities, social resilience and community bridging capital in newly arrived communities is a long-term goal and requires sensitivity and consistency in approach. Identifying skill sets early on upstream and providing opportunities to build agency, pays dividends downstream tenfold over.

CMRC is committed to supporting the meaningful self-determination of refugees and migrants.

In 2024-25, we focused on soft entry Sharing Circles with Afghan women who were also young parents (mostly mid 20s).

The age bracket of 20-28 years includes major developmental milestones: managing low impulse control, early onset of critical thinking, formation of identity, building self-esteem, goal setting, navigating family dynamics, addressing gender questions, self-management, positive thinking frameworks and finetuning coping and resilience skill sets.

This funding allowed for deeper dives into the disrupted lives of those most vulnerable and at-risk of decision making that will determine the path of their adult lives- especially young Muslim women from refugee backgrounds and young people on the spectrum. Both cohorts face greater risk of blocked mobility than others. Twenty-five women participated in the Sharing Circles that later focused on women's safety and helped identify issues related to coercive control within some families.

Fishbone – Solidarity in Stitches explored conflict textiles as a vehicle to engage with women in leadership training, fostering dialogue and problem solving based around their pre-arrival experiences of resilience in the face of gender-based violence, ethnic cleansing, displacement and denial of basic human rights. Ukrainian and Palestinian women attended the program series where mature aged women were partnered with younger women, to facilitate cross generational learnings.

We created a social and economic – impact focused project Textile Circles. Afghan women were introduced to micro-finance hubs providing training on small business and skill building on textiles and sewing. Resources were developed in order to scale up training for future iterations of the project.

The Lean into Leadership Program – training program for neurodiverse refugee young people looking for safe places to build confidence in public speaking and sharing their authentic stories through creative expression and then build wellness spaces in universities and TAFES for their respective communities.

Career Confidence partnerships with Whitebox Enterprises delivered a series of workshops training social enterprises on financial literacy skills for SE intenders looking to start their own businesses.

A number of ethno-specific associations were supported with grant writing and project management training. CMRC then supported a number of community-led enterprises and cultural programs such as Parramatta Pongal held in early 2025.



SPECIAL PROJECTS

Specialist Homelessness Service

During 2024-25, the service has seen a constant flow of homeless people or at risk of becoming homeless, the likes of which we have never seen before. This year has been a particularly challenging one due to the constant rising of the cost of living and increased rents which have had a negative impact on those most vulnerable within our communities. We have seen a constant flow of homeless people or at risk of becoming homeless, the likes of which we have never seen before.

The Going Home Staying Home project, funded by Mission Australia, provides pathways for real estate property managers operating in the Parramatta LGA and surrounding areas to identify tenants who are struggling to meet their tenancy obligations and to refer these tenants for advice and early intervention support to prevent failing tenancies. The project assists to avert housing situations from further deteriorating which would lead to negative outcomes for tenants, the real estate agents and the owners.

Ongoing engagement is held with various Real Estate Agents as there is the need to constantly promote this service to increase referrals to the project, maintain and strengthen relationships in order to save tenancies for the benefit of clients in the first instance.

Through this project, CMRC was able to build and maintain strong links and working partnerships with private real estate agencies in the Parramatta LGA and beyond.

In the past financial year, a great number of clients, who met the eligibility criteria for the project, were assisted to find suitable and affordable accommodation in the private rental market.

The clients also increased their understanding about the rights and responsibilities of tenants as regular sessions were run in partnership with the Tenancy Advice and Rights Centre and Department of Communities and Justice's Housing branch.

We would like to thank Mission Australia for the opportunity to work with them and the guidance and constant support provided throughout the year. And my sincere thanks to the Housing Pathways Officer for his work during the year. We are looking forward to a new year of better achievements and real assistance provided to vulnerable individuals and families.

SPECIAL PROJECTS

Pacifika Reach

The Pacifika Reach Project has been funded by the Dept of Home Affairs (in partnership with the Department of Foreign Affairs and Trade), in line with a new Federal Government priority to build good will across the Pacific with our closest neighbours.

Pacifika Reach started once agreements were reached regarding a new PR Visa stream commencing in 2025 – PEV (Pacific Islands Engagement Visa) and the Falepeli Union Agreement with Tuvalu. Stage 1 of the funding concentrated on relationship building with diverse population groups and building services' responsiveness pre-arrival of these families in 2025.

Seven Pacifika Nations including Timor-Leste signed agreements, and local communities have been encouraged to apply offshore for PEV Visas. The visa allows 3,000 Pacifika residents to migrate to Australia as permanent residents each year, deepening connections between Australia and the region. Those arriving will later receive support in line with support currently provided under the Humanitarian Stream/Refugee arrivals.

The Pacifika Reach! Team Lead Yasmin Ise produced a report on the initial roll out of both visas and consolidated data across a number of critical surges in drug, alcohol and corrective service areas. CMRC partnered with SYDWEST on a Cross Sector Preparedness Forum, to work in close consortia with key mainstream allied services in providing a streamlined settlement led approach to their immediate and ongoing health, housing and safety needs post 2025.

Pasifika communities already face significant challenges which have resulted in poor short- and medium-term outcomes across health, housing and safety. For example, disproportionately represented in data related to serious health morbidities and incarceration rates. The forum brought together senior bureaucrats & decision makers across the three sectors, in partnership with Pasifika leaders, to share insights on potential gaps and risk mitigation strategies.

We established a Pasifika Advisory Council to guide decisions in regard to asset mapping and cultural alignments with existing institutions. A partnership with the Australian Museum provided an opportunity to arrange cross generational incursions into the Pasifika collection with a series of workshops for young people to learn from elders about their lineage and traditions.

Further cultural competency training across allied service networks was rolled out this year. We look forward to the next round of funding in 2026 and re-commencement of our Pacifika Reach Project.



SPECIAL PROJECTS

Pathways to Recovery Project

CMRC's 'Pathways to Recovery' project, delivered in the last financial year, is part of the NSW government's broader 'Responses Matter' program. The aim of this important initiative is to increase the capacity of non-specialist service providers as well as ethno-specific community leaders in supporting migrant and refugee women when they first disclose an experience or incident of as sexual violence as well as domestic and family violence.

The project's approach acknowledges that non-specialist community service providers have an important role to play as first responders. It also acknowledges that communities, as a whole, can and do play critical roles in a person's journey from victim to survivor.

The Pathways to Recovery project increased awareness and understanding of experience and prevalence of sexual violence and domestic and family violence among CALD community members, professionals within specialist and non-specialist services. Community cultural guides were engaged in the co-design of resources and approaches that are culturally informed and linguistically appropriate.

The project built on the existing knowledge of community members and enabled us to identify gaps in reporting and support provision.

CMRC's strategy was to reduce gaps in knowledge and confidence in responding to disclosures of sexual violence by providing culturally responsive and trauma-informed learning sessions, culturally appropriate resources and culturally safe discussions with targeted audiences.

Pathways to Recovery project involved four implementation stages: co-design and co-planning, development of resources, delivery of capacity-building sessions and evaluation.

The project successfully engaged over 1,000 participants in-person or online, and another 1,000 via community radio.

Overall, participants from both non-specialist service sector and multicultural communities indicated an increase in their level of knowledge and confidence in four areas:

- understanding of Domestic, Family and Sexual Violence, and intimate partner violence.
- responding to disclosures of sexual violence.
- creating cultural safety for migrant and refugee victim survivors; and
- applying sexual violence prevention and bystander intervention strategies.

CMRC extends its sincere appreciation to the project team, led by Mitra Khakbaz, as well as Rocellita Ann Lacsina, Project Specialist and Community Sector Learning Facilitator. We would like to convey sincere thanks to DCJ for entrusting us with the delivery of this project. The cultural advisors and community learning facilitators played a crucial role and their valuable contributions have been instrumental to the success of the project.

CMRC Cultural Advisors and Community Learning Facilitators

- Dr Sabrin Farooqui, AM – South Asian communities
- Kathia Doueihy – Arabic speaking communities
- Lizzie Wong – Pacific Islands community
- Melanie Thuraisingham – Sri Lankan Tamil community
- Michael Kim – Korean community
- Nasiba Akram – Afghan community
- Tima Mohseni – Persian community
- Upala Sunthakar – South Asian communities
- Victoria Ofuyah – African-Arabic community
- Zoia Douglas – Ukrainian community

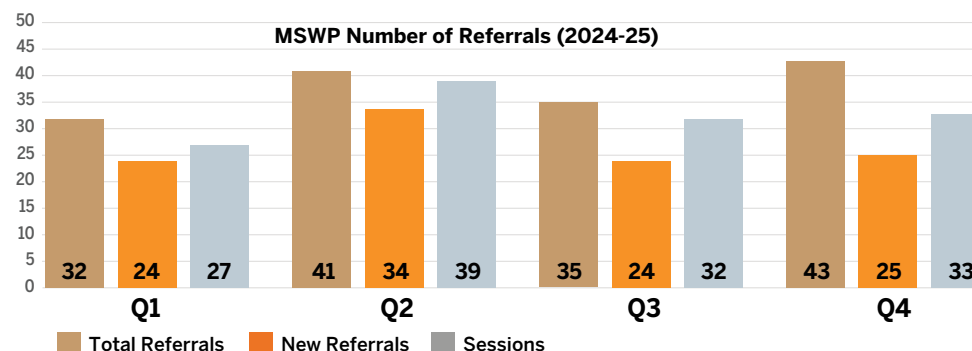


SPECIAL PROJECTS

Multicultural Support Workers Program (MSWP)

During the 2024–2025 financial year, CMRC's MSWP received 151 referrals, including 107 new referrals, from various NSW Department of Communities and Justice (DCJ) offices. The majority of referrals came from the Child Protection Program, followed by Out-of-Home Care (OOHC) and Permanency Planning streams.

MSWP cultural workers delivered 131 sessions, providing cultural and language assistance to DCJ caseworkers. Support included online cultural consultations and in-person home visits, designed to strengthen engagement with families from diverse cultural backgrounds and ensure culturally safe casework.



The most frequently requested cultural backgrounds during the year were Fijian, Māori and Italian, followed by Cook Islander and Papua New Guinean.

Culturally Tailored Child Protection Training (Samoan)

In April, a culturally tailored refresher Child Protection training and carer education session was delivered in collaboration with a DCJ caseworker. The session was facilitated in both Samoan and English with the support of an MSWP cultural worker to ensure cultural sensitivity and language accessibility.

The training focused on the Carer Code of Conduct, highlighting non-physical discipline strategies and the responsibilities of authorised carers. The session aimed to reinforce the carer's understanding of child protection principles, while supporting the children's cultural identity and emotional wellbeing.

Community Learning Circles

In November, a Community Learning Circle was held at Parramatta West Public School, attended by 16 parents. The session focused on building awareness of the Child Protection System in NSW and promoting positive parenting practices. On the same day, participants also attended a Cervical Cancer Screening Information Session, delivered by Cancer Council Australia, promoting proactive health care and early screening among CALD families.

MSWP Cultural Workers Team

As of 2024–25, the Multicultural Support Workers Program (MSWP) team consists of 73 active cultural workers, collectively representing 66 distinct cultures and speaking 83 unique languages.

During this reporting period, CMRC successfully recruited new cultural workers from 15 different cultural backgrounds, further strengthening the program's ability to deliver culturally appropriate support to families across New South Wales.

As part of the mandatory recruitment and onboarding process, all new cultural workers attended an Induction and Orientation session facilitated by the Department of Communities and Justice (DCJ). These sessions were hosted at CMRC's office in September and May, with a total of 17 cultural workers participating.

The attendees represented 17 cultural backgrounds, including Lebanese, Russian, and Swedish. The sessions were designed to provide a foundational understanding of the NSW child protection system, reinforce best practices in culturally responsive service delivery, and clarify the role of cultural workers during consultations and home visits alongside DCJ caseworkers.

This structured onboarding ensures that all MSWP workers are equipped to deliver services that are not only culturally safe but also aligned with statutory child protection frameworks.

Our Appreciation

CMRC extends our sincere thanks to the NSW Department of Communities and Justice (DCJ), particularly the Multicultural Services Unit, for their ongoing partnership and support. We also acknowledge the valuable contribution of our multicultural support workers, whose dedication has been instrumental in delivering the Multicultural Support Worker Program.

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Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Committee of Community Migrant Resource Centre Incorporated

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit;
- no contraventions of any applicable code of professional conduct in relation to the audit; and
- no non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.



ALEX HARDY

Director

17 October 2025



PROSPERITY AUDIT SERVICES

Sydney

Community Migrant Resource Centre

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue and other income	5	5,686,483	5,437,618
Amortisation expenses - right-of-use		(167,619)	(159,582)
Brokerage services		(42,961)	(63,048)
Catering		(64,314)	(67,507)
Computer costs and upgrades		(71,750)	(78,867)
Contractor and consultancy fees		(1,260,115)	(1,210,349)
Donation expenses		(1,095)	(8,693)
Employee benefits		(2,786,925)	(2,958,508)
Interest expense on lease liability		(12,152)	(16,509)
Equipment and furniture expense		(31,050)	(25,065)
Facilitator		(7,545)	(67,874)
Other expenses		(179,068)	(220,856)
Professional fee		(21,757)	(10,981)
Program costs		(332,759)	(335,963)
Publicity and promotions		(96,014)	(93,946)
Rent		(19,340)	-
Repairs and maintenance		(3,342)	(5,705)
Travel expenses		(35,879)	(58,719)
Venue hire		(84,853)	(76,632)
Surplus/(deficit) before income tax		467,945	(21,186)
Income tax expense	3.a	-	-
Surplus/(deficit) after income tax		467,945	(21,186)
Other comprehensive income		-	-
Total comprehensive income/(loss) for the year		467,945	(21,186)

Community Migrant Resource Centre

Statement of financial position

As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents		1,555,132	1,077,685
Trade and other receivables		245,025	265,750
Financial assets	7	122,146	122,146
Total current assets		1,922,303	1,465,581
Non-current assets			
Right-of-use assets	8	663,832	109,745
Total assets		2,586,135	1,575,326
Liabilities			
Current liabilities			
Trade and other payables	9	208,964	154,363
Contract liabilities	10	-	73,000
Lease liabilities	8	203,630	81,026
Employee benefits	11	370,044	372,341
Total current liabilities		782,638	680,730
Non-current liabilities			
Employee benefits	11	56,060	38,256
Lease liabilities	8	481,177	52,255
Total non-current liabilities		537,237	90,511
Total liabilities		1,319,875	771,241
Net assets		1,266,260	804,085
Equity			
Retained earnings		209,351	131,747
Reserves		1,056,909	672,338
Total equity		1,266,260	804,085

Community Migrant Resource Centre

Statement of changes in equity

For the year ended 30 June 2025

	Retained earnings \$	Reserves \$	Total equity \$
2024			
Opening balance	77,198	787,981	865,179
Transfers between equity items	75,735	(115,643)	(39,908)
Deficit for the year	(21,186)	-	(21,186)
Closing balance	131,747	672,338	804,085
2025			
Opening balance	131,747	672,338	804,085
Transfers between equity items	(390,341)	390,341	-
Reserve utilisation	-	(5,770)	(5,770)
Surplus for the year	467,945	-	467,945
Closing balance	209,351	1,056,909	1,266,260
		2025	2024
		\$	\$
Cash flows from operating activities:			
Receipts from customers		477,346	164,082
Receipts from funding bodies		5,803,780	5,722,840
Payments to suppliers and employees		(5,691,003)	(5,450,949)
Interest received		69,656	58,158
Net cash flows from operating activities		659,779	494,131
Cash flows from financing activities:			
Payment of lease liabilities		(182,332)	(176,332)
Net cash used in financing activities		(182,332)	(176,332)
Net increase in cash and cash equivalents		477,447	317,799
Cash and cash equivalents at beginning of year		1,077,685	759,886
Cash and cash equivalents at end of financial year		1,555,132	1,077,685

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

1. Introduction

The financial report covers Community Migrant Resource Centre as an individual entity. Community Migrant Resource Centre is a not-for-profit Association, registered and domiciled in Australia.

The functional and presentation currency of Community Migrant Resource Centre is Australian dollars (\$AUD) and all amounts reported have been rounded to the nearest dollar.

The financial statements for the year ended 30 June 2025 were approved and authorised for issue by the Committee on 17 October 2025.

2. Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial statements have been prepared on an accruals basis and are based on historical costs.

Material accounting policy information is consistent with prior reporting periods unless otherwise stated.

3. Material accounting policy information

a. Income tax

The Association is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

b. Reserves

The reserve balance reported in the statement of changes in equity consists of the following reserves:

i. General reserves

The general reserve is used to record monies that are set aside to support future operations if the Association do not receive any funding.

ii. Special reserves

The special reserve is used to record monies that are set aside to pay future obligations in relation to redundancy and fee-for-service money.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

4. Critical accounting estimates and judgements

The committee members make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

a. Key estimates - provisions

As described in the accounting policies, provisions are measured at management's best estimate of the expenditure required to settle the obligation at the end of the reporting period. These estimates are made taking into account a range of possible outcomes and will vary as further information is obtained.

b. Key judgements - revenue recognition

For many of the grant agreements received, the determination of whether the contract includes sufficiently specific performance obligations was a significant judgement involving discussions with a number of parties at the Association, review of the proposal documents prepared during the grant application phase and consideration of the terms and conditions.

Grants received by the Association have been accounted for under both AASB 15 and AASB 1058 depending on the terms and conditions and decisions made.

If this determination was changed then the revenue recognition pattern would be different from that recognised in these financial statements.

c. Economic dependence

Federal and State Government departments provide funding to the Association. It is anticipated that funding will continue to be received to enable the Association to continue to provide services.

5. Revenue and other income

a. Accounting policy

i. Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Association expects to receive in exchange for those goods or services.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

5. Revenue and other income (continued)

a. Accounting policy (continued)

i. Revenue from contracts with customers (continued)

Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer;
2. Identify the performance obligations;
3. Determine the transaction price;
4. Allocate the transaction price to the performance obligations; and
5. Recognise revenue as and when control of the performance obligations is transferred.

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Association have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

ii. Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Association are:

1) Grant revenue

Grants revenue derived is recognised on delivery of services in accordance with the milestone/activities of the Funding Agreement. Funding received in advance will be set aside as contract liabilities in the statement of financial position.

2) Department of Home Affairs

The Association receives funding from Department of Home Affairs under the Settlement Services Youth Transition Support. The objective of the grant is to provide early intervention assistance and addresses barriers to participation in education and employment that are specific to young humanitarian entrants and other vulnerable young migrants under 25.

Funding for these activities is received bi-annually in advance from the Department of Home Affairs and is recognised as a contract liability upon receipt. The Association recognises revenue when performance obligations in accordance with the grant agreement are met.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

5. Revenue and other income (continued)

a. Accounting policy (continued)

ii. Specific revenue streams (continued)

3) Settlement Service International

The Association receives funding from Settlement Service International as part of a consortium for the Settlement Engagement and Transition Support Program (SETS). The objective of the program is to provide services for eligible clients to promote social participation, economic and personal wellbeing, independence and community connectedness. The SETS program has a key role in facilitating acquisition of English language skills, supporting engagement with education and training and building employment readiness with services complementing other settlement and mainstream services.

Funding for these activities is received bi-annually in advance from the Settlement Service International and is recognised as a contract liability upon receipt. The Association recognises revenue when performance obligations in accordance with the grant agreement are met.

4) Fee-for-Service

The Association recognises fee-for-service income upon delivery of services and within the period to which the Association satisfied its performance obligations.

5) Other revenue

Other revenue is recognised as revenue when the Association has fulfilled its performance obligations.

iii. Revenue recognition policy for contracts which are either not enforceable or do not have sufficiently specific performance obligations

The revenue recognition policies for the principal revenue streams of the Association are:

1) Income of Not-for-Profit Entities

Under AASB 1058 Income of Not-for-Profit Entities, the Association recognises revenue on a basis that reflects the fair value of goods, services, and assets (such as cash, inventories and property, plant and equipment), which have been provided or transferred to the Association for nil or nominal consideration, and is deemed to further the objectives of the Association.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

5. Revenue and other income (continued)

a. Accounting policy (continued)

iii. Revenue recognition policy for contracts which are either not enforceable or do not have sufficiently specific performance obligations (continued)

2) Donations

Donations are recognised as revenue when received.

3) Interest income

Interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

iv. Grant revenue

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

Grant income arising from non-enforceable contracts or those without sufficiently specific performance obligations is recognised on receipt unless it relates to capital grants which meet certain criteria.

Enforceable capital grants received to enable the Association to acquire or construct an item of property, plant and equipment to identified specifications which will be controlled by the entity are recognised as revenue as and when the obligation to construct or purchase is completed.

- For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.
- For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the entity.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

5. Revenue and other income (continued)

b. Revenue and other income details

	2025	2024
	\$	\$
Revenue from contracts with customers (AASB 15)		
Fee-for-service	226,298	185,467
Provision of service		
- Department of Communities and Justice (Commonwealth Government)	315,000	-
- Realise Business Ltd (Other)	405,175	264,201
- Settlement Services International (Other)	342,072	2,133,912
Other income	40,298	26,538
Revenue recognised on receipt (AASB 1058)		
Donations	6,610	16,528
Grants		
- Department of Communities and Justice (Commonwealth Government)	504,970	636,718
- Department of Home Affairs (Commonwealth Government)	1,460,000	1,410,263
- Multicultural NSW (State Government)	15,000	5,000
- Service NSW (State Government)	458,000	470,400
- Transport for NSW (State Government)	-	149,000
- Cancer Institute NSW (State Government)	-	20,000
- Mission Australia (Local Government)	55,437	53,433
- Parramatta City Council (Local Government)	10,000	-
- Penrith City Council (Local Government)	4,545	-
- Sydwest Multicultural Services (Other)	1,773,422	-
- Powerhouse Museum (Other)	-	8,000
Income recognised using effective interest method		
Interest	69,656	58,158
	5,686,483	5,437,618

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

6. Auditor's remuneration

	2025	2024
	\$	\$
Remuneration of the auditors of the Association for:		
- audit of the financial statements	16,750	15,750
- assistance with financial statement compilation	3,250	3,250
	20,000	19,000

7. Other financial assets

Current	2025	2024
	\$	\$
Bond	122,146	122,146

Other financial assets represents security bonds held in relation to the Association's lease and rental agreements. These bonds are lodged with lessors as part of the tenancy arrangements for premises leased or rented by the Association.

The bonds are expected to be refundable upon the expiration or termination of the related lease agreements, subject to the satisfactory fulfillment of the lease terms and conditions.

8. Leases

a. Accounting policy

i. Lessee accounting

At the lease commencement, the Association recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Association believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model, depreciated over the lease term on a straight-line basis.

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

8. Leases (continued)

b. Lease - details

i. Right-of-use assets

	2025	2024
	\$	\$
Right of use assets	802,541	457,744
Accumulated depreciation	(138,709)	(347,999)
	663,832	109,745

ii. Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	2025	2024
	\$	\$
< 1 year	236,149	88,207
1 - 5 years	540,009	58,489
Total undiscounted lease liabilities	776,158	146,696

Lease liabilities included in the statement of financial position	684,807	133,281
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9. Trade and other payables

Current	2025	2024
	\$	\$
Trade payables	154,178	53,985
Amounts payable to ATO	54,786	68,588
Other payables	-	31,790
	208,964	154,363

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

Community Migrant Resource Centre

Notes to the financial statements
For the year ended 30 June 2025

10. Contract liabilities

a. Accounting policy

The Association enters into contracts that include government grants in advance of performance obligations being satisfied. The excess of any differences in amounts received and amounts recognised as revenue is recognised as a contract liability, which is recognised as revenue upon satisfaction of the performance obligation, or as it is satisfied, as appropriate. The Association expects to deliver the performance obligations in the next 12 months.

b. Contract liabilities details

Current	2025	2024
	\$	\$
Grant received in advance	-	73,000

The major components of contract liabilities include:

NSW Communities and Justice	-	73,000
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11. Employee benefits

a. Accounting policy

Provision is made for the Association's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Association does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Association does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

Community Migrant Resource Centre

Notes to the financial statements
For the year ended 30 June 2025

11. Employee benefits (continued)

b. Employee benefits details

Current	2025	2024
	\$	\$
Provision for annual leave	148,368	158,883
Provision for long service leave	221,676	213,458
	370,044	372,341

Non-current		
Provision for long service leave	56,060	38,256

12. Key management personnel remuneration

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Board Member (whether executive or otherwise) of that entity are considered key management personnel.

The total remuneration paid to key management personnel of the Association during the year was \$956,066 (2024: \$987,535).

13. Contingencies

The Association has provided a bond or bank guarantee in favour of the respective landlords as security for the lease of premises located at Top Ryde and Parramatta. The bank guarantee is issued by the Association's bank in the amount of \$46,750 and the bond is in the amount of \$75,396. These amounts represent a contingency as the Association will only relinquish the bond or bank guarantee should it default on its obligations under the lease agreements.

There were no other contingencies at 30 June 2025 (2024: None).

14. Related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

There were no related party transactions during the year (2024: Nil).

15. Events occurring after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or

Community Migrant Resource Centre

Notes to the financial statements

For the year ended 30 June 2025

16. Statutory information

The registered office and principal place of business of the Association is:

Community Migrant Resource Centre
Level 4, 1 Horwood Place
Parramatta NSW Australia
2150

Community Migrant Resource Centre

Management committee declaration

The committee declare that in the committees' opinion:

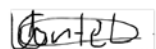
- there are reasonable grounds to believe that the Association is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2022*.



Dr. Olayide Ogunsiji
Chairperson

Dated: 17 October 2025



Umaru Binneh Conteh
Treasurer



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Independent audit report to the members of Community Migrant Resource Centre

Report on the audit of the financial report

Opinion

We have audited the accompanying financial report, being a simplified disclosure financial report of Community Migrant Resource Centre (the Association), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes to the financial statements and the management committee declaration.

In our opinion, the accompanying financial report of the Association is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

1. giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year ended; and
2. complying with Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

Independent audit report to the members of Community Migrant Resource Centre

Basis for opinion (continued)

We are independent of the Association in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (the Code)* that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Committee for the Financial Statements

The Committee of the Association are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial statements that is free from material misstatement, whether due to fraud or error.

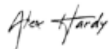
In preparing the financial report, the management committee is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management committee either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.



ALEX HARDY

Director

17 October 2025



PROSPERITY AUDIT SERVICES

Sydney

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Sydney NSW 2000
PO Box 20726 World Square NSW 2002
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Newcastle
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Newcastle NSW 2300
PO Box 234 Newcastle NSW 2300
T 02 4907 7222 F 02 8026 8376

Brisbane
Level 22, 333 Ann Street
Brisbane QLD 4000
GPO Box 2246 Brisbane QLD 4001
T 07 3839 1755 F 07 3839 1037

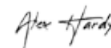
T 1300 795 515

W prosperity.com.au

Auditor's Disclaimer

For the year ended 30 June 2025

The additional financial data presented on pages 24-29 is in accordance with the books and records of the Association which have been subjected to the auditing procedures applied in our statutory audit of the Association for the year ended 30 June 2025. It will be appreciated that our statutory audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and we give no warranty of accuracy or reliability in respect of the data provided. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person in respect of such data, including any errors or omissions therein however caused.



ALEX HARDY

Director

17 October 2025



PROSPERITY AUDIT SERVICES

Sydney



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