



MACE is a community owned and managed incorporated association which encompasses a Learn Local Education provider, a Neighbourhood House, a Services Australia Agent, and an Early Childhood Education and Care Centre.

## Statement of Purpose

Enriching lives through learning, engagement and community programs

## Values

- We will enable frameworks that exemplify quality across all MACE business and community activities.
- We will ensure that MACE is accountable by being open, transparent and ethical in all our practices and behaviours.
- We ensure the integrity of MACE by being honest, inclusive and respectful in our interactions and communication with everyone.

MACE Incorporated

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Incorporation No: A0048770V

ABN: 25 306 780 833

Licensed Childcare Provider No: 921



## President's Report

On behalf of the MACE Incorporated Board of Management, I am pleased to present the President's Report for the year ending 31 December 2021.

### **2021 Overview**

2021 proved to be a stressful year for the organization with COVID-19 restrictions intermittently in place and an unfortunate tussle over the Community Sheds located at 17 Erril Street.

### **COVID-19 Restrictions**

Intermittent lockdowns and the emergence of the Omicron variant of COVID-19 continued to test the resilience of MACE and Cubby House staff. The difference between the previous year and 2021 was that we had well developed contingency plans in place which helped the organization to sustain its business throughout the year.

The Board was very appreciative of the continued efforts of the Chief Executive Officer, Children's Services Manager and Staff to quickly adapt to changing environments. They did so with great commitment and a sincere desire to ensure that service needs continued to be met wherever possible.

### **Mansfield Men's Shed**

On a less positive note, it was particularly disturbing that relations with the Mansfield Men's Shed significantly deteriorated during 2021. MACE's relationship with the Men's Shed over the past 18 years was always one of support and guidance. During this time MACE supported the Men's Shed in applying for funding grants to help them provide a valuable service to the community.

The transfer of ownership of the buildings from MACE to the Mansfield Shire Council took place at the end of November and MACE wishes the Council and the Men's Shed success in the future running of the sheds.

Following the shed transfer process, MACE secured a conveniently located space where future welding classes and Neighbourhood House/Community Group programs can be held. We are very excited about the new space and look forward to welcoming all our community groups to the new venue.

### **Country University Centre**

MACE assisted the newly established Ovens Murray Centre to become an affiliate of the Country Universities Centre (CUC) – a program supported by the Australian Federal Government.

2022 will see MACE become a hub for the CUC. This program will integrate well with our current co-working hub facilities.

This exciting new initiative will enable students studying at tertiary level to use MACE as a study centre from 7am–midnight seven days per week. Students registered with the CUC will have secure access to facilities during this time and will be supported by an Education Coordinator and a Learning Skills Advisor. This initiative will enable students to complete their studies without having to move away from home.

The Board is very supportive of the program and we look forward to its implementation in 2022.

### **Working with Mansfield & District Community Bank**

The purchase of new audio-visual equipment was made possible through the new relationship with the Mansfield & District Community Bank (MDCE). We are grateful to MDCE who have also agreed to sponsor scholarships for local students registering with the Country University Centre at MACE in the future.

### **Governance**

A large proportion of the Board's time during the year was taken up by due diligence processes in relation to the community sheds. Nevertheless, the Board continued to maintain a high level of governance through the execution of its Corporate Plan and 90-day goal action plan (which is designed to support the Chief Executive Officer).

The new audio-visual equipment mentioned above enabled the Board to continue its work virtually when face-to-face meetings were not possible.

During the year we welcomed a number of highly skilled members to the Board. Megan Lilly, Craig Dixon, Irina Zubareva, Robert Graves and Dallas Daniel have been wonderful contributors from day 1; they joined the tried and trusted team of David Roff (Vice-President/Treasurer), Sue Hare (Board Secretary), Murray Chenery (Marketing Advisor) and David Mims. We farewelled our former Board Secretary and Vice President, Imogen Smith, and we sincerely thank her for all her effort and hard work over the preceding years.

The combined talent and experience of our newly constituted Board has been vitally important during such a tough and stressful year. I would like to sincerely thank all members for their ongoing strength and determination and a special 'thankyou' to Murray Chenery who made himself available at short notice when strategy development was quickly required.

It has been a pleasure to work with such a dedicated group of people; I am most appreciative of their continued support.

### **Leadership and Support**

For two long years, the MACE and Cubby House Teams have continued to perform above and beyond their duties.

Chief Executive Officer, Kylie Richards, has demonstrated extraordinary leadership during a tumultuous and stressful year and is to be congratulated on maintaining her focus. It was also heartening to see how Kylie's staff stepped up to the mark to support her during the challenging times – she has managed to develop a caring and cohesive functional team within the organisation.

Children's Services Manager, Cassie Daykin, has kept Cubby operating in an ever-demanding environment. Cassie's staff have worked tirelessly to ensure families could continue to enjoy the high level of childcare despite the restrictions imposed upon them.

On behalf of the Board I would like to sincerely thank Kylie, Cassie and the staff of MACE and Cubby for their efforts during 2021. An amazing effort (again) – the Board is extremely proud of you all!

## **Financial Sustainability**

MACE returned a small surplus for 2021.

The end of year surplus was impacted by the loss of the community sheds which saw a write off on the balance sheet of approximately \$22K that was required to be expensed.

Our debt repayment program continued and our borrowings were reduced.

## **Into the Future**

MACE is confident that the community services side of its business will forge ahead in 2022 with our new premises for group programs and the advent of the Country Universities Centre.

The Board's focus in 2022 is to look towards securing the future of Children's Services. The Cubby House lease is up for renewal in 2023. We are committed to working with our landlord, the Mansfield Shire Council, to ensure a continuing and cost-effective lease arrangement so we can provide affordable and uninterrupted child care services to the families of Mansfield. MACE will continue to review all its options for the expansion of long-day care; out-of-hours school and vacation care; and three-and four-year-old kinder.

With the Mansfield Shire Council's target of a 10% increase in young families residing in the shire by 2025, the current childcare services are not nearly sufficient to cater for expected future childcare needs. With over 100 children on the current long day care waiting list for Cubby House, it is incumbent upon MACE to take the lead in offering solutions and advice on how to address these issues. We have already begun this process with the presentation of a comprehensive proposal to Council in 2021 to help address the significant shortage in child care services in Mansfield.

This will be our challenge and our focus in 2022.

Janene Ridley



President Board of Management



## Chief Executive Officer's Report

2021 was another disruptive year for MACE, with our organisation responding to various challenges, including the ongoing pandemic. During 2021, it was necessary for MACE to take all obligatory protections whilst finding innovative ways to stay connected to our community and continue to deliver services.

Despite the disruptions, 2021 was another productive and satisfying year at MACE, with our Board and Management team working hard to ensure stability, relevance and sustainability, whilst continuing to develop strong connections with our community, council and various stakeholders.

MACE continued to offer training and education in a range of areas through Accredited Training and Learn Local education programs and services, adapting to online learning where necessary.

MACE has a strong commitment to supporting people to access education and training opportunities, and we are well aware of the difficulties in our community with connecting to and completing tertiary qualifications. Our newly formed Country University Centre – Ovens Murray will enable students access to higher education without having to leave our community.

MACE was fortunate to be the recipient of the Community Bank Mansfield & District's 2021 Community Impact Program funding, enabling MACE to invest in a new video conferencing system. MACE now provides high quality Video Conferencing facilities to help boost Mansfield community's communications by providing an efficient and collaborative environment.

The newly contextualized MACE co-working hub was well attended in 2021, with sectional desk spaces for your own setup, as well as access to public computers, and offering a private space/meeting room to work, study or meet clients.

Our Child Care service, Mansfield Community Cubby House, continued to offer both Long Day Care and Outside of School Hours Care. I would like to thank all

our educators for their continued passion and commitment to ensuring quality, flexible and reliable childcare was delivered to the community during a challenging year.

Cubby House continued to thrive and grow, with consistent quality education programs provided. We value the trust parents place in us to care for and educate their children. We look forward to expanding our childcare services, based on increased demand and current community needs.

I would also like to thank the Board for their unwavering support, professionalism and guidance throughout 2021, a challenging year. I look forward to continuing to work with the remarkable team at MACE. I am fortunate to have an extraordinary team around me to ensure MACE remains relevant to our community.

We look forward to continuing to enrich lives through learning, engagement and various community programs.

Kylie Richards

A handwritten signature in black ink, appearing to read 'Kylie Richards', with a long horizontal flourish extending to the right.

Chief Executive Officer



## Treasurer's Report

The 2021 year continued with a degree of uncertainty due to the ongoing impacts of the Covid pandemic. Despite this, MACE returned a surplus of \$18,963 which after depreciation represented a surplus of \$49,806. Depreciation included the writing off of the value of the Community Shed, to zero, following the Board's decision to relinquish this asset for other community users. This continued a trend record of surpluses of recent years after some difficult times.

With a healthy cash flow position at the start of 2021, the Board took a decision to buy back one of the office suites at the front of our premises, which will represent a sound investment in the growing Mansfield community.

The Balance Sheet shows net assets of \$1,865,579 and the liquidity ratio at 31 December 2021 was 2.21:1, a healthy position. This puts our organization in the position of being able to consider investments in other activities which will further strengthen MACE. The focus going forward will be on improving our underlying operating position.

Our Child Care Centre, Mansfield Community Cubby House continued to thrive and continues to partially subsidize other community activities at MACE. Increasing other sources of revenue continues to be a priority for the Board. The current lack of capacity for childcare in Mansfield remains a real issue for our community, with Cubby House having a significant waiting list in 2021.

The Board diligently monitors its projected position a year ahead, on a monthly basis and, based on current settings, is confident that MACE can continue to improve its financial performance.

David Roff

A handwritten signature in black ink, appearing to read 'D. Roff'. The signature is stylized and cursive.

Treasurer, Board of Management



# 2021 Programs and Services

## Neighbourhood House



Neighbourhood Houses bring people together to connect with, learn in, and contribute to their local community through social, educational, recreational, and support activities. Neighbourhood Houses welcome people from all walks of life. We value and are committed to inclusivity, creating opportunities for individuals and groups to find enrichment through connections they might not otherwise make.

There are over 400 Neighbourhood Houses across Victoria, but no two are ever the same. Guided by a community development approach, they each engage and respond to the needs and priorities of the communities they serve.

MACE remains committed to our community. Through increased engagement, improved communication, and prioritising positive outcomes for all participants, our Neighbourhood House programs continue to grow in alignment with the direction our local community is going.

Popular programs and activities in 2021 included:

- Basic Barista
- Christmas Workshop- Cupcakes
- English Literacy
- Feldenkrais for Seniors
- Getting Grounded Gracefully
- iPad & iPhone/Social Media
- iPad/iPhone Demystified
- Microsoft Office Training
- Spanish Cooking

MACE continue to proudly assist, support and promote the following local community groups:

- Gadhaba Local Aboriginal Network
- Line Dancing
- Mansfield Croquet Club
- Mansfield Multicultural Group
- North East Multicultural Association (NEMA)
- Social Badminton
- Social Table Tennis

We were pleased to support our community members to access the Power Saving Bonus (PSB). Community members experiencing financial stress could apply for the State Government's \$250 Power Saving Bonus through MACE, assisting households with the cost of living during the COVID-19 pandemic.

### **Gadhaba Local Aboriginal Network, Mansfield**



Gadhaba Local Aboriginal Network (GLAN) acknowledges the Taungurung People of the Yowung-illam-balluk clan (stone dwelling people) as the Traditional Owners of the land on which it operates and pays respect to their Ancestors and to Elders – past, present and emerging.

Gadhaba LAN shares the collective LAN Vision: “Strong Culture, Engaged People, Confident Communities”. GLAN usually gather monthly for yarning to maintain culture, engage the broader community, and to plan activities outlined in their 2020–2025 Community Plan.

Strategic Objectives include:

- Increase active participation of local Aboriginal people
- Strengthen and increase stakeholder partnerships
- Engage and support local Koori young people
- Support cultural information exchange and celebrations of culture
- Work towards a permanent place to come together

In 2021, Despite restrictions, the Gadhaba network were able to undertake some great projects, including:

- Launch in July of the Gadhaba Word Mural Booklet, a Taungurung words and symbols interpretative resource to accompany the Mural displayed at Mansfield library. The launch was well attended and the booklet which is distributed widely in our community helps to educate and raise awareness of the importance of Aboriginal language.
- The Ngobi-an Gadhaba edible and medicinal garden project in the Botanic Park was completed and launched in July with a well-represented community joining in the celebration. The native plants garden is an asset for the whole community to enjoy.
- National Reconciliation Week and National Aborigines and Islanders Day Observance Committee (NAIDOC) week was also celebrated in July, with a flag raising ceremony and children's art activities at the Mansfield Station precinct. The NAIDOC theme in 2021 was “Heal Country”!

## Multicultural Group



Mansfield Multicultural Group (MMG) provides a program which actively supports new residents to our expanding Mansfield multicultural community. MMG usually gathers monthly at MACE for a shared meal, however again in 2021 social gathering were limited, due to Covid-19 restrictions.

Where possible, a wide variety of cultures enjoy the opportunity to gather for tasty food and good conversation. Adults and children from many cultures enjoyed informal and inclusive social outings with a variety of nations represented, including America, Argentina, Cambodia, China England, India, Indonesia, Laos, Malaysia, Maldives, Nepal, Pakistan, Philippines, and Thailand. Learning about local and other cultures is a feature of the shared meals, and cultural festivals are usually acknowledged and celebrated with traditional food and dance.

Everybody is welcome.

The North East Multicultural Association (NEMA) provides specific migration support and networking opportunities, which enables our diverse community the opportunity to share in a variety of cultural activities in Mansfield, and around the Northeast. NEMA conducted popular weekly English classes at MACE in 2021.



## Enabling Communities Program



Enabling Communities: From the heart of the community project was implemented at MACE in mid-2020 and continued through 2021 under the leadership of Project Manager Elin Ree. The program is a partnership collaboration with MACE and Upper Murray Regional Neighbourhood House Network, supported by Victorian Government bushfire funding. It covers the fire-affected communities of Corryong, Tallangatta, Mt Beauty, Myrtleford, King Valley and Mansfield.

Using the principles of co-design, the project aims to:

- Empower each community to work with their Neighbourhood House to design and deliver local initiatives that will benefit recovery and resilience from bushfire or other emergencies such as floods or pandemics
- Build the capacity of participating Neighbourhood Houses to respond more effectively to emergencies by enacting recovery planning that will link to broader emergency plans within their LGA
- Support Neighbourhood Houses to be included in future emergency planning.

MACE as a Neighbourhood House, has a unique and important role in our local community, and is working with service providers and Mansfield community members to co-design mental health and wellbeing projects that meet identified needs, and which include:

- Strengthening collaborative networks for recovery in Mansfield
- Community Connect Newsletter / information for over 55 demographic
- Establishing new programs to support information provision to the community
- Improving physical wellbeing options in recovery (WASP)

In March 2021 Enabling Communities convened a Disaster Recovery Planning Workshop at MACE, for recovery services providers in Mansfield. We arranged an expert independent national consultant specialising in disaster recovery and community resilience, Anne Leadbeater, to facilitate and assist our local service providers to:

- draw on and capture local knowledge, experience, capacity & skills
- enable local networks to identify issues to inform recovery planning
- assist providers to enhance or develop services for immediate, mid- and longer-term community-led recovery responses
- strengthen and rebuild our community after fire, pandemic or another emergency.

As a result of this project, MACE is recognised by emergency services and included in emergency planning in our Shire, with representation on the newly formed Mansfield Shire Council MEMP Relief and Recovery Sub-Committee. MACEs expanded involvement will bridge gaps and facilitate connections through the project, by mobilising existing local knowledge, capacity, and relationships to support innovative, locally relevant recovery initiatives and to improve future disaster resilience.

## **Age-Friendly Community Projects**

2021 saw the expansion of our Age-Friendly Community projects as an increasingly large element of our Neighbourhood House programs. The employment of a Project Officer to manage these, and other Neighbourhood House programs, meant our capacity to deliver quality and relevant projects was increased.

The Community Connect 55 Newsletter continues to be an excellent resource for our over 55 community members. Released in the first week of every month, the newsletter contains interesting and relevant information regarding services, programs, activities, and events offered around our Shire.

MSOAST (Mansfield Shire Offers A Seat to Town) is a car-pooling program aimed at increasing and improving transport options for our community. It enables residents to access a 'seat to town' into Mansfield and beyond. While the intention is to increase and improve transport options for our over 55 residents, the program is not limited to over 55's, so all ages can benefit. The system is based on the goodwill of the Mansfield Shire community assisting each other to support an Age Friendly community. The program continues to build with the securing of additional funding to support community access into 2022.

The WASP (Weights and Strengths Program) continues to grow in popularity, with our 2021 classes overflowing with interested participants. The program is aimed at providing low cost, accessible physical activity options for our over 55 community members, with an emphasis on social health and wellbeing. Our participants enjoy being guided through movements that assist with their physical health, as well as connecting with their peers and enjoying a catch up afterwards.

## **Accredited Training**

MACE continued to ensure Accredited Courses were offered locally. We continued to work closely with The Centre for Continuing Education Inc. (The Centre) in Wangaratta and with Life Saving Victoria to ensure delivery of Accredited Training to our community. Accreditation means the course is nationally recognized, and MACE remains committed to the continued delivery of accredited training in the Mansfield Shire.



During 2021, 116 MACE students enrolled in a variety of accredited courses, including:

- Cert III In Individual Support, CHC33015
- Provide Cardiopulmonary Resuscitation, HLTAID001 (CPR)
- Provide First Aid in an Education and Care Setting, HLTAID004
- Provide First Aid, HLTAID003
- Provide Responsible Service of Alcohol, SITHFAB002
- Use Hygienic Practices for Food Safety, SITXFSA101

## Learn Local

As a Learn Local provider, MACE continued to offer a range of education and training programs. Learn Local providers can help you get the skills you need for study, work and life. We offer a range of training programs that can help you return to study, improve your digital, reading, writing and maths skills, gain a qualification, get a job, change careers or learn something new.



MACE had 128 enrolments, delivering 5,498 hours in the following pre-accredited programs in 2021:

- Adult Literacy and Numeracy
- Adult Reading and Writing
- Introduction to Welding
- LEAP iPad-iPhone Introduction
- Literacy and Numeracy through Beekeeping
- Microsoft Office Intensive
- Reboot Your Employability Skills
- Skills for Work & Study – Early Childhood
- Success4U
- Wellbeing – Fit to Work
- Workshop Safety Induction and Best Practice

Strategies were put in place to ensure delivery of programs in 2021, as we recognized necessary changes to the mode, format and volume of training.

We increased blended training delivery methods to improve access for geographically isolated learners or those with issues that make face-to-face learning difficult.

MACE is looking forward to expanding the programs offered to learners and will continue to provide learning programs at a local level.

## **Co-working Hub**

The MACE Co-working Hub, offers community members and businesses private spaces and meeting rooms to work, study or meet clients. A range of different size spaces in a flexible modular system are available at cost-effective rates.

At The Centre of MACE is our co-working hub, comprising of sectional desk spaces for your own setup, as well as public computers. The space is open, airy and inviting, with optional extras such as portable power banks introduced in 2021, and printing and copying facilities available.

## **Services Australia Agent**

MACE continued to work with the Department of Human Services to offer Agent Services in Mansfield. An Agent assists people in rural, regional and remote areas get help with Centrelink, Medicare and other government services.

Agent Services available at MACE include:

- use of internet enabled computers and printers
- access to free Wi-Fi without a password
- calls to Services Australia using the phone provided
- scan, copy, print and upload documents
- verify identity documents
- access online information about payments and services.
- set up and access digital services
- find online information about payments and services
- get a referral to other services.

MACE considers acting as an Agent an essential service to the Mansfield community and is pleased to continue to provide this service.

# Mansfield Community

## Cubby House Report



Mansfield Community Cubby House began the year with an assessment and rating visit from the Department of Education and Training. The assessment and rating process allows services the chance to show how well they compare to the benchmarks set by the National Quality Standard (NQS).

At Mansfield Community Cubby House, we pride ourselves on the high-quality care and service we provide our community and were disheartened to learn of the initial rating 'working towards'. We subsequently requested reassessment, and our rating was reassessed to 'meeting' the National Quality Standards. I would like to thank all our educators involved in this process, who worked extra diligently to ensure we continue to deliver quality education and care.

The growth within our shire town continued, with more families moving out of their busy city lives and relocating to the high county. With the increase in population, we applied for Kindergarten Funding to help support children moving to our town with the current lack of childcare available.

Our new 3-Year-Old Early Start Kindergarten Program provides up to 15 hours of free or low cost kindergarten per week to eligible children. We look forward to expanding our Kindergarten offerings in 2022.

During 2021 we were again impacted by the Coronavirus (Covid-19) and relevant restrictions. At times, during these restrictions, families were unable to enter our centre. To ensure we kept ongoing contact with our families, the new Xplor Education app was a very useful communication tool, ensuring families had access to their child's daily routine, and could sight all happenings at Cubby House.

Our Outside School Hours Care (OSHC) programs continued providing before school care, after school care and school holiday programs. We successfully ran the programs from St Mary's Primary School again in 2021, where the children have ample space to create adventures and mischief.

During the year, Education Leader, Libby Banks took on the role of creating a Parent Committee, to gather family feedback, and gain support and ideas on bettering our centre and its services. We began with a meeting at Cubby



House for parents and educators, and a subsequent tour of the rooms and the curriculum. Room rhythms were explained to give parents and carers a clear view and understanding of the everyday tasks, challenges and environments at Cubby House.

The newly formed Parent Committee have since met each term and have begun a fundraising campaign, to raise money for a rubber matted bike track for the children. We are extremely lucky and thankful to have supportive and engaging families involved, to help guide our centre in delivering quality care.

The MACE Board approved the development of a brief for the re-design of the Mansfield Cubby House logo. It was agreed the old logo created in 2014 was out-of-date and of step with the current value, behaviours and attributes of Cubby House. The re-design of the Cubby House logo is inclusive of our services, updated and has a fresh look to reflect the nature of our business.

We welcomed Debbie, Chloe J, and Tarni to our team and Libby returned from maternity leave. We farewelled Amy, Clare and Kate, along with Alana who took maternity leave.

Our room leaders Steph, Danielle, Teagan and Amy showed great passion in providing simulating experiences throughout the year for the children. Along with our educator assistants Alicia, Emily, Kate, Libby, Clare, Chloe J, Chloe, Maddie, Molly, Lauren, Belinda, Niamh, Shannon, Alana, Arwen, Nic, Tarni and Debbie, we have a dedicated and are amazing team, here at Cubby House.

Cassie Daykin

Children's Services Manager





## MACE – Board of Management

Janene Ridley:	President
Imogen Smith:	Vice President & Secretary (outgoing)
David Roff:	Treasurer & Vice President (incoming)
Sue Hare:	Secretary (incoming)
Craig Dixon	(incoming)
Dallas Daniels	(incoming)
David Mims	
Irina Zubareva	(incoming)
Megan Lilley	(incoming)
Murray Chenery	
Robert Graves	(incoming)

## MACE – Staff

Kylie Richards:	Chief Executive Officer
Bernadette Caminos:	Student & Administration Officer, Finance Officer (outgoing)
Bonnie Clark:	Project and Digital Development Officer
Elin Ree:	Education & Quality Officer
Tania Crawford:	Finance Officer (incoming)
Vanessa van Clute:	Reception
Vanessa van Clute:	Student Administration Officer (incoming)



## Mansfield Community Cubby House – Staff

Bachelor in Early Childhood Education or working towards:

Molly Walker Children's Services Manager 2IC

Educational Leader

Alana Frazier (outgoing)

Amy Hearn (outgoing)

Elizabeth Banks

Niamh Mackay

Diploma Qualified or working towards:

Cassie Daykin Children's Services Manager

Alicia Foster

Arwen Hannaford

Belinda Banks

Clare Dale (outgoing)

Danielle Rogers

Kate Crawford (outgoing)

Lauren Hutchinson

Madeline Cooksey

Nicole Medcraft

Shannon Cameron

Steph Imlach

Teagan Hopgood

Certificate III or working towards:

Chloe Judge (incoming)

Chloe Rekers

Debbie Cumming (incoming)

Emily Jackson

Tarni Semple (incoming)