



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 2022.

2022 Overview

2022 was a busy and productive year for MACE with the establishment of the Mansfield Community Shed, planning for the future of Children's Services, and strengthening partnerships with the Country University Centre, Mansfield and District Community Bank and Mansfield and District Business Association.

Community Shed

Although operating for most of 2022, MACE held the official launch of the Mansfield Community Shed in October. The Community Shed has become the 'home' of many of our Neighbourhood House projects and also houses MACE's welding classes which are proving to be a huge success. MACE is hoping to secure funding in 2023 to address the heating/cooling issues in the shed to ensure all program participants are comfortable during activities.

Children's Services

MACE undertook a major review of its Children's Services, including long day care, which has become a major issue across the Mansfield Shire. Our business case for the establishment of 32-50 additional childcare places at the current Davies Street site was provided to the Mansfield Shire Council, however the council advised that they would not pursue the proposal's recommendations. MACE subsequently engaged the services of 'Planning for Communities,' which is an organization experienced in assessing regional childcare needs, to undertake a needs and options assessment for early years' expansion.

The report concluded that, while there is unmet demand for childcare in Mansfield, the lack of government funding options available at this stage indicates that MACE should not proceed with the development of additional childcare facilities off-site from its Cubby House operations.

As the only not-for-profit childcare service in Mansfield, MACE is committed to continuing to provide high quality, cost-effective childcare through its Cubby House services and, to that end, has submitted a detailed, competitive tender to local Council with the aim to secure continuation of the lease at Davies Street for another 15 years.

Country University Centre

Following the establishment of Country Universities Centre (CUC) at MACE, many local tertiary students are currently undertaking their studies without having to move away from home. The Board has been very supportive of the program and has been heartened by the increasing number of students accessing the program in 2022.

Strengthening local partnerships

MACE has been actively engaged with local businesses and community organisations in planning for key business and community events.

Working in partnership with the Mansfield and District Business Association, MACE has developed a 'Keynote Speaker's Program' which is due to be implemented in 2023. MACE also continues to work closely with the Mansfield and District Community Bank who have supported local students accessing the CUC through their scholarship and bursary program.

Governance

During 2022, the Board continued its work through virtual and face-to-face meetings. This 'hybrid' model enabled a high attendance at meetings and has enabled greater flexibility for Board Members.

The Board continued to maintain effective governance through the execution of its Corporate Plan and 90-day goal action plan. Formal reviews of the Business Continuity Plan, Board Pandemic Plan and Board Risk Management Plan ensured that board policies and procedures were up to date.

During the year, we farewelled Sue Hare whose enthusiasm and thoughtful reasoning was always well received. We sincerely thank Sue for her efforts and hard work and wish her well with her future endeavours.

Our Board composition is one of highly talented and competent people. A big thank you to Megan Lilly (Vice-President), David Roff (Treasurer), David Mims (Secretary), Murray Chenery (Marketing Advisor), Irina Zubareva (Risk Advisor), Robert Graves (Chair of Governance), Craig Dixon (Business Advisor) and Dallas Daniel (our newest recruit and most-brilliant minute taker).

This group of professional people have gone over and above what is expected of them, and it has been such a pleasure to continue to work with them. I thank them for their assistance and continued support.

Leadership and Support

The staff of MACE and Cubby House are to be congratulated again on a job very well done! Chief Executive Officer, Kylie Richards, continues to demonstrate effective leadership and is to be commended for supporting a healthy workplace culture. Children's Services Manager, Cassie Daykin, is to be thanked for ensuring the Cubby House Team continues to provide a wonderful and stimulating environment for the children in their care.

It has been terrific to see some staff members stepping up and putting forward ideas to the Board about new business ideas. The Board is grateful for these suggestions and encourage staff to continue to 'think outside of the box.'

On behalf of the Board, I would like to sincerely thank Kylie, Cassie and the staff of MACE and Cubby for their efforts during 2022 – the Board very much appreciates them!

Financial Sustainability

MACE returned a small, but healthy surplus for 2022. Our facilities hire revenue was 21% better than budget as more and more individuals and businesses utilised MACE facilities. Our debt repayment program continued, and our borrowings were reduced.

Into the Future

MACE is hopeful that Council will renew the lease at Davies Street (due to expire at the end of July 2023) so that our Cubby House service can continue. We will also continue to explore other options for the expansion of long day care and kindergarten services.

We plan to review our Co-working Hub space to maximise its potential and to meet projected demand in 2023 and beyond.

We have identified a number of gaps in the services currently provided to youth in Mansfield. We plan to undertake a thorough review of youth services to determine what training and development programs we may be able to implement to help close these gaps.

Financial sustainability continues to be a focus for next year. Without a surplus, we would struggle to continue to meet the high service standards currently expected of us as an organisation. We are, however, confident that we will continue to meet them.

Janene Ridley



President Board of Management



Chief Executive Officer's Report

In 2022, MACE Incorporated had a productive and satisfying year. The year began with partnering with Community Learning Euroa to ensure the delivery of pre-accredited training in Euroa, which represented a significant achievement for the organisation.

Throughout the year, MACE continued to provide high-quality childcare services at Mansfield Community Cubby House that were popular and busy among parents and caregivers. The educators who provided these services often went above and beyond their roles, demonstrating their dedication to MACE's mission and the well-being of the children they care for. MACE is proud of its childcare services and the positive impact they have on the local community and will continue to review options for expansion of services to meet current community demand.

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.

In addition to providing quality childcare services, MACE was also proud to support the local community through the opening of our new Mansfield Community Shed. This space will be available to all community members, of all ages, stages and backgrounds. A community access grant enabled MACE to support the delivery of activities that reduce Coronavirus (COVID-19) vaccine misinformation and hesitancy, remove practical barriers to getting vaccinated, and improve uptake of the vaccine among priority groups across Victoria. These initiatives helped to foster a sense of belonging and togetherness among community members, and MACE was delighted to play a part in their success.

Additionally, MACE established a partnership with Mansfield District Hospital, which helped to further its mission and expand its reach, with the purpose of providing potential Mansfield District Hospital workers with pre-employment skills, including on the job training to enable a smooth transition to the MDH workforce. A key goal of both

organisations was to assist members of the Mansfield community to transition into the workforce by providing programs on language, literacy & numeracy skills as a pathway to employment and/or further studies.

As the year drew to a close, MACE recognized its staff members for their hard work and dedication. MACE bid farewell to interim Finance Officer, Tania Crawford and welcomed Tamara Fox to the role. We also bid farewell to Education and Quality Officer, Elin Ree who had made a significant contribution to MACE's success during her 11 years at MACE. Elin demonstrated loyalty, dedication and will be sorely missed and well-remembered. At the same time, MACE welcomed a new Education & Quality Officer, Greg Nugent who is poised to help the organization continue to grow and thrive in the years ahead.

I would like to extend a heartfelt thank-you to the board for their guidance and support throughout the year. Their leadership and dedication have been instrumental in helping MACE achieve its goals and make a positive impact in the community.

Overall, MACE can look back on 2022 as a year of growth, accomplishment, and community engagement. It is poised to continue making a positive impact in the years ahead, thanks to the dedication and hard work of its staff and the support of its partners and community members.

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 2022 year saw further improvement in MACE's financial position, with a surplus of \$73,073 recorded.

Revenue increased by 4.4% while expenses only grew by 2.7%. This reflects a tremendous effort by the team and regular monitoring by the Board.

The Balance Sheet shows net assets of \$1,938,653 and the liquidity ratio at 31 December 2022 was 1.10:1, with cash on hand of \$158,625. Debt was reduced by \$27,655 and the outstanding balance of \$304,419 is well exceeded by the value of MACE building assets of \$2,223,471.

Our children's services, Mansfield Community Cubby House, made a surplus of \$93,711 and continues to partially subsidise other community activities at MACE. Lack of capacity for child care in Mansfield remains a real issue with Cubby House having a significant waiting list.

Increasing additional sources of revenue continues to be a priority for the Board.

On that note, a pleasing trend was continued growth in revenue from hire of spaces, with a 70 % increase being recorded (\$43,084). This broadens our revenue base and assists in funding other activities of MACE.

The Board 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

Treasurer, Board of Management

2022 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.

In 2022, MACE expanded their community connections influence in the form of opening a Community Shed – a dedicated community space purpose fit-out and open for all community members and groups to gather, engage, attend courses and achieve community goals.

For many years, MACE's Neighbourhood House has supported community connection groups, but they have been spread across various public halls and recreation buildings. Our new centrally located Mansfield Community Shed has a purpose-built workshop, kitchenette and large meeting space for our growing community to gather, build connections and share experiences.

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.

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

- Social Table Tennis
 - A fun loving group of social and active players, open to all skill levels and aimed at improving health and wellbeing in all community members.
- Line Dancing
 - A choreographed dance group that is a great activity for social interaction and maintaining physical fitness.
- Social Exercise
 - A social group aimed at those wanting to build relationships whilst moving more. These gentle movement classes help to move the body

for a healthier, better life, and enable participants to meet new people along the way.

- Social Badminton
 - This social group comes together to enjoy a lively game of badminton. Great for beginners or people just wanting a relaxing social hit.
- Mansfield Croquet Club
 - Fun and friendship whilst being active. Mansfield Croquet Club enables members of the local community to engage in physical exercise and mental stimulation in a non-threatening and enjoyable activity in the open air.
- Gadhaba Local Aboriginal Network
 - 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.
- Mansfield Multicultural Group
 - Celebrating cultural diversity and raising awareness of multiculturalism in Mansfield, MMG provides a program which actively supports new residents to our expanding Mansfield multicultural community. MMG gathers monthly at MACE for a shared meal.
- North East Multicultural Association (NEMA)
 - 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 conduct popular weekly English classes at MACE.

Community events and activities MACE supported or partnered with in 2022 include:

- Australia Day Citizenship Ceremony
- Clean Up Australia Day
- Wear Orange Wednesday – SES Support
- NAIDOC week
- Neighbourhood House Week
- Get Online Week – Pangerang Community House
- MOST (Mansfield Open Studio Trail)
- Bendigo Bank Christmas Scavenger Hunt

Age-Friendly Community Projects

2022 saw the conclusion of our Age-Friendly Community projects as an externally funded element of our Neighbourhood House programs. Some elements of this project have been absorbed into the broader delivery of MACE's community connections programs.

The Community Connect 55 Newsletter concluded in December 2022. Our communication to the public has expanded from over 55's only, to all community sign ups. Members now receive news and updates from MACE on a monthly basis, via email, with content relevant to a broader audience base.

The WASP (weights and Strengths Program) was incredibly successful in 2022, with classes in Mansfield, Merton, and Bonnie Doon overflowing with interested participants. The program was aimed at providing low cost, accessible physical activity options for our over 55 community members, with an emphasis on social health and wellbeing. Funding for this program, and our subsequent partnership with Mansfield District Hospital, came to a close in December of 2022. Mansfield District Hospital have since begun delivering a weights and strengths program as part of their physiotherapy unit. A great outcome for our community members needing a little extra support to get moving! MACE has ended its delivery of WASP, and are now delivering a similar program called 'Social Fitness' as one of our Neighbourhood House activities, aimed at our more mobile community members.

As part of our Age-Friendly Community projects delivery, MACE were successful in securing a \$20,000 grant from the Priority Communities Vaccination Unit (PCVU) within the Department of Families, Fairness and Housing (the Department), called the Local Community Access Grants Program (LCAGP). Our organisation employed technical experts to run free technology sessions for our over 55 community members. These sessions focused on enabling our community to better use technology to access information about vaccines, book appointments, and primarily to access a transport program called MSOAST Mansfield Shire Offers A Seat to Town (ride share app that allows our community members who don't have access to transport to ride with existing drivers). We utilised the sessions to also share local information about businesses working towards COVID safety, as well as to promote the 'vaccine-at-home' program through the Victorian government. We were able to deliver 13 sessions in total, with 109 participants. Many shared positive feedback about the sessions and claimed they got a lot out of it.



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 to ensure local delivery of Accredited Training for 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 2022, 92 MACE students enrolled in a variety of accredited courses, including:

- Cert IV In Disability, CHC43115
- 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
- Prepare and apply chemicals to control pest, weeds and diseases, AHCCHM307
- Transport and store chemicals, AHCCHM304



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. They offer a range of training programs that can help you return to study, improve your digital, reading, writing and math skills, gain a qualification, get a job, change careers or learn something new.

MACE partnered with Community Learning Euroa (CLE) to deliver pre-accredited education and training programs for Euroa locals. Funded by Adult, Community and Further Education (ACFE), the first course, a 'Learner Engagement Program', started in March and ran for five weeks. This exciting new partnership came about after CLE expressed interest in delivering pre-accredited training in 2022, but required support from an auspice organisation.

MACE had 167 enrolments, delivering 5,528 hours in the following pre-accredited programs in 2022;

- Adult Literacy and Numeracy
- Adult Reading and Writing
- Digital Essentials Level 1
- Digital Essentials Level 2
- Digital Skills for Employability Media Development
- Introduction to Welding
- LEAP Into Your Future
- 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 2022, as we continue to recognise 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 on the programs offered to learners and will continue to provide learning programs at a local level.



Co-working Hub

The MACE Co-working Hub continued to offer 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.

Located at the centre of MACE is our co-working hub, comprising of four sectioned desk spaces for our own setup, as well as three public computers. The space is open, airy and inviting to all individuals. Optional extras include video collaboration solutions, portable power banks.



Services Australia

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

Agent Services available at MACE include:

- use internet enabled computers and printers
- access free Wi-Fi without a password
- call us 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

2022 started with a fresh look for Mansfield Community Cubby House with our new logo on educator's uniforms and the entrances to Cubby House rebranded.

In early January Covid continued to interrupt the care of children with Cubby House closing due to cases in Mansfield. The year was another difficult one as educators with Covid unable to work, often leading to staff shortage and many educators working extra shifts to ensure Cubby House continue to deliver high quality childcare services.

The parent committee headed into 2022 with the goal of a new bike track by the end of the year. We successfully held a BBQ in the main street of Mansfield, and held a Trivia Night at the Golf Club in July. The trivia night was a welcomed night out for families and a fantastic outcome was shown in support of Cubby House raising majority of the funds to get the bike track locked in!

The parent committee proved committed as they came together on a weekend for a working bee to get the existing bike track ready for the new bike track to be laid, thank-you to all that attended. This was a great outcome for all involved, due to some weather delays the new bike track will be completed early 2023.

Our Outside School Hours Care (OSHC) programs continued providing Before School Care, After School Care and Vacation Programs. Our school holiday programs were popular, with children excited to be out and about in the community, after restrictions due to lockdowns.

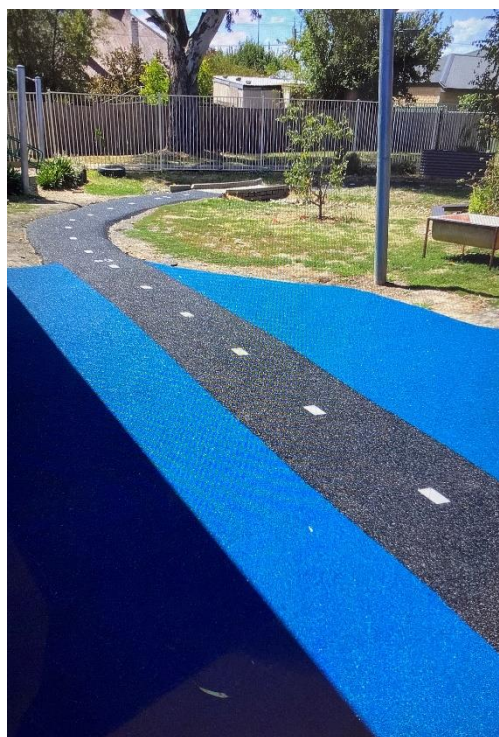
We welcomed Amelia, Anna, Brooke, and Jessica to the team, also Caity, returning after a few years break. Molly returned from maternity leave and Danielle went on Maternity Leave.

We farewelled Belinda and Amy mid-year and at the end of 2022 farewelled Alicia, Lauren, Libby and Molly.

Our room leaders Steph, Danielle, Emily, Teagan and Chloe showed great leadership and passion in 2022 with detailed planning and providing simulating experiences throughout the year for our children.

Cassie Daykin

Children's Services Manager





MACE – Board of Management

Janene Ridley:	President
Megan Lilly:	Vice President
David Roff:	Treasurer
David Mims:	Secretary (incoming)
Sue Hare:	Secretary (outgoing)
Craig Dixon:	General Member
Dallas Daniels:	General Member
Irina Zubareva:	General Member
Murray Chenery:	General Member
Robert Graves:	General Member

MACE – Staff

Bonnie Clark:	Project Officer Digital Development Officer
Elin Ree:	Education & Quality Officer (outgoing)
Greg Nugent:	Education & Quality Officer (incoming)
Kylie Richards:	Chief Executive Officer
Tamara Fox:	Finance Officer (incoming)
Tania Crawford:	Finance Officer (outgoing)
Vanessa van Clute:	Reception Student Administration Officer



Mansfield Community Cubby House Staff

Management:

Cassie Daykin:	Children's Services Manager
Molly Walker:	Children's Services Manager 2IC, Educational Leader
Madeline Cooksey:	Children's Services Manager 2IC

Bachelor in Early Childhood Education or working towards:

Amy Hearn (outgoing)
Elizabeth Banks (outgoing)
Molly Walker (outgoing)
Niamh Mackay

Diploma Qualified or working towards:

Alicia Foster (outgoing)
Anna Vrancic (incoming)
Arwen Hannaford
Belinda Banks (outgoing)
Chloe Rekers
Danielle Rogers
Emily Jackson
Lauren Hutchinson (outgoing)
Madeline Cooksey
Nicole Medcraft
Shannon Cameron
Steph Imlach
Teagan Hopgood

Certificate III or working towards:

Amelia Beckingsale (incoming)
Brooke Kipping (incoming)
Chloe Judge
Debbie Cumming
Jessicca Maniatakis (incoming)
Tarni Semple

