



ANNUAL REPORT 2021

Wingate Avenue Community Centre

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MISSION

Wingate Avenue Community Centre is committed to being a centre which focuses on social justice, advocacy, and action on behalf of local people who are experiencing disadvantage.

We believe this commitment will lead to improved quality of life and empowerment for all in the local community.

AIM

To be aware of, and responsive to, the changing needs and aspirations of local residents, particularly those experiencing barriers to participation.

OBJECTIVES

1. To remove barriers to participation by providing a safe, welcoming, accessible venue, programs and services, which are affordable, relevant, and inclusive.
 2. To undertake and encourage community development activities and processes.
 3. To liaise and consult with local residents and agencies to plan and develop programs and further develop the aims of the Association.
 4. To improve the learning opportunities and overall quality of life of the local community.
 5. To provide education, training and professional development programs and courses to support local people in developing pathways to employment or further education.
 6. To build and promote a sense of community and neighbourliness based on harmony, understanding and respect for difference.
 7. To act as an advocate on issues and developments which impact on the wellbeing of the local community.
 8. To encourage, promote and support volunteerism wherever possible.
 9. To encourage and maintain a Committee of Management which is representative of, and accountable to, the diversity and richness of the local community.
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We acknowledge the traditional custodians of the country and their connection to land, sea and sky.

We acknowledge the Wirundjeri people of the Kulin nations as custodians of the land on which we meet. We acknowledge that Wurundjeri land is a place of age-old ceremony, celebration, initiation, and renewal, and that the Kulin peoples' living culture has a unique role in the life of this region.

We pay our respects to their elders, past, present, and emerging, and extend our respect to all Aboriginal and Torres Strait Islander peoples.



CHAIRPERSON'S MESSAGE

It is pleasing to report to the Wingate Avenue Community Centre (WACC) members, and recognize, the positive results across all areas of our service delivery.

Critical again to WACC's success was the resilience and flexibility of the staff and management, who, despite another year of COVID-19 based disruptions, met and in many areas exceeded the forecasts for the year.

The Committee of Management (CoM) acknowledges the excellent work and stewardship by WACC's General Manager, Angie in establishing a performance based and caring organisational culture which has designed and refined processes to enabled continued delivery through what was another extra-ordinary year.

The CoM recognises the practical and valued support WACC has received by all tiers of government (local, state and federal) throughout this time. Without this ongoing partnership, the opportunities and value that WACC continues to provide the community would be made that much harder.

Equally, the COM recognises WACC's broader community-based role beyond just the focus of services provided. By way of leading example, this year, WACC opened its doors to aid in the facilitation of Australia's largest public health delivery in over a century. Our facilities were used in the safe delivery of vaccinations and importantly COVID-19 testing to the Wingate Community and beyond. WACC was able to show this public health leadership and provide a safe and trusted environment within hours of being requested, a true credit to our staff for assisting in making this happen.

Looking into the coming period, I can readily see a normalising of our delivery environment - it may not entirely operate as it did before COVID struck, but I certainly see the welcoming back of face-to-face teaching contact, welcoming in greater numbers our childcare children, and once again hearing the laughter and chatter echoing through our corridor and rooms.

As I look forward to the coming year, I see many terrific opportunities and areas for continued growth. Positive challenges will include working with the government and private sectors in increasing work placements, adding more to the wrap-around social services that commenced this year and continuing to be a stable and positive environment for all of the community in order that their dreams are reached and personal development needs met.

Finally, I am again truly humbled and privileged to work an excellent team of WACC management, staff and my fellow committee members, all of whom each day make the challenging tasks seem easier than they should be. I am grateful to each and every one of the team and the community in which we serve as we deliver what is necessary to fulfil our charter and the community's expectations.

Warm regards,



Ashley Hunt
WACC Chairperson
October 2021

2021 HIGHLIGHTS

Over the past year we've transitioned from the *2016 - 2019 Strategic Plan* to the *2021 - 2024 Strategic Direction*. In this year's report, we'll report against the outgoing plan below.



Support individuals and the community to reach their full potential

- 108 children attended play-based occasional childcare
- 267 people attended Farms to Family Market Day in April, feeding over 800 people
- 150+ free activity packs developed and distributed to adults and children
- 100 wellbeing phone calls made
- 2,587 food parcels distributed to 340 families, feeding over 7,632 individuals



Support individuals and community members to achieve their education and employment goals

- 17 pre-accredited courses offered in 2021
- 196 students engaged in pre-accredited courses
- 10 accredited courses offered in 2021
- 185 students enrolled in EAL accredited courses
- 16 job seekers supported in their endeavours to find work
- 18 job seekers supported into paid work through JVEN + JVES

Identify and manage sustainable sources of funding to allow for long term growth and sustainability of the organization



- \$1,287,045 in retained earnings as at 30 June 2021
- \$460,134 in equity as at 30 June 2021
- Independent financial audit completed for FY 2021

Continue to provide strong and transparent governance in the conduct of business



- 9 Committee of Management Meetings
- 6 Finance Sub-Committee Meetings
- 20 Team Meetings
- 4 Teacher Planning Days
- 1 Policy Workshop
- 1 Planning Session

Serve Wingate's mission by providing a safe, rewarding place for our people to work

Staff satisfaction survey completed



Identify, monitor and manage risk

- COVID Safe Plan implemented Aug-2020; updated in Oct-2020 and Apr-2021
- Business and Continuity Plan updated in Mar-2020 and Jul-2020
- Centre operates using a risk mitigation approach to services and operations



Review existing space and explore opportunities for new physical space

- Union Road lease ceased in Sep-2020
- Wingate Avenue lease under renewal (expires May-2021)
- Churchill land lease under renewal (expires Jul-2021)
- Gannawarra Conference Centre (Keilor Road, Essendon) closed for 8 months
- Uniting Church (Maribyrnong Road, Ascot Vale) leased from April 2021



CHILDCARE

Kelly, Childcare Manager

Our occasional childcare centre caters to the youngest community members, aged from 5 months to 5 years old.

In 2021, childcare was accessed equally by parents who attend classes at the Centre, and families that live in the local area who need occasional childcare.

Parents can access up to of 5 hours a day, and 15 hours per week in our occasional care centre, during school terms. Children enjoy play-based learning in our purpose designed playroom, which is a safe, stimulating environment for children to socialize and learn.

We are a welcoming and diverse centre that is open to everyone. We have six permanent childcare educators, who children and their families have a strong relationship with.

Over the past twelve months, the childcare team have proven to be as strong as ever. The team, Kellie, Sema, Vijaya, Faduma, Rosa and Nyankiir (and this year we employed two casual relievers Wafa and Sellamawit, who have fitted in wonderfully) adapted quickly to the sudden lockdowns due to COVID-19. It has been a

challenging year for everyone, and childcare was no exception. We all had to put on our thinking caps on and change the way we operate during the pandemic.

When childcare was operating normally, we had high numbers and full sessions, of up to 19 children. Children were excited to attend, to see their friends, and explore all the activities on offer in our indoor/outdoor education program. It was also great to hear their laughter and chattering echo through the Centre.

In the 2021 financial year, the extended COVID lockdowns in metropolitan Melbourne impacted the childcare sector significantly. Our childcare was closed for 12 weeks and operating at low capacity for 11 weeks. During these periods, we moved to a ‘home learning’ education program.

July 2020 to June 2021 Session Times

5-hour session	8:30am to 1:30pm, Mon to Fri
4-hour session	9:00am to 1:00pm, Mon to Thur
3-hour session	1:30pm to 4:30pm, Mon to Thur

To keep children and families connected and engaged, we ran fun Zoom sessions with our educators. These sessions included songs, stories, dancing, games, activities and most importantly, being able to see each other and have a giggle.

Our Childcare Educators also kept in contact by making fortnightly check in phone calls, and we distributed multiple activity packs to keep children's creativity going at home.

Our private Facebook group has been very active this year, with songs, stories, activities and videos made by educators uploaded for children to enjoy. It was great to see parents responding too, by posting photos from home.

I would like to thank staff, children and families for adapting constantly, and working together to support the children and reduce the impact of isolation as much as possible. ***Well done everyone!***

Finally, I would like to thank our hardworking Certificate III students from New Futures Training, Tsegareda, Erum and Etaferahu, for their commitment while undertaking their 80 hours of practical placement at our Centre, and for assisting staff with the day-to-day running of the childcare room. We were unable to take on as many students as we would have liked over the last year, but it was still positive to be able to support three.

In FY 2021, we had 108 individual enrolments, with most children attending an average of three sessions per week.

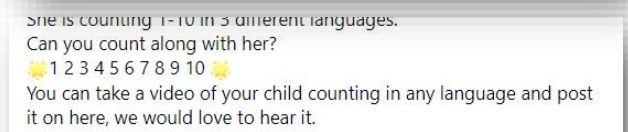
Families that attend our childcare centre predominantly live in Ascot Vale (63%), Flemington (24%) and Moonee Ponds (5%). The remainder of families live an average of 7km from the Centre, with the furthest being 17km away.

Our childcare is open during school terms and registered to educate up to 19 children per session. We operate 3-, 4- and 5-hour sessions, Monday to Friday. We also provide single five-hour sessions over the school holidays.

Our funding bodies are: Australian Government Department Education, Skills and Employment; and Melbourne Polytech for parents attending the Adult Migrant English Program (AMEP) classes.

Previous page: Children playing

Right top to bottom: Sema, Nyankiir, Faduma, Vijaya





COMMUNITY ACTIVITIES

Lauren, Community Development Manager

We would like to acknowledge the extremely challenging year 2020/21 has been for everyone in the community. There has been a myriad of impacts on everyone; children, older adults, single people, those with large families under one roof, essential workers, people seeking employment, volunteers, and many more have experienced the COVID-19 pandemic differently.

We are so fortunate to have been of service to the community during this time and support opportunities to connect, listen, and provide practical assistance wherever possible.

The community development team worked hard to adapt our work to the ever-evolving COVID-19 environment. During extended lockdowns we were able to deliver the following:

- Fortnightly wellbeing phone calls to over 100 people over the course of the year.
- 150+ free children and adult activity packs developed and distributed. Most popular packs have been Spoonville kits, jewellery making, crazy critters and acts of kindness packs.
- Face mask and hospital gown sewing and distribution for local residents and Western Health staff.
- Donation drive with the local Ascot Vale community to gather toys, puzzles, books and games for redistribution. The generosity of the local community was fabulous and brought new joy to preloved goods for local residents.
- Series of 12 stories from local residents shared on Facebook about their history, connection to Wingate, and hopes for overcoming the pandemic.
- Zoom sessions for coffee catch ups, armchair travel, and lockdown bingo during isolation.
- Community engagement and information sessions in partnership with cohealth to promote COVID-19 testing and vaccination information.

A **big thank you** to all our partners including Moonee Valley City Council, cohealth, Bunnings Maribyrnong, Network West and to our volunteers and donors who contributed to the success of these projects.

Our social and recreation activities continued when restrictions allowed, and participants eagerly returned to share stories and reconnect. Selected highlights below.

Women's Wellbeing Group

The 2020 end of year lunch with belly-dancing impeccably led by one of our very talented locals was a highlight. In 2021 group activities included mandala art, self-care, massage, and personal storytelling. Participants said that these activities have been an outlet for gentle self-expression and the group has been a way to relax and enjoy others company during a challenging year.



Ascot Vale Men's Group

Convened over many cups of coffee with our new coffee cart and (after a series of planned events were cancelled or postponed by lockdowns) the group was able to take advantage of a window of opportunity to take a day trip to Werribee Zoo. Regular attendance in the group activities has steadily increased as restrictions have allowed.



In going away from home and being in such a pleasant parkland I found the accumulated load and stress of everyday living lifting off me. I came back feeling much better.

Werribee Zoo trip participant

Seniors Group

Seniors enjoyed a great Christmas lunch (2020), as well as a series of gentle exercise classes which introduced participants to the local leisure centre. This proved very popular, and we will continue to work in partnership with Ascot Vale Leisure Centre. The group also participated in Moonee Valley City Council's *My Story Audio Project*, sharing their insights which have been digitally published on Council's website.

The African Mother's Group

In 2021 we worked together to coordinate a large Iftar to break the daily fast during Ramadan, and several weeks later celebrated Eid as a group. Both were extremely successful events, including a beautiful meal, coffee ceremony and fun and games for the kids. The Eid event was generously supported by cohealth. These events provided a fantastic opportunity for women and children to reconnect after months of being apart.

Partnerships

The work of the community development team would not have the reach or impact it does without working in close partnership with other great local organisations. We continue to work in strong partnership with The Huddle to deliver women's exercise and the Huddle Up program (an after-school sports program delivering free of charge sporting experiences including hockey, basketball and soccer). Both Huddle Up and women's exercise programs were quickly adapted to offer guided activities on Zoom during lockdowns, which the community has been very grateful for.

In 2021 a new partnership was also established with the Brotherhood of St Laurence to deliver a supported playgroup with bilingual facilitators.

Moonee Valley City Council also offered an after-school kids cooking program from the Wingate Shed, which is another great opportunity for local children.

Previous page: Men's Group Werribee Zoo Trip

Above: Senior's Group, Men's Group

Children's Programs

A definite season highlight was the autumn school holiday family picnic in partnership with The Huddle, which featured an outdoor yoga session, henna for all and plenty of sports activities. Over 100 people attended, and it was a relaxed, social environment to catch up. Winter school holidays saw a fun afternoon of slime for the kids and freshly made coffee for the adults. Special thanks to Moonee Valley Legal Service for staffing the coffee cart, enabling the adults to relax while the kids learned to make slime!

Volunteers

Our volunteers have continued to support Wingate programs, when it's been possible to welcome them on site, and some volunteers have even supported our work remotely. Programs that benefited from the expertise of our volunteers included English and computer classes, food relief, men's programs, drop in art, patchwork, as well as Centre administration and research. Even throughout the restrictions over the past year, our volunteers have contributed over 400 hours of their time for which we are so incredibly grateful. The involvement of volunteers in our programs, and the relationships they build, brings an additional level of support to the community.

Neighbourhood House Week

The 2021 theme for Neighbourhood House Week was 'honouring our community heroes during COVID'.

In the lead up to our celebratory event, community members captured how they stay engaged in learning and participating throughout the challenges of lockdowns on video. Messages were also collected from students and childcare parents, and displayed for staff and volunteers to take in, while activities were facilitated to share laughs and stories of challenges and learnings from the previous year.

The event, held in May, was a great way for over 30 staff and volunteers to get together, share some delicious food and reflect on why Wingate Avenue Community Centre is such a special place to be a part of, with some great video and poster reminders from our community.



Top to bottom: Cake Decorating Kit, African Women's Group Fun Day, Slime Holiday Activity, Lauren and Danny

WE VALUE

COMPASSION

DIVERSITY

INCLUSION

QUALITY

I ♥ Wingate Avenue Community Centre because...

- Close to home.
Near to home.
Not far to travel.
- Many Services.
- Childcare.



In lockdown, class was important to me because...

- Keep Learn the English
- Just to get out to meet friend at Class.
- I want everything is to be normal.
- change is daily routine



I ♥ Wingate Avenue Community Centre because...

- 1) Everyone here is very friendly. They are very happy to help me.
- 2) All teachers are good I learn more things. my English language is better than before.
- 3) We can learn lots things from lovely teachers from lovely friends, not only learn language.
- 4) It also helps people who need legal aid and provides child care for students who study there.



ADULT EDUCATION

Tracy, Adult Education + RTO Compliance Manager

Adult, Community and Further Education (ACFE)

Pre-Accredited Courses

We offer pre-accredited courses for adult learners, to gain the educational capacity and core skills for study, work and life in Australia. With the support of the Adult, Community and Further Education Board, 67 students completed our short courses in 2020 and 196 enrolled in 2021.

Delivery was significantly impacted by COVID-19, with many courses planned in 2020 unable to progress due to prolonged lockdown restrictions. However, thanks to our ever-adaptable tutors Raveen and Louise, our Business Administration and Advanced Computer courses moved to online remote learning, via Zoom.

The Office Administration course was relatively new in 2020 and has been well received by local learners seeking to transition to a new career or refresh their skills.

Delivery of two Skills for Work and Study courses in 2021, Food Processing, and Warehouse and Distribution, was a new adventure for our vocational program. These courses, designed by learn local organisations with ACFE funding, focused on contextualised workplace communication, literacy and numeracy, and employability skills, with reference to low literacy learners and providing real-life scenarios. Special thanks to tutors Rose and Raveen, who took on the challenge to deliver these new courses and successfully engaged two classes.

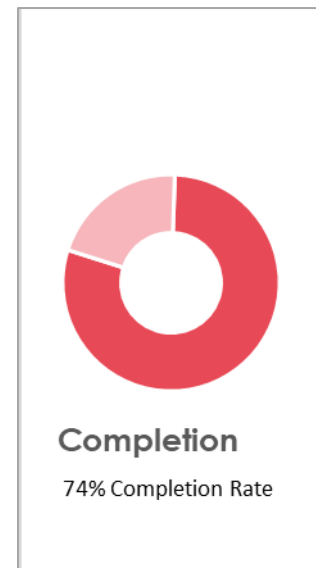
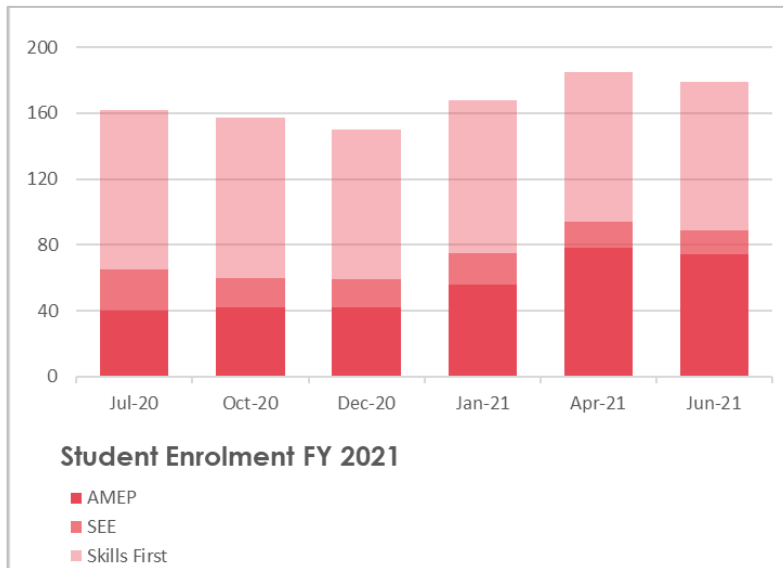
We are extremely grateful to Lauren for her coordination of ACFE in 2020 and are excited to have her on board in her new role as Community

Development Manager. Congratulations to Rita for taking on the ACFE coordination role in 2021.

With the return to on-site learning in early-2021, we returned to face-to-face delivery of ACFE courses, including Cleaning, computer courses, Mobile Know How, Office Administration and Family Home Cooking.

In addition, the education team welcomed Eveline, who has provided valuable administration support for both accredited and pre accredited programs. We thank all our wonderful ACFE teachers Louise, Raveen, Rose, Steven, and Kamaljeet for their patience and dedication to their students during the past 12 months.

ACFE COURSES	S2, 2020	S1, 2021
Computing Fundamentals	✓	✓
Advanced Computers	✓	✓
Family Home Cooking		✓
Introduction to Cleaning Industry		✓
Introduction to Office Admin	✓	✓
Mobile Know How		✓
Digital Literacy for Work + Learning		✓
Office Administration Level 2		✓
SFWS Food Processing		✓
SFWS Warehousing		✓
Spelling and Grammar	✓	✓
Conversation	✓	✓



English as an Additional Language Courses

Accredited Courses

Our EAL program changed to a mixed delivery mode, due to the impact of the COVID-19 pandemic. Teachers supported students through a remote delivery model that included using paper workbooks, WhatsApp, WeChat, Zoom and phone calls to keep students engaged.

Mixed mode delivery occurred from July to December 2020, and again for a few weeks in early-2021. During this time, teachers and students worked and learnt from home.

Classroom learning materials were adapted to produce student workbooks, with the help of teachers, and Resource Coordinator, Liz. The education administration team compiled the books, which were hand delivered, mailed, or collected by students.

Teachers used creative ways to engage students in remote learning, incorporating videos (often of themselves talking), YouTube clips relevant to the day's lesson, voice recordings, photos of work, Kahoot quizzes and Loop videos. They also used group calls and Zoom for classes. Students had daily contact with their teacher while completing written work in the workbook.

Remote learning was challenging, as many students lacked access to digital devices and data. We refurbished 10 old laptops we had in storage for students to use at home. We also purchased month-to-month data for 10 students to access. For teachers and students with young families, working and learning from home while home-schooling children was challenging. For students that live in

public housing, crowding also impacted on learning, with large families living in two-bedroom apartments making it difficult to find space to learn.

Despite the challenges, students adapted to the new way of learning and teachers to the teaching methods. And, both students and teachers were relieved to return to the classroom for the end of 2020 and most of the early part of 2021.

Student numbers increased as classes resumed face to face for the first half of 2021, peaking at 185 in April 2021 after dropping to 150 in December 2020.

When face-to-face classes were permitted, EAL classes were delivered from Wingate Avenue Community Centre in Ascot Vale, Gannawarra Conference Centre in Essendon, and in July 2021 we opened classes at the Uniting Church in Moonee Ponds. The Wingate Hub on Union Road was closed permanently in September 2020, due to the impact of COVID-19 on class sizes and funding security.

EAL COURSES	S2, 2020	S1, 2021
22482VIC Course in Initial EAL	✓	✓
22483VIC Course in EAL	✓	✓
22484VIC Cert I in EAL (Access)	✓	✓
22485VIC Cert II in EAL (Access)	✓	✓
22486VIC Cert III in EAL (Access)	✓	✓

The exceptional adaptability of our teachers is to be commended and special thanks must go to our committed team of teachers, administrators, and managers. The education administration team adapted to many changes put in place by funding bodies, while supporting teachers and students. The dedicated support and hard work of the entire education team ensured the continued delivery of the accredited English program for our students.

Wingate is extremely grateful to all the teaching staff for their ongoing dedication and student support. These talented teachers include Jenny, Vida, Susan, Liz, Dorothy, Wendy, Rose, Neil, Annette, Peter, Heyad, Nancy and Gerry. In March 2021 we were fortunate to engage Peter as Mentor teacher, a newly developed position. Peter has been instrumental in supporting the education team, particularly in encouraging teachers to engage with a variety of online resources, organising meetings, providing support and resourcing of classes.

Overall, 2020 - 2021 has been a challenging time and we are very proud of teachers who engaged students through means they had never done before, and students who participated willingly and enthusiastically during COVID-19. We would also like to thank our brilliant volunteers for their additional support in the classroom. Their contribution is integral for the delivery of the program, and support for our students and teachers. In addition, I thank the Committee of Management, General Manager, the Management Team and Administration for their ongoing support of the education programs.



Above: Parliamentary Secretary for Skills and Training Mr Cesar Melhem, Angie, Danny Pearson MP, Neil and Students

Accredited Funded Programs

AMEP

The Adult Migrant Education Program (AMEP) continues to be an invaluable addition to the English as an Additional Language (EAL) program. New legislation in 2021 removed time restrictions on attending the program, and as a result, more students are now eligible for AMEP.

During 2020 we saw a drop in AMEP enrolments due to COVID-19 restrictions, with many students withdrawing or deferring during lockdown. Enrolments were down to 40 students in July to December 2020 (during lockdown).

However, due to the legislation changes and return to face-to-face learning, AMEP numbers increased to about 56 students at the end of Term 1 2021, and 78 by Term 2 2021.

AMEP is a federally funded program, which we deliver as a subcontractor of Melbourne Polytechnic.

SEE

The Skills for Education and Employment (SEE) program aims to enable students to participate in training and employment. SEE follows the overarching EAL curriculum, integrating well with AMEP, but with numeracy as a fifth skill.

SEE student enrolments continue to remain at a low level. The change to eligibility to the AMEP program has meant that students better meet the eligibility for AMEP, rather than SEE. In July 2020 the SEE program had 25 enrolments and in June 2021 this had reduced to 15 enrolments.

Skills First

Skills First supports people to access vocational education and training. We are also on the Foundation Skills Approved provider list, which enables us to deliver Certificates in EAL courses.

Students' progress through units and work toward completion of a certificate level. In addition to their accredited EAL course students enrolled in Skills First can focus on language, literacy and numeracy skills by attending pre-accredited programs such as spelling and grammar, conversation, computer, job seeking or cooking pre-accredited courses.

Skills First enrolments during FY 2021 stabilized between 80 and 90 students. While some students took a break during lockdowns, most returned when face-to-face classes resumed.

Student Satisfaction Survey

Our EAL students participate in the annual survey of vocational education and training (VET), conducted by Victorian Department of Education and Training.

In 2021, over 57,300 Victorian students across more than 290 Registered Training Organisations (RTO) participated in the survey. The survey invites government-subsidized Victorian VET students to have their say about their training experience and outcomes. Students answer 32 questions, which cover eight student-related performance measures.

37 students from Wingate Avenue Community Centre (TOID 6419) participated in the survey, with a response rate of 34.6%. Our student's survey results are marked in blue and benchmarked against the state average (marked in pink).

We performed very well, scoring above the state average in all areas, except for improved employment status after training.

- Our VET students were very satisfied (90%) with the training we provide (graph 1)
- 76% had a positive perception of our teachers
- 78% had a positive perception of our assessment process
- 60% were satisfied with their generic skills and learning experiences
- 81% achieved their reason for training (graph 2)
- 4.2% reported an improved employment status after training*
- 16% went on to further study a higher level
- 97% would recommend us (graph 3)

*The majority of our students are female, aged 30 years and over, who have parental or caring responsibilities, which accounts for our low transition into employment post-study.

Survey results are also compared against previous year's surveys. We see from the data that student satisfaction levels have bounced back, after dropping across most areas last year (2020).

We attribute the drop in 2020 to an initial response to the change to a mixed method delivery mode, necessitated by COVID-19 restrictions. A significant portion of students had never worked remotely before, or used technology such as Zoom and WhatsApp, and so the adjustment to remote learning was significant for most.



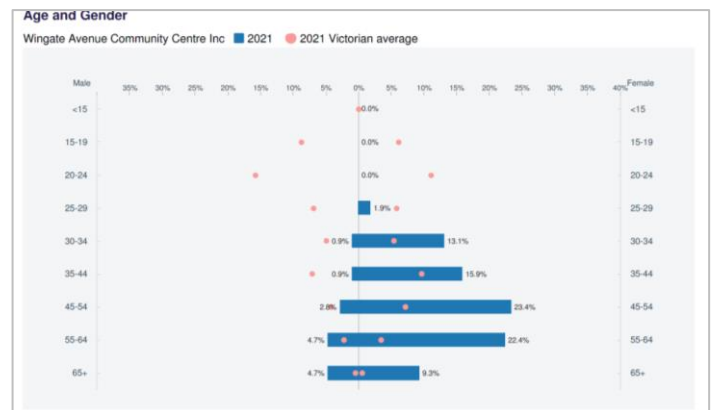
Graph 1: Student Experience



Graph 2: Student Outcomes



Graph 3: Student Outcomes



Graph 4: VET Student Demographic



EMPLOYMENT, TRAINING + EDUCATION

Jobs Victoria Employment Network

Clara + Penny, Job Mentors

We deliver the Jobs Victoria program in partnership with Kensington Neighbourhood House and North Melbourne Language and Learning, providing job support services to people who are long-term, or at risk of long-term unemployment.

Our services are tailored to the individual's needs, assisting them to gain and sustain employment. Funded by the Department of Jobs, Precincts and Regions, we provide specialized culturally and linguistically diverse (CALD) support, in the inner metro and western Melbourne areas.

The program is free and voluntary, and supports job seekers with resumes, cover letters, applications, job matching, employment pathways, linking to short courses, interview preparation, and post-placement support. We also refer participants to local employers we have connections with.

The impact of COVID-19 has been particularly difficult on job seekers. With a shrinking employment marketplace, many job seekers being casually employed, parents impacted by school lockdowns, and caregivers looking after

COVID-19 positive family members, saw their employment opportunities quickly dried up.

The lack of digital access has also had a large impact. Most face challenges in accessing and using technology, limiting their ability to search and apply for jobs. Communicating over the phone was also a major challenge, as English is a second language for most.

We understand these challenges and quickly adapted our services to work remotely, providing uninterrupted support over the phone, via email, and Zoom. We were also able to provide in-person service when needed, using strict COVID-19 safety protocols.

We have been blown away by the resilience and adaptability of our participants and continue to work together to support pathways to employment.

Thank you to all our project partners, Jobs Victoria and employers for your ongoing support, in particularly Home Instead, Omni-Care, Moonee Valley City Council. Working together we can achieve excellent employment outcomes for the local community.

Skills First Reconnect

Bronwyn + Ralph, Reconnect Case Workers

We were excited to be awarded the Skills First Reconnect contract in December 2020, funded by the Department of Education and Training, and delivered in partnership with Kensington Neighbourhood House, and North Melbourne Language and Learning.

Our first Reconnect Case Worker, Bronwyn started in February 2021 to support participants into further study or employment pathways. Support is personalised and varies for each participant, depending on individual need and barriers being experienced. Wrap around support is a key feature of our Reconnect program, and so far, this has included applications for childcare subsidies for Centrelink, housing applications, referrals to specialised services such as legal services and counselling services, digital technology support and food relief.

The program has been vital in supporting participants into short courses, so they can upskill and increase their opportunities for employment. Courses have included accredited barista courses, White Card (Construction Induction) and First Aid courses. The program has also helped participants to get a police check, working with children check and driver's licence.

We supported participants to enrol into training courses in Community Services, Health Services Assistance and Sterilization Services, which are all rapidly growing employment industries. Participants have also engaged in some pre-accredited courses offered at the Centre, including Basic and Advanced Computer, and Introduction to Office Administration. Participants looking for employment have been interested in working in the retail and warehousing industry. We support participants to update their resume, search for jobs and prepare for interviews.

Due to COVID-19 restrictions and rolling lockdowns, we adapted program support to be remote. The impact on the employment and education sector has seen participants training being continually cancelled or rescheduled, and employment opportunities drying up. Participants' motivation and priorities have changed through these tough times and Reconnect has been there to provide welfare check ins, encouragement, and continued employment and training support.

In response to the intense support the program provides to participants, we welcomed Ralph to the team in August 2021, our second Reconnect Case Worker.

We are looking forward to continuing to offer support until December 2022 and supporting participants to achieve their employment, education or training goals.

Previous page: Bronwyn, Penny, Clara, Ralph

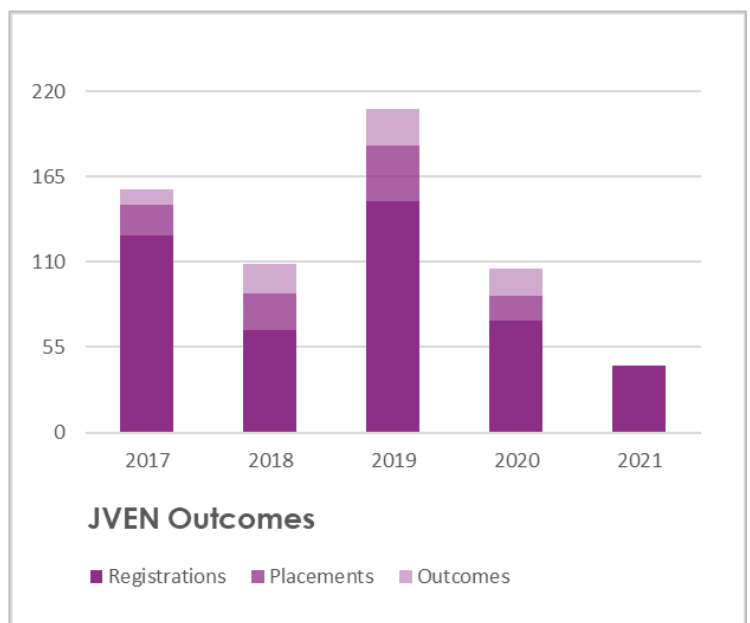
JVEN Program Success

In June 2020, our JVEN program closed after four years, and we moved into the Jobs Victorian Employment Service program.

Our JVEN program achieved some significant outcomes, supporting local culturally and linguistically diverse community members to enter the workforce for the first time, or return to work after a long period of absence.

Over the life of JVEN, we:

- Registered 427 participants
- Placed 199 job seekers into employment
- Supported 76 job seekers to sustain employment for 26 weeks or more





SOCIAL SUPPORT

Food Relief, Barney

We've continued our new and improved food relief support to the community, providing quality food to families in need, in dignified and COVID-19 safe ways. With the onset of the COVID-19 pandemic in early 2020, we adapted to meet the challenges of providing nutritious, healthy food to community members in a safe manner.

We moved to click and collection appointment pick-ups in March 2020, and we have continued this throughout the pandemic, as it enables us to make the process personal and private. It has also enabled the food relief program to be a place for staff and our social work students to connect with community members and quietly check-in on how they're going.

Food security is an ongoing challenge for many Victorians, with close to 15% of people experiencing food insecurity, and these challenges have only been exacerbated by the pandemic. A VicHealth survey from the first half of 2020 showed that 1 in 4 Victorian families had been left to rely on cheap, unhealthy food due to budget pressures, and 27% of single-parent families and 11% of families on low incomes ran out of food (vichealth.vic.gov.au).

These statistics reflect what we have observed in the Ascot Vale community throughout the pandemic. All families using our food relief have reported financial stress due to the pandemic impacting on food security, along with the additional challenges of home schooling, reduced social interactions and travel limits. The demand for food relief grew exponentially in March 2020, and continues to outstrip our capacity, resulting in a two- to three-week collection cycle.

Operating on Mondays and Fridays, between July 2020 and June 2021, Wingate has supplied over 2,400 parcels to over 340 households, the majority of whom access food relief twice a month.

Our ongoing partnership with Foodbank Victoria has meant that we have been able to provide a consistent source of nutritious food to community members, supplying an average of 350kg of fruit and vegetables per week as well as a range of dried and frozen goods.

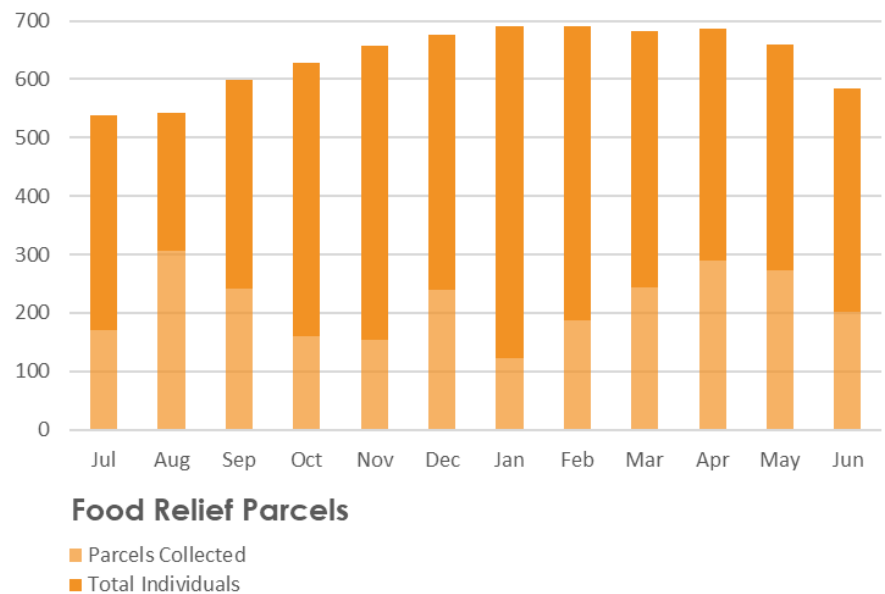
Above: Brian and Barney, Farms to Family Market

Food Relief Growth

In the 2021 financial year, we packed and provided a total of 2,587 food parcels, for over 7,632 people.

The need for food security has dramatically increased in the neighbourhood, growing dramatically from about 30-50 parcels in February 2020, to 150 in June 2020, and peaking at 307 parcels in August 2020.

The need for food relief support remains high, with an average of 215 parcels packed and collected each month.



It's important and it also gives me something to look forward to, knowing I can go there and pick up some food that I'll enjoy.

Food relief recipient

In October 2020 we began a partnership with Mamma's Kitchen, a social enterprise coordinated by the Moonee Valley City Council, that employs eight local women living on the Ascot Vale and Flemington public housing estates to prepare culturally appropriate, nutritionally dense, ready to eat meals for distribution to local food relief agencies. The halal meals are very popular and we now distribute between 170 and 200 Mamma's Kitchen meals per week.

In April 2021 we conducted our Farms to Families Market with Foodbank which provided fresh fruit and vegetables to 267 households and over 800 people in total.

A big thank you to Margaret, our food relief volunteer and our social work and community services placement students, who have supported our program throughout the year.



Above: Mamma's Kitchen (Source: MVCC Facebook)

OPERATIONS

Angie, General Manager

FY 2021 in Summary

We performed strongly in the 2021 financial year, despite it being another challenging year, due to the COVID-19 pandemic.

With metropolitan Melbourne in lockdown from July to October 2020 (111 days), we started the financial year providing most services remotely. Education programs used a mixed method to deliver classes (of workbooks and online platforms), employment services were delivered remotely over the phone, and check-in phone calls replaced community activities. However, childcare remained open (at reduced hours) and our food relief program continued in-person services, using a click and collect process.

Although the building was closed to the public during this time, we maintained a skeleton staff at the Centre, only closing the building fully for one day.

We finished 2020 off quietly but strongly, with limited numbers permitted in the building due to restrictions. After such a long period in lockdown, everyone was happy to return to reconnect, and the Centre had its vibrancy back, one that only the community can bring. We remained open over the December holiday period, only closing for the Christmas and New Year public holidays, to keep the food relief and social support programs accessible for those in need.

2021 started strongly (although we had a short lockdown in February for five days), with class enrolments and job seeker numbers bouncing back after dropping in 2020. Activities recommenced, hall hirers returned, co-located services restarted, and new groups began. We continued to work in partnership with cohealth, providing the community shed for a COVID testing clinics, and holding a COVID vaccine clinic at the Centre in May.

At the end of this financial year, we had another short lockdown (14 days in May/June 2021), and so we ended the financial year in much the same way we started, with remote services and low numbers permitted in the building.

Impact of COVID Lockdowns

As I write this in early October 2021, Melbourne has become the most locked down city in the world, having been in lockdown for over 245 days, since the COVID-19 pandemic started in March 2020. By the time restrictions are lifted, we may well have spent 260 days in lockdown, restricted to only five reasons to leave home: getting food and supplies, exercise for up to two-hours, care or caregiving, authorized work or education and to get vaccinated.

While debate about the need for the extreme lockdown continues, the data shows two clear things. The first is, many lives were saved. Health Minister Greg Hunt estimated 30,000 lives were saved in Victoria. This is significant for our community, as the Australian Institute of Health and Welfare¹ estimates that the least advantaged are at greater risk of infection, and four times more likely to die from COVID-19 (than those with the most advantage).

The second is, everyone's mental health has suffered. Professor of Social Psychology at the University of Queensland, Jolanda Jetten reports that mental health has deteriorated during lockdown, with people reporting they're struggling, that they're experiencing fewer positive emotions and more negative emotions, more frustration, more anger².

A key reason for this is that our social ties have been eroded during lockdowns. We haven't been able to participate in those social activities that act as a mental health buffer, like volunteering,

¹ <https://www.aihw.gov.au/reports-data/australias-welfare>

² <https://www.theage.com.au/national/victoria/proud-or-mad-melbourne-s-marathon-lockdown-becomes-the-world-s-longest-20210930-p58w9w.html>

senior's group, art classes, having coffee with friends, or face-to-face classes.

And so, as we emerge out of lockdown, our work will continue to focus on being responsive to the changing needs of the local community. We will focus on rebuilding connections, supporting people to re-enter study and employment opportunities, and explore opportunities for additional services that support community need.

In the longer term, as Melbourne recovers from the impact of COVID-19 lockdowns, planning to

invest in community recovery will be key in improving mental health outcomes, as well as overcoming social disadvantage which has been compounded during lockdowns. This will be challenging, as we move from living with a pandemic, to the unknown of living with a COVID-19 epidemic. We will continue to deliver our current services, as well as look for opportunities to deliver new services at the Centre that supports the changing needs of the community during the uncertainty of the coming year.

The most important predictor of how well someone does after a traumatic event is how much social capital they have.

Dr Rob Gordon

Collaboration + Partnerships

Co-located services continue to be a vital part of the services provided at the Centre, and we're pleased that all services continue to be engaged, despite the long closure of face-to-face services due to COVID-19 lockdowns.

In the 2021 financial year, we welcomed Anglicare to the Centre, who provide financial counselling services to the community, and Neighbourhood House Victoria's Kids Safe Seat program, who provide child seat fitting services in a zoned area of the car park each Friday.

Our partnership growth is severely limited by the lack of available offices at the Centre. We continue to work on ways to overcome this.

Inner North Cluster (INC)

We are a long-term member of INC, a group of six local community centres that collaborate and share whenever the opportunity arises. We meet about every six weeks (or nine times a year).

Members are Carlton Neighbourhood Learning Centre, Farnham Street Neighbourhood House, Kensington Neighbourhood House, North Melbourne Language and Learning, and The Centre.

In the 2021 financial year, we partnered with KNH and NMLL to successfully tender for the Jobs Victoria Employment Service program, and the Skills First Reconnect program. Both these programs are delivered across our three sites, which is a tremendous employment, training and education support service for the community.

Governance

Our Committee of Management (CoM) operates in accordance with the Centre's 2021 Constitution and must meet a minimum of four times a year. In the 2021 financial year, the CoM meet nine times.

We are very fortunate to have dedicated committee members that focus on achieving the Centre's mission and aim. Aside from managing the business of the Association in accordance with our Rules, highlights in this financial year have included:

- Organisation structure oversight in Aug-2020
- Annual General Meeting on 20-Oct-2020
- Endorse the updated Policy Framework in Feb-2021
- Special General Meeting to update the Rules, appoint a new auditor, and elect members on 17-Mar-2021
- Finance Sub-Committee met six times

Co-Located Services

Cultivating Communities, Community Garden (across the road)	As Needed
MiCare, Migrant Refugee Service	Wednesday
Moonee Valley Legal Service	Weekdays
MVCC Maternal + Child Health Nurse	Weekdays
Uniting ReGen, Alcohol + Other Drug Support	Thursday
Kids Safe Seat Program	Friday
Anglicare Victoria, Financial Counsellor	Friday

Facilities

Office Upgrades

Office layout adjustments were made at the start of the financial year (in late-June, early-July 2020) to increase desk numbers, clear out clutter and improve air flow in offices. This was a major undertaking, in which our contractor, Hamilton Furniture, upgraded four offices and 17 desks. They also provided office chairs from their excess stock and refurbished desks to significantly save on costs, for which we sincerely thank them.

The Office of Housing in Ascot Vale updated our carpets in July/August 2020, replacing carpet in three offices which were worn and a safety hazard. This finished off the improvements to our office spaces, significantly improving each room.

Lyle, our floor guy, come for our annual carpet and floor clean in March and April 2021, respectively, to keep the Centre clean and extending the life of the floor coverings.

External Rentals

We closed Wingate Hub on Union Road in September 2020, and Keilor Road from mid-2020 to early 2021, due to the extended COVID-19 lockdowns and drop in student numbers.

Building Access During Lockdowns

During COVID-19 lockdowns, the building was closed to the public for periodically.

Melbourne COVID-19 Lockdowns	
31 March to 12 May 2020	43 days
9 July to 27 October 2020	111 days
13 February to 17 February 2021	5 days
28 May to 10 June 2021	130 days
16 July to 27 July 2021	12 days
5 August to 2 November 2021	TBC

Information and Community Technology (ICT)

This year we invested in our ICT by changing our IT support to Screwloose in March 2021. They have supported us to streamline our ICT providers and upgraded our ICT, including:

- Upgrade server rack
- Upgrade NBN and firewall
- Upgrade selected PCs with new hard drives
- Upgrade PCs in computer labs

Team

This year we farewelled Kelly, our Community Development Manager in February. Kelly has been with the Centre for several years but decided to travel Australia. She was a key leader, and an incredibly hard worker, who brought an unmatched energy level to everything she did. We wish her well on her adventure.

We also farewelled Raneem our Receptionist and Administration Officer, in March this year. Raneem moved into a promotional role at another organisation. We congratulate Raneem on her promotion, which was well earned and deserved.

And, we welcomed the following team members:

- Barney, Food Relief Worker (Nov-2020)
- Lauren, stepped up into the CD Manager role. Lauren brings a wealth of experience, passion and skill to the role, which is an asset to the team and the community
- Bronwyn, Reconnect Worker (Feb-2021)
- Danny, CD Worker (Mar-2021)
- Eveline, Education Administrator (Apr-2021)
- Penny, Jobs Mentor for JVES (Jul-2021)

Team Meetings + Professional Development

This year, we increased the frequency of our team meetings and invested in team professional development.

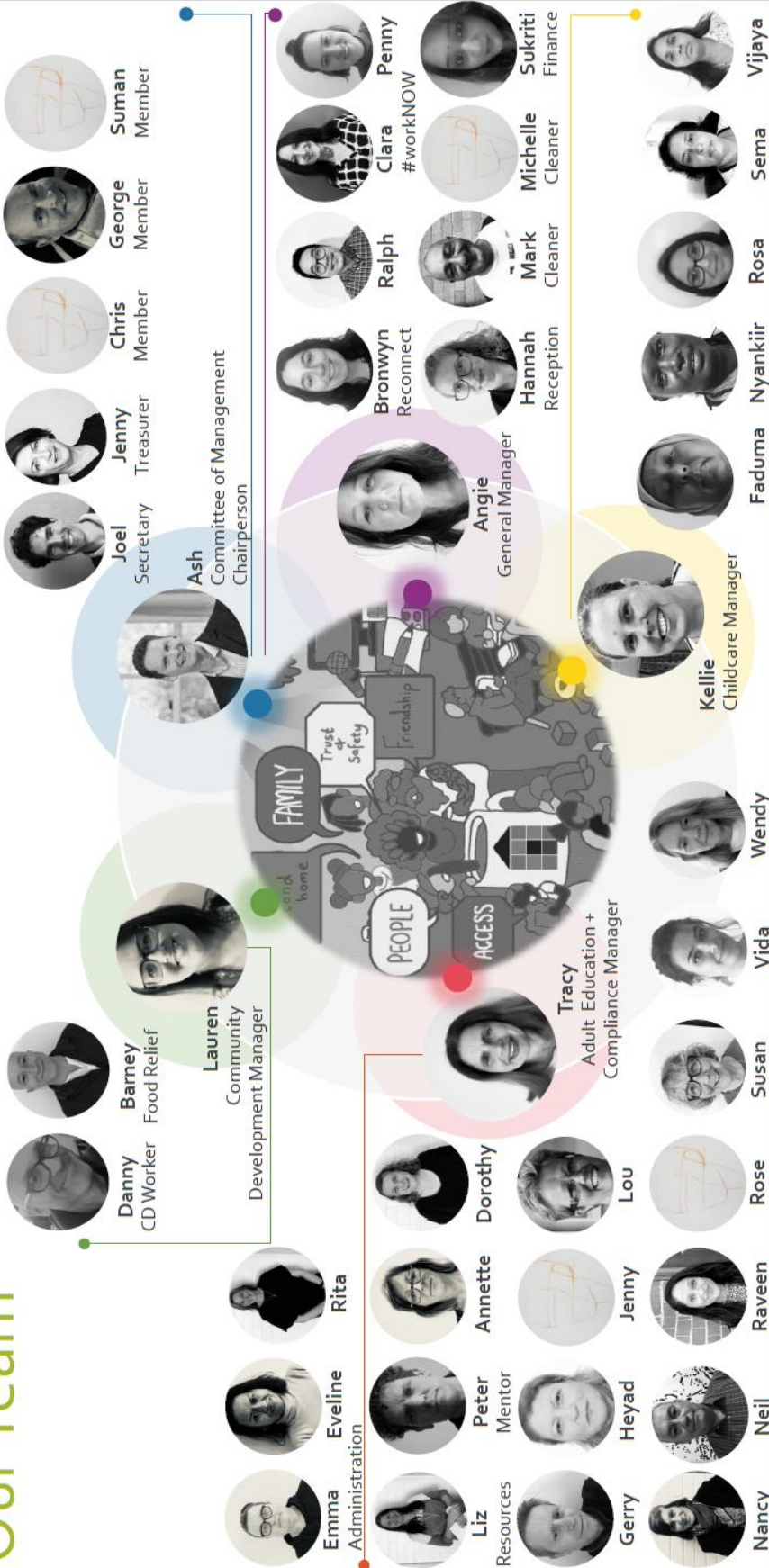
- We held 20 team meetings this financial year. Meetings ranged between monthly, fortnightly and weekly, to manage the workload associated with COVID-19
- We held a team Policy Workshop in Dec-2020, to update the Policy Framework
- We managed to fit in a team end of year dinner in December, in between lockdowns
- We held a Planning Session in January 2021 to prioritize 2021 activities and events
- We held a Trauma Informed Practice Workshop for all staff in March 2021
- Teachers held their term Planning Day on the first day of each term (four in total)

University Student Placements

The following students joined our team as part of their TAFE or university placement at the Centre:

- Parika, Diploma of Community Services
- Jacob, Bachelor of Social Work

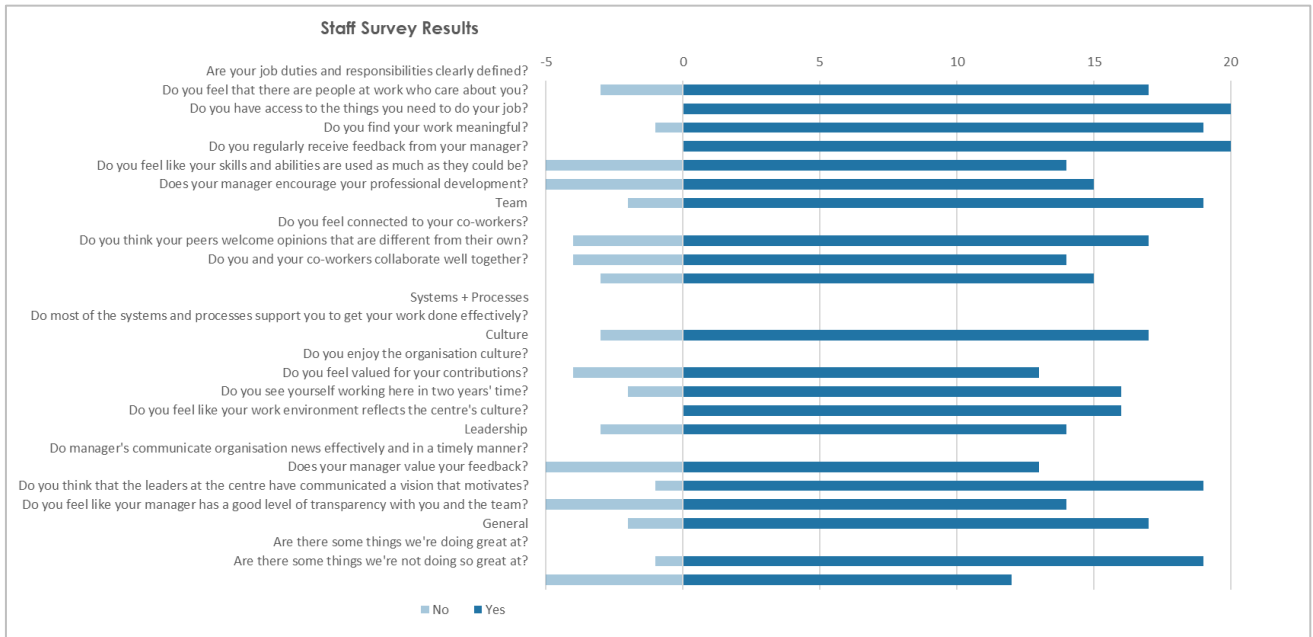
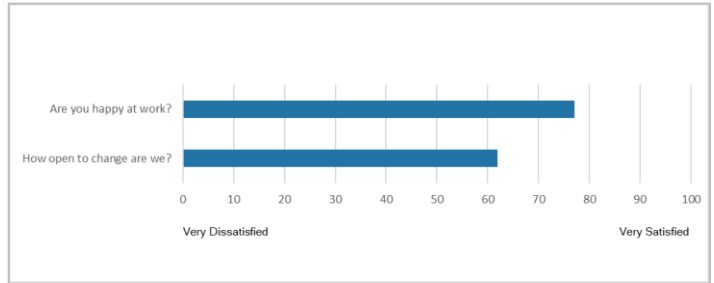
Our Team



Staff Survey

We conducted our annual staff survey in January 2021. We asked all staff about their thoughts on their job, the team, our systems and processes, the culture, and leadership.

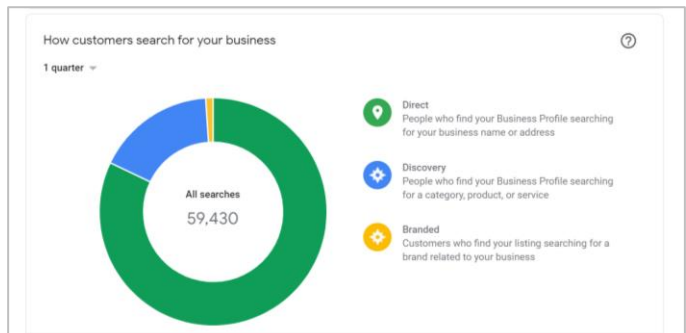
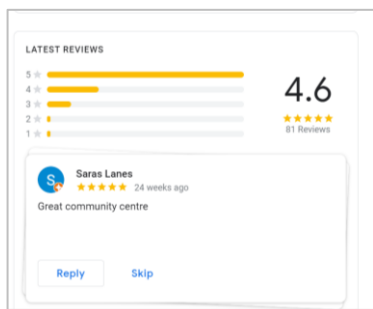
This year's survey had a very high response rate, of 64% (20 completed responses out of 31 invitations). Overall, staff are happy in the workplace, have the tools they need to do their job, feel a connection to their co-workers, are satisfied with the systems and processes at work, and feel their manager has good transparency with the team.



Marketing

This year we printed and distributed 1,000 semester brochures each term (2,000 in total) via letterbox drops in the area, placements in libraries, JSAs and other local community-based organisations.

We also rely on our website; we receive a high volume of traffic on our website which converts to direct contact from the user (see graphs to right).



TREASURER'S REPORT

Jenny Nolan

It is pleasing that despite the challenges experienced during the year, we made a profit of \$460,134. This profit is reflective of the hard work of all staff.

We thank all our funding bodies, sponsors and partners and look forward to their continued support.

Our cash reserves at 30 June 2021 were \$1,462,282, an increase of \$882,792 from the prior year. Our strong cash position gives us further opportunities to invest in the future of the Centre.

We welcome these opportunities

Statement of Financial Position FY 2021

Assets

Current Assets

Cash + Cash Equivalents	1,452,293
Trade + Other Receivables	<u>9,989</u>
	1,462,282

Non-Current Assets

Property, Plant + Equip	<u>251,808</u>
	251,808

Total Assets **1,714,090**

Liabilities

Current Liabilities

Trade + Other Payables	282,872
Provisions	<u>106,691</u>
	389,563

Non-Current Liabilities

Provisions	<u>37,482</u>
	37,482

Total Liabilities **427,045**

NET ASSETS FY 2021 1,287,045

Statement of Profit + Loss Year Ending 2021

Revenue

Grants + Fees	2,072,570
Sundry Income	455
Hire	30,468
Interest	3,313
Donations	20,771
ATO Cash Flow Boost	37,500
JobKeeper	<u>293,100</u>
<i>Total Revenue</i>	2,458,177

Expenditure

Advertising	465
Auditor	6,127
Bank Charges	714
Cleaning	17,659
Consulting Fees	82,738
Depreciation	44,900
General Expenses	11,333
Photocopier Expenses	4,700
Education Resources	45,997
Insurance	1,431
Light, Gas + Power	14,753
Printing + Stationary	5,603
Rates + Taxes	1,494
Rent	19,218
Repairs + Maintenance	16,279
Security Costs	1,551
Staff Recruitment	2,110
Subscriptions	6,878
Sundry Expenses	5,779
Telephone + Internet	23,693
Tool Replacement	10,026
Staff Training + Welfare	-
Wages + Oncosts	1,656,093
LSL Provision	<u>18,502</u>
<i>Total Expenditure</i>	1,998,043

Profit FY 2022 **460,134**

Retained Earnings FY 2021 826,911

1,287,045

Statement By Members Of The Committee

WINGATE AVENUE COMMUNITY CENTRE INC.
ABN 33 042 739 925

STATEMENTS BY MEMBERS OF THE COMMITTEE

The Committee has determined that the Association is not a reporting entity and that this special purpose financial statements should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report as set out on pages 1 to 15:

1. Presents true and fair view of the financial position of Wingate Avenue Community Centre Inc. as at 30 June 2021 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Wingate Avenue Community Centre Inc. will be able to pay its debts as and when they fall due.

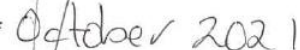
This statement is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by:

Chairperson:  _____

Ashley Hunt

Treasurer:  _____

Jenny Nolan

Dated this 11 day of 

Independent Auditor's Report

KINGSTON & KNIGHT AUDIT



TO THE MEMBERS OF WINGATE AVENUE COMMUNITY CENTRE INC.

Opinion

We have audited the financial report of Wingate Avenue Community Centre Inc. which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, and statement of changes in equity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the committee.

In our opinion the accompanying special purpose financial report of Wingate Avenue Community Centre Inc. is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the *Association Incorporation Reform Act 2012 (VIC)*, including: giving a true and fair view of the association's financial position as at 30 June 2021 and of its financial performance for the year ended; and complying with accounting policy described in Note 1 to the financial report.

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. 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.

Information Other than the Financial Report and Auditor's Report Thereon

The committee of the association is responsible for the other information. The other information comprises the information included in the association's annual report for the year ended 30 June 2021 but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of financial report, our responsibility is to read the information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtain in audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Committee for the Financial Report

The committee of Wingate Avenue Community Centre Inc. is responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 2 to the financial report is appropriate to meet the requirements of the *Association Incorporation Reform Act 2012 (VIC)*. The committee's responsibilities also include such internal control as the committee determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 the 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.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Michael Raffoul
Chartered Accountant

Registered Company Auditor
486825

Dated this 13th day of October 2021

2021 – 2024 STRATEGIC DIRECTION

The 2021 - 2024 Strategic Direction aims to give direction to Centre's centre services, programs, activities, and events over the coming years. It is expected that this will be reviewed and reported on annually.

Strategic Focus Area One

HEAR COMMUNITY VOICES

Strategy	2021/22	2023	2024
1.1 Understand the current aspirations and needs of local residents, particularly those experiencing vulnerabilities	Conduct research across community demographics	Develop three case studies for in depth understanding	Investigate partnership with tertiary institution to understand the impacts of vulnerabilities on local residents
1.2 Understand barriers and vulnerabilities that local residents may be experiencing	Conduct targeted research of vulnerable residents	Develop three case studies for in depth understanding	
1.3 Understand where people come from to use centre services and why they choose to access them, or not	Conduct data and literature review of current users	Data and literature review of current users	Data and literature review of current users

Strategic Focus Area Two

RESPOND TO COMMUNITY NEEDS

Strategy	2021/22	2023	2024
2.1 Continue to deliver current services, programs, activities, and events	Maintain services that community members engage in		
2.2 Remove barriers to accessing the centre wherever possible, including providing safe and welcoming access	Increase points of connection such as social media and referral points, with a focus on welcoming language and systems	Using data from focus area one, identify barriers and create two-year action plan to increase access to centre services	Continue (and complete) implementation of two-year action plan to increase access to centre services
2.3 Provide services, programs, activities, and events that respond to community need	Implement three projects that respond to community need	Create and implement a two-year service plan that responds to community need, based on findings from focus area one	Continue (and complete) implementation of plan that responds to community needs

Strategic Focus Area Three

LEARN and GROW

Strategy	2021/22	2023	2024
3.1 Invest in staff to grow a community development model of service delivery	Trauma informed practice professional development for all staff conducted	Community development framework developed, and training provided	Third annual team planning day conducted to inform next strategic plan
3.2 Continuously improve operations of the centre to grow organizational excellence	Self-audit operations and create a two-year continuous improvement plan	Annual full review of CIP and continued implementation	Annual full review of CIP and continued implementation
3.3 Continued strong and transparent governance, which is accountable to the local community	Solidify transparent and consistent reporting to CoM	Conduct annual self-assessment on CoM purpose, resources and effectiveness	CoM Workshop conducted to inform next strategic plan