



**wilderness**  
COLLECTIVE

Annual Impact Report 2024




# TO ENABLE A LIFE FULLY LIVED IN MALLACOOTA.

We are enabling Mallacoota to thrive, through building an entrepreneurial culture using the catalysts of knowledge, enterprises and coworking collaboration.



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# About the Wilderness Collective

## INTRODUCTION

The 2019/20 Black Summer bushfires dramatically impacted Mallacoota, destroying 139 homes and severely affecting the town's primary industries – tourism and abalone. These fires exposed deep-seated issues, such as our reliance on tourism, inadequate housing, lack of childcare, and limited employment opportunities, making living in this remote community challenging.



## THE WILDERNESS COLLECTIVE

In response to these challenges, five women from East Gippsland, spanning three generations founded the Wilderness Collective. Our mission is to foster social and economic rejuvenation in Mallacoota through entrepreneurship, knowledge, and community connection.

Our theory of change is underpinned by the pillars of social entrepreneurship and collective leadership as foundations for resilient regional communities. Using this model, we aim to transform Mallacoota into an exemplar for sustainable rural living, addressing systemic issues collaboratively and creatively.



## KEY FOCUS AREAS AND FOUNDATIONAL PILLARS

Wilderness Collective operates through three primary focus areas:

- Workspaces: Providing flexible, accessible coworking spaces for local businesses, creatives, and digital nomads.
- Knowledge: Offering local learning opportunities through workshops, digital skills programs, and business mentoring.
- Enterprise: Creating an environment that supports innovation and the establishment of new micro and small enterprises.

At our core, we also have three foundational pillars that drive how we do what we do:

- Leadership & Partnership: We are a uniting force in the community and an exemplar for remote living in the way we learn, work and collaborate.
- Thriving Organisation: We adopt best-practice governance principles, are working towards environmental and financial sustainability, and are aligned with key regional policies, regulations and priorities.
- Inclusive & Multi-Generational: We foster multigenerational connection, learning and conversation and ensure that all of our events and spaces are open and inclusive for all.



“ They have created a fantastic environment that caters to both productivity and community. Having a well-equipped workspace available in a rural town like Mallacoota has made a big difference for independent workers and the broader community. It's wonderful to see spaces like this supporting remote work and fostering connections and help for all levels of technical ability.  
- Zoe S ”



# Chair's report

This year has been one of incredible growth and progress for The Wilderness Collective, and I am thrilled to reflect on the remarkable achievements that have brought us closer to our vision – a life fully lived in Mallacoota.

One of the most significant milestones was securing a physical space on the Main Street at 56 Maurice Avenue. This location now serves as the foundation of our enterprise model and is home to our co-working space, accessible 24/7. Our new headquarters has enabled us to welcome more co-working tenants, host workshops and events, and provide a welcoming space for both the local community and visitors. This achievement has brought to fruition our bricks-and-mortar vision, which has been the central focus of the year.

The transformation of this space was nothing short of remarkable. Our Board Member and Treasurer, Bel Temby, led the project management, dedicating her time and skills to oversee the renovation and fit-out. The result is a beautiful, practical, bright, and welcoming space—a true pleasure to work in. Bel's dedication and tenacity have turned this vision into reality, and we are immensely grateful for her commitment.

In addition to securing the space, we now have the opportunity to raise funds to purchase the building outright, allowing The Wilderness Collective to hold it as an asset on behalf of the community. This venture presents an opportunity to fundamentally shift how commercial spaces in Mallacoota operate. By creating a place for start-ups, micro-businesses, and those typically excluded from the commercial real estate market, we can foster a culture of innovation and entrepreneurship – enabling individuals to test, trial, and scale their businesses within our community.

This campaign has been a monumental effort, driven by the tireless work of our Executive Officer,





Paris Brooke. Her dedication has rallied support from across the community, as well as from businesses and funders, all working toward this shared vision. With continued effort, I am confident we will secure this building for the future of our community.

I would like to specifically acknowledge Paris for her outstanding leadership and unwavering dedication to our mission – to foster social and economic rejuvenation in Mallacoota through entrepreneurship, knowledge, and community connection. Her expertise, insight, and determination have been integral to the organisation’s success and our ability to navigate the complexities which come with such an ambitious vision.

With Paris’ leadership we continue to make progress across all our key focus areas. The numbers shown throughout this report represent the remarkable steps we are taking. This progress has been formally recognised with the Gingas Global Impact Award and being a finalist in the Economic Development Australia Awards for Excellence. These achievements underscore the impact of our work and our commitment to the community.

This year also saw changes to our governance. We welcomed a new board member, Rebecca Steenholdt, who brings a wealth of knowledge and invaluable contributions. Rebecca brings insight from beyond far East Gippsland and has already positively impacted our organisation. We look forward to her continued contributions.

I extend my heartfelt thanks to all our partners and funders. Your invaluable support has been instrumental in enabling the steps we are taking toward the vision we hold for far East Gippsland. Without your belief in our mission, none of this progress would be possible.

I would also like to thank all my fellow board members – Dr. Tricia Hiley, Bel Temby, Paris Brooke, and Rebecca Steenholdt – for their commitment to good governance, continuous improvement, and our bold vision. The Wilderness Collective is dedicated to “doing things differently,” and this requires a collaborative and innovative approach to our work.

As we reflect on this year’s progress, I am energised by the many possibilities that lie ahead. Together, with the continued support of our partners, funders, and community members, we will undoubtedly continue taking leaps and bounds towards a vibrant, entrepreneurial and sustainable future for Far East Gippsland.

Meg Allan  
Chair



# Executive Officer report

2024 has been a landmark year for The Wilderness Collective with immense growth and transformation. I am deeply proud of the steps forward we've made, especially in establishing the Organisation in the main street of Mallacoota and being recognised for our work to date in several Awards.

Our efforts to purchase 56 Maurice Avenue are fuelled by a vision of a thriving Mallacoota, where our community can work, learn, connect, and innovate in a permanent, purpose-built space. The journey to secure the Maurice Ave property has been deeply aligned with our core mission of strengthening the community through entrepreneurship, education, and economic stability.

The Wilderness Workspace itself has undergone vital improvements, including a full renovation and the installation of solar panels and battery backup, which ensure continuous access to essential digital resources. The addition of solar power aligns with our sustainability goals and positions The Wilderness Collective as an environmentally responsible organisation that is working towards environmental sustainability and a renewable energy future.

Being flexible and agile is particularly important in Mallacoota and I'm pleased that we have been able to take advantage of opportunities and available funding to hold a variety of events and training sessions that have had an immediate impact on the lives of individuals and businesses in our town.

“

Personally my life has been transformed with different things you have offered & I'm extremely grateful. More than anything though...from the time I've personally met you and others your friendliness & listening ear has been what impresses me most, you are always listening to what people need & acting on it.

- Gail R

”



## Building Capability and Networks

The Wilderness Collective's transition into a charity recognised by the Australian Charities and Not-for-profits Commission (ACNC) represents a significant milestone. This designation strengthens our eligibility for future funding and partnerships, supporting our mission to serve as a community-driven force for social and economic change. It also reassures our supporters that we operate transparently and in line with best-practice governance.

We have had an opportunity to pilot our business mentoring and support services to local entrepreneurs, to refine their skills and grow sustainably. In line with some research undertaken with Monash University's Global Challenges program, we are now looking at refining this program and will be announcing some exciting offerings in 2025.

Thank you to our long-standing program partner, ACRE, who facilitated the Social Enterprise Schools program for its second year at Mallacoota P12 College, empowering students to explore social enterprise concepts and develop products for trading.



Through our knowledge partner GELLEN, we relaunched our Study Hub site, offering a dedicated study space for students of all ages in the community, as well as access to a Learning support. This is part of our commitment to lifelong learning and educational access, ensuring that Mallacoota's students have the resources they need to succeed here in the community.



We are very pleased to have participated in the Social Enterprise World Forum - Policy Forum, where we became a signatory of the Social Enterprise Rural Manifesto. This international policy involvement underscores our commitment to social enterprise as a driver of change and demonstrates our determination to elevate Mallacoota's voice on a global platform.

We are also extremely grateful to Gingras Global, who have kindly conducted quarterly impact assessments of our organisation and helped us strengthen our reporting. We were incredibly honoured to receive their Sustainability Award early in the year, validating our approach to building community resilience through sustainable practices.

Advocacy remains a crucial part of our mission. This year, we had the privilege of presenting at the SEGRA Expo at Parliament House, as well as the Economic Development Australia Conference, where we discussed the unique challenges facing Mallacoota and other rural communities.

## Capacity Building

This year, with the visionary support of the Helen Macpherson Smith Trust and additional project-based grants, we have been able to secure my role full-time, as well as hire and train local Workspace hosts for The Wilderness Collective. I am immensely grateful to Kylie Pearson and Natasha Rands who have become a wonderful part of the Collective. In addition, Vidi Chandra, Zoe Sands, Tracey Bechaz and Nicole Migotto-Brown, have each over the past year played significant roles in supporting us across programs, operations, hosting and training. They have each brought very special and much appreciated talent and positivity to the organisation. Thank you so much!

We have also prioritised capacity building within our team and board. This year, we engaged in additional Strategic Doing training, which has equipped us with the tools to create actionable, results-oriented plans for community projects. Our focus on community-driven, strategic action has been integral to our success thus far, and we are committed to maintaining this momentum in the year ahead.

Digital skills remain a key focus for us and we were delighted to a series in collaboration with NBN Local, helping community members improve their digital skills and participate more fully in the modern economy. A few stories can be found in this Report, providing just a glimmer of the local effects community-led capacity building can provide.

As we look ahead, our immediate priority remains the acquisition of 56 Maurice Avenue. This property will be a permanent, community-benefitting asset that can support Mallacoota for generations to come. It will also be essential to helping us “activate” all of the activities and supports for building long-term economic resilience.



The Wilderness Collective has always prided itself in “doing things differently” and the way we have managed to overcome challenges, pivoted when needed and grasped new opportunities, is testament to this action-oriented and collaborative-mindset that we’ve strived for. I wish to extend my heartfelt gratitude to everyone who has contributed to The Wilderness Collective this year. Your support has been essential, and we are honoured by the trust you place in us.

Together, we are shaping a resilient, sustainable future for Mallacoota.

I particularly wish to thank the Board and team, who have been simply amazing and continue to put their heart and soul into this organisation.

A handwritten signature in black ink that reads "Paris Brooke". The signature is fluid and cursive, with the first name "Paris" and last name "Brooke" clearly distinguishable.

Paris Brooke  
Executive Officer





# A year in review

2024 has been a transformative year for The Wilderness Collective, marked by key achievements in community engagement, economic growth, and social impact. With a continued focus on innovation, knowledge sharing, and local leadership, we have made significant strides toward securing a permanent home at 56 Maurice Avenue, strengthening our foundation for a thriving future in Mallacoota.

As we look back on our accomplishments, we are reminded of the collective resilience and community spirit that fuel our mission and the crucial role this permanent space will play.

## KNOWLEDGE

Building a knowledge-rich community is central to our mission, and 2024 saw us expanding learning opportunities for all ages. Key initiatives included:

- Facilitated the Social Enterprise Schools program in partnership with ACRE, now in its second year, to instill entrepreneurial skills and social impact awareness among young learners.
- Launched a digital workshop series in collaboration with NBN Local, addressing critical digital skills gaps and supporting the local economy.
- Provided business mentoring and upskilling programs, which helped local entrepreneurs refine skills, foster confidence, and ensure sustainable growth.
- Held a fortnightly Carers and Friends Connect series, providing essential resources and networks to support caregivers within our community.



## FLEXIBLE SPACES

Our commitment to providing accessible, functional spaces has allowed The Wilderness Collective to grow and serve the community with increased capacity and versatility.



### This year's highlights include:

- Secured a location in the heart of Mallacoota, moving forward on the critical purchase of 56 Maurice Avenue to establish a permanent home for community-driven growth.
- Enhanced workspace sustainability by installing solar panels and battery backup systems, ensuring reliable and eco-friendly energy for ongoing activities.
- Welcomed permanent co-workers to our Workspace, including the office of 'Totally Renewable in Mallacoota'.
- Relunched the Study Hub outreach site, providing a dedicated, supportive environment for students of all ages.
- Hosted several Ministers and Senators offering them a firsthand look at the impact and potential of our co-working and community spaces.
- Welcomed East Gippsland Business support officer each month into the workspace to meet and help local businesses and entrepreneurs.
- Secured a grant with Gippsland Community Foundation and MADRA, to start the development of the backyard at 56 Maurice Ave, as a small business village and gathering space.

## INNOVATION AND ENTERPRISES

Innovation is at the core of our work, enabling us to address complex community challenges creatively and collaboratively. This year, we introduced several initiatives to foster entrepreneurial thinking and resilience:

- Signed on as a founding signatory to the Social Enterprise World Forum Rural Manifesto, amplifying Mallacoota's voice in global social enterprise advocacy.
- Hosted community workshops, employing Strategic Doing techniques to review big ideas and collaborate on shared goals.
- Mentored and supported individuals in their business goals and directions - now resulting in over 17 locals having received support in their pathways.
- Received Gingras Global Sustainability Award, recognising our dedication to economically impactful initiatives.



## LEADERSHIP AND PARTNERSHIP

Our work is made possible through strong partnerships and a shared commitment to leadership across local and regional communities.

This year's highlights include:

- Represented Mallacoota and The Wilderness Collective at the SEGRA Expo at Parliament House, bringing our rural innovation model to a national audience.
- Expanded our consulting work with local and regional organisations, leveraging our expertise to guide and collaborate on projects that benefit the broader Gippsland region.
- Strengthened partnerships with the Helen Macpherson Smith Trust, Jack Brockhoff Foundation, Gippsland Community Foundation, Bendigo Bank and MADRA, who've provided vital financial and strategic support.
- Collaborated with ACRE on the Social Enterprise Schools program, to develop the next generation of leaders, instilling an entrepreneurial and social mindset in young people.





## THRIVING ORGANISATION

A thriving organization is resilient, transparent, and committed to sustainability, which has guided us in achieving notable organisational milestones this year:

- Recognised as a registered charity by the Australian Charities and Not-for-profits Commission (ACNC), furthering our mission and enhancing our access to resources.
- Developed and presented a comprehensive business plan and financial forecast to support our future direction and ensure long-term financial sustainability, with the assistance of Benefolk and ACRE.
- Expanded our team with two new part-time Administrators/Hosts, supporting our operational and programmatic capacity.
- Further established our governance and operating systems, to the latest financial, customer relationship and marketing programs.
- Built our fundraising strategy, implementing a sponsorship and donor campaign, with the support of Digital Services Lab.



This year, The Wilderness Collective has strengthened its foundation and set a course toward a resilient future. As we move forward, securing 56 Maurice Avenue remains our top priority, and with the support of our Board, partners, and the community, we are poised to make 2025 a year of even greater impact and innovation.



## SUMMER 5 STAR REVIEWS

Loved working in here. Great relaxing space & lovely people too! We will be back.

Thank you so much for welcoming us into your beautiful Wilderness Workspace. It is amazing and so much better equipped than I imagined!

This was a great facility and service to enable me to visit regional Victoria and spend time here with my family. Thank you!





# Impacts & Outcomes

Our Impact Assessment Framework is designed to measure the effectiveness of The Wilderness Collective in fostering individual growth and community resilience. By focusing on two primary levels of impact—individual and community—we ensure our activities deliver meaningful outcomes and contribute to the long-term wellbeing and economic stability of Mallaacoota.



## MEASURING IMPACT

Our framework uses three guiding principles to measure the effectiveness of The Wilderness Collective's programs:

1. How Well Did We Do?
  - Effectiveness is gauged through participation rates, feedback surveys, and repeat engagement, ensuring our programs are meeting community needs.
2. Satisfaction Level?
  - We assess participant satisfaction through surveys, interviews, and testimonials, capturing first hand stories of transformation to illustrate the value of our programs.
3. Did We Make a Difference?
  - Impact is evaluated through direct outcomes (e.g., new businesses, education achievements) and indirect community benefits (e.g., local family retention, economic growth).

## INDIVIDUAL-LEVEL IMPACT

At the individual level, The Wilderness Collective prioritises skill development, mentoring, and education to empower residents with new opportunities and pathways. Individually tailored programs have had a transformative effect on participants, building both personal and professional resilience.

- **Mentoring and Up-skilling for Career Pathways:** Through our business mentoring and upskilling workshops, we have provided over 17 individuals with access to new career and job pathways. Each participant received hands-on guidance, which helped them build confidence, expand their skills, and improve their employment prospects. These efforts are a key part of creating an adaptable, skilled workforce that benefits both the individual and the local economy.
- **Social Enterprise Schools Program:** In collaboration with ACRE, we have facilitated training for over 15 school students in social enterprise and business fundamentals. This program fosters early engagement with entrepreneurial thinking, leadership, and social responsibility, laying the groundwork for future generations of community-minded business leaders.
- **Study Hub Access:** By providing reliable resources, high-speed internet, and study spaces, our Study Hub supports local students, enhancing their education outcomes and expanding their future opportunities. This resource also helps increase youth retention within the community, as students can access necessary educational support locally.



The positive feedback and growth seen through these programs indicate that we are making a real difference, helping individuals not only gain new skills but also empowering them to stay and contribute to Mallacoota's evolving economy.



## COMMUNITY-LEVEL IMPACT

At the community level, The Wilderness Collective fosters a culture of entrepreneurship and social cohesion. Our programs encourage community collaboration, build local networks, and provide the resources needed for small businesses and community initiatives to thrive.

- **Entrepreneurial Culture and New Business Development:** Our coworking spaces and business mentoring initiatives are contributing to a visible rise in entrepreneurship within Mallacoota. As more businesses take root, Mallacoota is moving toward a year-round economy with increased local revenue and job stability.
- **Community Connector Forums for Collaboration:** Our Community Connector Forums have increased dialogue and cooperation among local organisations and residents. These forums enable knowledge-sharing, build capacity for joint initiatives, and foster a sense of collective purpose. Over time, they are expected to strengthen Mallacoota's resilience, creating a community equipped to tackle future challenges collaboratively.
- **Economic Impact and Sustainability:** Through quarterly assessments by Gingras Global, we track key indicators such as financial progress, sustainability, and milestone completion. This data-driven approach allows us to assess the economic and environmental impacts of our activities, ensuring alignment with sustainability goals and reinforcing the long-term economic viability of Mallacoota.
- We are working closely with ACRE and their Thrive Framework, to develop this tool into a longitudinally assessing the changes at a community level. Benchmarking our community across 16 key indicators in 2022, we will be working closely in 2025 to look at shifts in these indicators and community approaches.

**impact & outcome stats :  
insert here**



Amazing co-working space! I felt very welcomed into the Wilderness Workspace. It was a great space to have a quiet spot to do work away from the kids & caravan!

- Kate





# Our Partners

WE WISH TO SINCERELY THANK ALL OF THE FOLLOWING ORGANISATIONS FOR THEIR SUPPORT IN ESTABLISHING THE WILDERNESS COLLECTIVE AND OUR ENDEAVOURS TO MAKE MALLACOOTA THRIVE.

## LEADING PARTNERS



## JEWISH COMMUNITY OF VICTORIA



## SUPPORTING PARTNERS



## PROGRAM DELIVERY PARTNERS





# Our People

## MEG ALLAN (CHAIR)

Meg brings a decade of experience in community-facing roles and a deep understanding of sustainable regional development. With expertise in community building, sustainable practices, and systems thinking, Meg offers fresh perspectives and a commitment to meeting the needs of her community. Meg currently works with ACRE's rejuvenation team, is on the Board of Gippsland Community Foundation and a Youth Advisory panel member for the Social Enterprise World Forum.

## DR TRICIA HILEY (VICE-CHAIR)

Dr. Tricia Hiley, an advocate for nurturing resilience, possesses a lifetime of experience in helping individuals and organisations create sustaining futures. As a co-founder of innovative learning initiatives and with extensive international experience, Tricia brings strategic thinking, profound learning and innovative approaches, and a keen focus on customer-centred solutions to the venture. Tricia has coached and mentored hundreds of professionals, making her a trusted advisor to many in the community.

## PARIS BROOKE (EXECUTIVE OFFICER)

Paris Brooke, has over two decades of experience in integrating business strategy with communication and marketing. With a track record of managing global media relations and advising on policy at federal levels, Paris brings high-level governance skills and deep commercialisation expertise to help drive innovative ventures forward. Her management skills make her ideally suited to the Executive Officer role at Wilderness Collective, while her experience in enterprise development make her a valuable and trusted mentor for aspiring entrepreneurs that come through our programs.

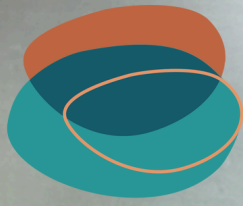
## BEL TEMBY (TREASURER)

Bel is an experienced leader in community organisations with a passion for social justice. With 18 years of experience, she excels in strategic planning, project management, grant writing, and stakeholder engagement. Bel has served as an Executive Officer and Founder in multiple organisations, and has sat on numerous boards in executive roles, ranging from social services to asset management. Her extensive financial management skills make her well-suited for roles such as Treasurer at Wilderness Collective. Her expertise in Social Science, Business Management and Governance further supports her ability to lead and govern effectively.

## REBECCA STEENHOLDT

Rebecca has extensive experience in event management, operations and logistics over nearly two decades. Since the Black Summer bushfires, Rebecca has pivoted into roles that represent the community, including coordinating the recovery hub for Bushfire Recovery Victoria and more recently as economic development coordinator for the East Gippsland Shire. Rebecca is experienced in program design and delivery, making her a valuable asset to Wilderness Collective's programmatic aspirations. She is also skilled in business operations, agile leadership, stakeholder engagement, communications, and marketing.





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SCAN ME

**PUSH**

**Thank you to  
everyone that made  
such an impact and  
effort  
in helping us  
renovate and open  
the doors to  
56 Maurice Avenue  
this year.**



# financials

**findex pdf under “projects” on lefthand sidebar. uploaded the design only, not the content ?**

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6<sup>th</sup> November, 2024.

## **Independent Review Report**

### ***Non-reporting entity - Special purpose financial statements***

*Reference ASA 2020-1.*

### **To the members of The Mallacoota Wilderness Collective Inc.,**

I have reviewed the accompanying financial reports, being a special purpose financial reports, by the committee, of The Mallacoota Wilderness Collective Inc. which comprises the Statement of Income and Expenditure and Balance Sheet as at 30<sup>th</sup> June, 2024.

#### ***The committee's responsibility for the financial report***

The committee are responsible for the preparation and fair presentation of the financial reports and have determined that the basis of preparation is appropriate to meet the requirements of Consumer Affairs Victoria as per the Associations Incorporation Reform Act 2012 and the needs of the members. The Committee's responsibility also includes such internal control as the Committee determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

#### ***Reviewer's responsibility***

My responsibility is to express an opinion on the financial reports based on my review. I have conducted my review in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit and review engagements and plan and perform the review to obtain reasonable assurance whether the financial report is free from material misstatement.

A review involves performing procedures to obtain suitable evidence about the amounts and disclosures in the financial reports. The procedures selected depend on the reviewer's judgement, including the assessment of the risks of material misstatement of the financial reports, whether due to fraud or error. In making those risk assessments, the reviewer considers internal control relevant to the Association's preparation of the financial reports in order to design review procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. A review also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Committee, as well as evaluating the overall presentation of the financial reports.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my review opinion.



***Independence***

In conducting my review, I have complied with the independence requirements of the Australian professional accounting bodies.

***Opinion***

In my opinion, the financial reports present fairly, the financial position of The Mallacoota Wilderness Collective Inc. as at 30<sup>th</sup> June, 2024.

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Robyn J. Bourke, FCPA.

Certified Practising Accountant

6-11-24.



*R J Bourke is a CPA Practice.  
Liability limited by a scheme approved under Professional Standards Legislation.*

# Get involved



The Wilderness Collective sets out a long-term vision for our community. We would love you to join the journey.

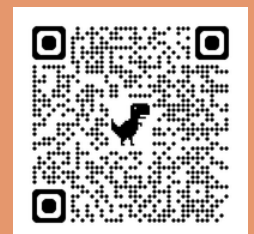
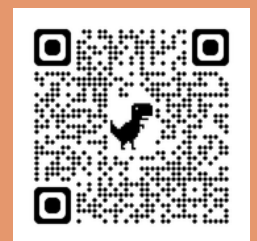
We are seeking:

- People with energy, ideas, knowledge and networks!
- Investors with patience, interest and a thirst for community-led change.
- Partners that are bold, visionary, community minded and willing to step outside comfort zones.

## DONATE TO OUR PROGRAMS



## BECOME A SPONSOR TODAY









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