



Parklands Albury Wodonga Ltd

ANNUAL REPORT

Year Ending 30th June 2016



*Bush parks and trails
connecting community...*





PARKLANDS ALBURY WODONGA LTD

2016 Annual Report to the Albury Wodonga Regional Community

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Parklands Vision

The Vision defines where Parklands seeks to be in the future

The natural environment of the region is valued and supported by its immediate community and visitors for its accessibility, connectedness and aesthetic appeal.

Parklands Guiding Values

These values guide the development of Parklands' planning and policies as it undertakes its journey towards achievement of its vision.

- **Our People.** We place to the forefront our communities: healthy, inclusive and connected.
- **Our Parks.** We seek to restore regional bush parks within a network that provides complementary uses built on an ethos of naturalness.
- **Our belief in Prosperity.** We adopt a social enterprise model: sustainability through shared vision, resources and partnerships.
- **Our Processes.** We adopt processes that are professionally consistent; in ways that are innovative and express passion as we work with our people.

Realising Our Vision

Parklands, in working across the public lands along streams and within and beyond urban areas of Albury, Wodonga, Indigo, Federation, Towong and Greater Hume Local Government Areas will realise its vision via:

- **Our Approach.** Facilitating, identifying and innovating means for optimizing the restoration, expansion of uses and connectivity of parks, trails and facilities. Sustaining these is through building a community of people dedicated to the bush parks.
- **Our Resources.** Our greatest resource is the people of the Region especially the caring and energetic volunteers. Paramount is the fostering through educative means the link between our bush parks and their contribution towards improved physical and mental health and wellbeing of the Region's people.
- **Our Partnerships.** Partnering with businesses, organisations, community groups and the three levels of government to deliver the best combination of financial and community outcomes within and between areas of Public Land.





Chairman's Report to the Community

*"Great communities don't just happen:
they are created, nurtured and sustained by caring and involved residents"
(P Kenyon, Bank of Ideas)*

Welcome to the 19th Annual Report covering the financial year to 30th June 2016.

One of Parklands Albury Wodonga's core operating values as a community driven organisation is "listening and responding".

Parklands have become adept at embracing uncertainty as a way of working. This way of working makes the organisation responsive because of an ability to sense and respond quickly to new opportunities, challenges, and changes in our environment.

Parklands embrace and optimize uncertainty by first defining a clear and specific collective purpose. It is pleasing to report that a mid-term review of the 12 year Strategic Plan during the year revealed that key strategies and action plans were on target.

Parklands success in pursuing this collective purpose is through inviting people inside and outside the organization to be part of a meaningful mission beyond the bottom line.

This success depends on an ability to:

1. Share and process useful information,
2. Turn the knowledge gathered into learning and continuous improvement,
3. Empower people to contribute no matter who they are or where they are, and
4. Break the limits of hierarchy, functional silos and cultural norms.

It is through valuing diversity and encouraging active resident dialogue, participation and community ownership of the future, that many of our key park projects achieved significant milestones during the year.

For instance, the Bhutanese community garden grew into a community farm through

the growth and expansion of partnerships with this refugee lead project.

Other examples of outcomes and impacts that have evolved through leading a responsive organisation are detailed in this Annual Report.

I take this opportunity to acknowledge and thank the honorary Board of Directors for their leadership in ensuring robust discussions and responsiveness to emerging issues.

I thank outgoing Board member Bethany Cooper for her contribution towards strategic plan discussions and debates.

I welcome Narelle Ashford with her background and experience in government planning. To deliver outcomes as a community driven organisation requires significant skills in navigating through many government processes!

Innovative and Responsive Future

I look forward to leading a team whose values of teamwork, respectful listening, passion and "can-do" attitudes empower our partners and community-driven outcomes.

Daryl Betteridge – Chairman



Operations Report

*"Great parks don't just happen.
To succeed, they must reflect the communities they serve."
(Trust for Public Land, 2016)*

The year ending 30th June 2016 has been one of listening and responding. Parklands Albury Wodonga has expanded the ways in which it hears and seeks to understand the community it serves. As a result, it has prioritized and explored new ways to engage with community and business partners.

Listening Culture

Parklands operates with a culture of listening 'without and within'. This means keeping up with best practice and frontline thinking in the world while responding to the experiences of our staff (paid and unpaid) and reflecting the priorities of our community.

Listening 'Without'

Our search of world's best practice in community park management has led us to the cooperative, community-based process of Creative Placemaking. This process has five essential components:

1. Equity,
2. Arts and culture,
3. Community engagement,
4. Stewardship, and
5. Partnerships.

These components provide a reference point for our planning and interactions with the community of Albury Wodonga and beyond.

Listening 'Within'

Daily debriefs and weekly planning sessions with our Rangers provide immediate feedback on interactions with community. Our staff constantly interact with the users of our parks, as well as the volunteers and community stewards they work alongside. They bring to the table the needs and desires, the issues and conundrums expressed to them by users, residents and community members every day as they work on the ground.

Another invaluable source of feedback is our volunteers. Over 3,107 volunteers actively participated in park management with us this year. This year Rangers have been asking every volunteer for their feedback on their experience with us. In a 3 month period, 209 volunteers said they learnt a new skill, 280 said they felt healthier / happier and 27 volunteers made changes in their life as a result of their volunteering experience.

This year Parklands actively sought to hear from our community base through an online survey. This was sent out to our entire network of stakeholders and volunteers, in our monthly newsletter and posted on our website and ran from June – November 2015.

In response to the survey findings, a range of new community activities were delivered during the year.

Lots of people ...

*12 Friends Groups empowered
107 partner organizations cooperated
3,107 volunteers involved
\$911,806 volunteer hours contributed
1,067 community members engaged
18 youths employed*

Responding

1. **Equity**

Equity in bush park management has many faces and Parklands strives to address each of these.

Primarily equity is about balancing the needs of our native ecosystems with the social, health and wellbeing needs of the human population.

Equity of access is about ensuring our bush parks are available and accessible to all, while maintaining them in a way that ensures their environmental integrity. Details of our actions over the past year are listed under Goal 2: Our parks.

Equity of ownership is the concept of striving for engagement by the whole community, as those who actively participate in the creation of community assets are more positively connected to their ongoing state.

This year we have involved 3,107 volunteers in the parks management programs; worked alongside 12 stewardship groups and facilitated the engagement of numerous organisations in developing appropriate management frameworks including;

- **Bushfire Strategy** – involved the Country Fire Authority, Municipal Fire Prevention Committee, Parks Victoria, Department of Environment, Land, Water and Planning and City of Wodonga in developing a local government wide Bushfire Strategy, and involved Venturer's in leading a fire preparedness community awareness campaign
- **Interpretive Planning** - worked with Wodonga Historical Society, Bandiana Military Museum, local Aboriginal Elders and partner organisations.
- **Activating the Hills Strategy** - significant community consultation process to develop a shared longer term vision for Wodonga's Hills.
- **Winton to Wodonga Regional Rail Trail Project** - worked with business, community, 6 local governments and 3 state government agencies to develop plans and secure infrastructure investment for the region.

2. **Arts and Culture**

Creating new ways to connect people with nature has been a focus over the past year.

Gourmet cycle events, interpretive signage, and celebrations of Bhutanese culture through food at the Bhutanese Community Farm are some examples.

Work also commenced with new partner organisations on projects to share stories through audio tours, community built sculptures and an annual poetry trail.

3. **Community Engagement**

Some of the many ways people were engaged included;

Guided Walks: Parklands assisted the Wodonga Urban Landcare Network with a

series of guided walks along Wodonga's waterways and urban parks. These highly successful 'Wednesday Walk 'n Talk' sessions attracted a range of participants and generated a core of community members keen to continue to learn about our local environment in this way.

Spotlighting Walks: Two exciting night walks on Gateway Island and Felltimber Creek attracted both adults and children, and provided first-hand experience of our unique wildlife with education about their habitat needs.

Open Ideas series: Parklands partnered with the Bhutanese Association in Albury, and Albury Wodonga Cultural Exchange (an Albury Wodonga Volunteer Resource Bureau project) to plan and deliver 5 forums to bring people together, build partnerships and collaborate to grow our local food economy.

Engaging Businesses with community environment projects: This year Parklands facilitated a fruitful relationship between Mars Petcare and the Bhutanese Community Farm, involving the generous donation of a light truck and tractor to the project.

Apex Tools participated in a planting day and were motivated to donate tools to make the business of planting easier for volunteers.

E-News: Parklands regular e-newsletter 'The Understorey' continues to reach a growing number of subscribers, who either subscribe direct by emailing us or follow our website link. Our newsletter analytics show that it is frequently opened and many of the links included are followed up. Direct feedback is also received regularly from people who have read articles in The Understorey.

'The Trails News' e-newsletter is sent out as needed with updates to the state of the trails in our bush parks and trail events. In addition to these, Parklands people based approach was featured in the Victorian Landcare Magazine Issue 66 in the article "People – the sustainable element in weed control on public land".

Our Website and Facebook pages have also provided regular updates on Parklands events and activities.

4. Stewardship

The list of on ground outcomes is testimony to the level of community stewardship. Together with community, we collectively achieved significant outcomes. It is pleasing to report that 71% of time was spent on improving our bush parks, 27% on maintenance and 2% on monitoring and reporting.

Lots of on ground outcomes...

*10 footbridges
6km fencing
33 garden beds (Community Farm)
38km fuel reduction firebreaks
100 nestboxes installed
17,600 planted
70,000 litres weeds sprayed
9 Threatened Species Recovery projects
208km Trails maintained
3,279 hours woody weeding*



5. Partnerships

Partnering with more than 107 business, community and government organisations over the past year, we have built both capacity, a culture of partnership broking and diverse social, health, environment and economic outcomes.

Finally, I would like thank and congratulate the Parklands Board, staff, Friends Groups and partner organisations for their capacity and preparedness to listen and respond. This is what community driven community managed organisation need to be.

Lots of financial supporters...

Community Financial Partners:

Baranduda Landcare Group
Community Members - (tax deductible donations and event entry fees)
Kiewa Landcare Network
RACV Community Foundation
Rotary Club of Albury West

Business Financial Partners:

Athletes Foot
A T Jones
Azzi Nusser Service Centre
E-Works Employment Solutions
Health Focus
Lester & Son Funeral Directors
Mungabareena Aboriginal Corporation
Neighbours (grazing license fees)
Riverside Housing Estate
Riverina Podiatry
Sureways Employment & Training
Terrain Trail Constructions
Wilsons Transformer Company

Government Financial Partners:

Albury City Council
City of Wodonga
Corrections Victoria
Department of Environment, Land, Water & Planning (Vic)
Department of Environment, Heritage, Water, Population & Communities (Aust)
Department of Justice
Indigo Shire Council
NSW Office of Environment & Heritage
Murray Local Land Services
Snowy Valleys Council
Veterans Affairs Department

Goal 1: OUR PEOPLE – Learning and Growth

A 'people-centred' social enterprise.

We place to the forefront healthy, inclusive and connected communities

DELIVERABLES:

- A diversity of learning and engaging volunteer experiences
- Participation by a wide cross section of community and business

ACTIONS:

Diversity of learning and engaging experiences:

- *Appreciation of our bush reserves.* Guided walks, particularly during the wildflower season and spotlighting for nocturnal mammals were popular.
- *Threatened species recovery* activities included weed control, fuel reduction and planting of orchids and rare pea, which were propagated by NSW and Victorian Botanical Gardens.
- *Urban farming* through both hands-on involvement and delivery of 5 Open Ideas talks to build partnerships and collaborations.
- *Bush restoration skills.* Schools, businesses and community members undertook restoration works with hands-on training provided by Parklands Rangers.
- *Trail upgrades.* Youths armed with rake hoes and mattocks upgraded various walking tracks, mountain bike tracks and a spectacular section of the 400km Hume and Hovell Track during the year, improving the safety and sustainability of these trails by addressing drainage and erosion issues.
- *Organisational support* for our 12 Friends Groups included insurance, office, materials, meeting space and loan / storage of tools.
- *Fencing skills.* 6km's fences were constructed with hands-on training provided to volunteers involved. During the record wet winter months, many km's of old fences were stripped to improve connectivity for our native fauna.
- *Traditional bridge building skills.* Restoration work continued on the 67metre long Dry Forest Creek bridge, under the tutelage of Puffing Billy Preservation Society. We thank the contribution of equipment and time of neighbouring farmers who continue to assist with milling of timber.
- *Forestry skills.* Timber was kindly felled at a Department of Environment, Land, Water and Planning firewood coupe for use on bridge restoration works. Volunteers also salvaged fallen timber from farmers at Bonegilla for bridge abutments and pylons.

Participation by a wide cross section of community and business:

- **5% of Albury Wodonga community** participated in park tours, trail runs, rides and / or volunteering.
- **15 school and youth organisations** participated in a wide diversity of volunteer projects.
- **18 Trainees employed** in Green Army teams through a partnership with Conservation Volunteers Australia.
- **9 workplaces participated** in park projects and 13 businesses contributed financially.
- **12 Friends Groups** supported in joint management of local bush parks and assisted 22 other groups.
- **10th year of disAbility programs** with Murray Valley Centre as well as regular youths team from the Job Centre.
- **Long term unemployed** gained quality work experience, training and mentoring through volunteer programs.
- **Bhutanese refugees** expanded their chemical free urban farm despite the drought, followed by record floods.
- **Correctional services** programs continued for a 17th year delivering skills and social inclusion benefits.
- **Over 1,067 participated in events** which were run in partnership with Friends Groups and others event partners and stakeholders.

Goal 2: OUR PARKS – Customer Perspective

Delivering more nature trail options with improved connectivity.

OUTCOME:

- Matching campaign funding with on-the-ground projects
- Develop new river access with communities and organisations of common interest

ACTIONS:

Matching funding with on-the-ground outcomes:

142% of the income raised during the past year was invested in on ground outcomes.

Review of 12 year Strategic Plan:

The Board undertook a mid-term review of the 2010-2022 Strategic Plan, finding many of the actions successfully implemented. The Board also sought to identify new ways to progress those Action Plans which had stalled due to the need for new approaches.

River access despite the floods:

Despite the biggest floods in decades, nature and our community are resilient. It is pleasing to report that our many river trails have held up to weeks of inundation and our hill trails have held up to months of run-off from record rainfall. A big thank you to the many people who have helped to design, upgrade and repair nature trails to manage drainage and prevent erosion.

Some large project grants during the year brought to fruition longer term plans to improve the public safety, biodiversity, access and amenity of popular sections of Wodonga Creek, Middle Creek and the Kiewa River. With record rainfall and floods, these Willow and Poplar removal projects have been postponed until spring.

Despite floods covering much of Middle Creek floodplain two days before National Tree Day, wheelbarrowing of plants, guards and stakes to the site ensured the large scale Middle Creek restoration project continued to kick goals in transforming this degraded, willow-infested Creek.

New Kiewa River Access:

Conversations progressed for a 5th year, to secure pedestrian access to the Kiewa River from Killara to Kiewa Township.

Only a few months after the official opening, the new boardwalks on the Kiewa floodplain section of the High Country Rail Trail weathered record floodwaters and eliminated the need for significant flood recovery works, which had been our previous experience.

24km of new rail trail:

Thanks to cooperation from neighbouring farmers, the last of 75km of rail trail fences were installed at Bullioh, resulting in 15km of new rail trail soon to be opened through to Shelley.

Local earthmovers contributed their time and equipment to remove ballast on sections of the railway corridor through Bandiana and Wodonga, resulting in a rail trail surface that is much more user friendly.

State Championship standard trails:

Through the efforts of many volunteers and the Albury Wodonga Mountain Bike Club, upgraded and new trails at Hunchy and Baranduda have resulted in a significant increase in patronage by mountain bikers. It has been great to see so many youths in the hills after school and the skills they have acquired through Junior Development and training not previously available to them.

Expressions of interest have been received to host a few state championship events in 2017.

Goal 3: OUR PROCESSES – Business Process

We adopt processes that are professionally consistent; in ways that are innovative and express passion as we work with our people.

OUTCOME:

- Improving Parklands value proposition as an innovative and valuable organisation.
- How does Parklands address its low level of awareness and appreciation of triple bottom line performance?

ACTIONS:

Articulating Parklands value proposition

Over the past year, a part time Ranger focused on sharing the Parklands story and growing understanding of Parklands “unique value proposition” in delivering more than just environmental goods and services. Check out our video!

Through bi-monthly e-newsletters, website stories, Facebook, articles in stakeholder newsletters and letterboxing fire preparedness flyers, we estimate over 34,684 were informed during the year.

Listening and improving processes

Parklands joined City of Wodonga to develop an Activating the Hills Strategy for Wodonga’s six hills. Through the public consultation stage, we learnt of community concerns about getting the equity in bushland management right. That is, balancing the needs of our native ecosystems with the social, health and wellbeing needs of the human population.

We are pleased that further public consultation will be undertaken to ensure greater community decision making and ownership of the final strategy.

Goal 4: OUR PROSPERITY – Financial Perspective

We adopt a social enterprise model: sustainability through shared vision, resources and partnerships.

OUTCOME:

- Improving the financial position of Parklands through best commercial practices.
- A plan for sourcing 50% of funds from non-government sources by June 2016.

ACTIONS:

Improving the financial position

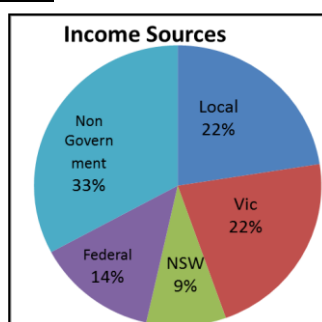
With the increasingly competitive fundraising environment, we thank the diverse mix of customers who purchased our goods, environmental services or sponsored or participated in events.

Support local business and employment

- \$273,106 of goods and services purchased from local businesses,
- 19 jobs created, employing young people in Albury Wodonga, and
- 23 community participation events.

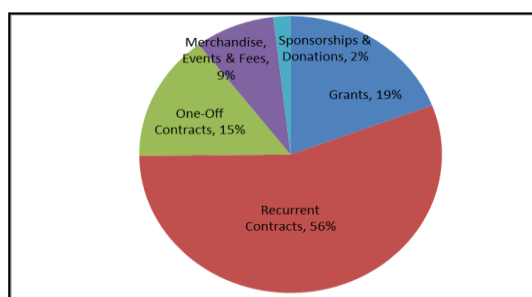
Diversify mix of revenue sources

A key focus for the past year has been on further diversifying the income base with a greater diversity of earned income from non-government sources.



Increased non-government income from 23% (2013) to 33% (2016) of total income.

81% of income sourced independent of tied project grants in 2015/16.



Parklands Objects

Object 1

Optimizing the biodiversity of the reserved land surrounding the cities.

Object 2

Educating the regional community about environmental issues and the wise use of resources such as soil, water and vegetation.

Object 3

Providing opportunities for volunteers and members of the general community to engage with and learn about the natural environment through the implementation of conservation works plans and programs, and the development of passive recreational opportunities in the reserves.

Object 4

Establishing and maintaining a public fund to be called the “Parklands Public Fund” for the specific purpose of supporting the environmental objectives of **Parklands**. are innovative and express passion as we work with our people.

Object 5

Providing international best practice environment and passive recreation management guidance to the **community through the setting of** policies, goals and priorities, by developing appropriate plans and by monitoring on ground outcomes.

Object 6

Involving the community through regularly seeking their views, advice and participation.

Object 7

Achieving financial independence through rigorous pursuit of government funding, corporate sponsorship and commercial practices which are compatible with environmental and heritage values; and

Object 8

Parklands shall be organised and operated exclusively for the attainment of, and holds its assets and income on trust exclusively for those objects.

Parklands Staff

At 30 JUNE 2016

Ranger – Community / Team Leader

Ant Packer

Ranger – Community Engagement

Danny Jones

Ranger – Operations

Tim Alexander

Ranger – Field

Shane Vanderwerf

Ranger – Field

David Saxton

Ranger – Communications

Anne Stelling

Ranger – Event Development

Brendan Murray

Ranger – Community Farm

Tilak Chhetri

Ranger – Community Farm

Rohit Khulal

PARKLANDS ALBURY WODONGA LIMITED

ABN: 75 109 213 121

Financial Report for the year ended 30 June, 2016

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PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

DIRECTORS' REPORT

Your directors present this report on the company for the financial year ended 30 June 2016.

Directors

The names of each person who has been a director during the year and to the date of this report are:

Narelle Ashford (commenced 21 June 2016)
 Daryl Betteridge
 Joy Briggs
 Bethany Cooper (resigned 16 February 2016)
 Elizabeth Fuchsen
 Vern Hilditch
 Phil Oates
 Dennis Toohey (resigned 21 July 2015)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

The principal activity of the company during the financial year was to foster healthy, inclusive and connected communities through the environmental restoration of public bush parks along streams and hills within and beyond urban areas of Albury, Wodonga, Indigo, Federation, Towong and Greater Hume Local Government Areas.

The company's short-term objectives are to:

- **Deliver more nature trail options with improved connectivity:** Matching of the campaign funding with on-the-ground projects, develop with a community and organisations of common interest a new access river point, and a framework for measuring customer usage of trails.
- **Improve the organisation's value proposition:** a framework for repositioning Parklands as an innovative and valuable organisation and implementing priority actions from repositioning study.
- **Build financial resilience:** Combine best practice in bush restoration and community development within a social enterprise business model. A plan for sourcing 50% of funds from non-government sources, a fund raising campaign and secure a long-term tenure for present office and depot.

The company's long-term objectives are to:

- The natural environment of 'the region' is valued and supported by its immediate community and visitors for its accessibility, connectedness and aesthetic appeal.
- Restore, improve and maintain the network of Bush Parks with connectivity to urban communities.
- Support learning and engaging processes within our natural and social environment

Strategies

To achieve its stated objectives, the company has adopted the following strategies:

- **Our Approach (social inclusion).** Facilitating, identifying and innovating means for optimizing the restoration, expansion of uses and connectivity of bushlands, trails and facilities. Sustaining these is through building a community of people dedicated to the bushlands.

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

DIRECTORS' REPORT

- **Our Resources (3,107 volunteers in 15/16).** Our greatest resource is the people of the Region especially the caring and energetic volunteers. Paramount is fostering through educative means the link between our bush parks and their contribution towards improved physical and mental wellbeing of the Region's people.
- **Our Partnerships (107 organisations in 15/16).** Partnering with the three levels of government, businesses, organisations and community groups to deliver the best combination of financial and community outcomes within and between areas of public bush parks.

	2016	2015
	Actual	Actual
<i>On Ground Outcomes</i>		
Kilometres of fences	4km	4km
Number of seedlings planted	17,000	40,000
Kilometres of walking tracks built	15km	4km
Kilometres of Environmental corridors maintained	208km	193km
<i>People Outcomes</i>		
Number of partner organisations	107	107
Number of Friends Groups supported	12	12
Number of volunteers participating	3,107	2,868
Value of volunteer work hours provided	\$911,806	\$957,893
<i>Operational and Financial</i>		
Proportion of income sourced from:		
Non-Government	33	35
Local Government	22	18
Vic & NSW Government	31	41
Federal Government	14	6
Proportion of expenditure spent on:		
Employment	56	45
Materials	25	37
Vehicles	9	9
Administration & Insurance	9	8
Marketing	1	1

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

DIRECTORS' REPORT

Information on Directors

Daryl Betteridge	–	Chairman
Qualifications	–	Business
Experience	–	Self-employed businessman and 8 years as Councillor
Special Responsibilities	–	Albury City Council representative since 2008 (except 2013)
Elizabeth Fuchsen	–	Deputy Chairman
Qualifications	–	Health
Experience	–	Owner/Manager of Accommodation Cottages, Midwife and Landcare
Special Responsibilities	–	Community representative since 2013
Phil Oates	–	Secretary / Treasurer
Qualifications	–	Accounting
Experience	–	Former Accountant with Australian Taxation Office
Special Responsibilities	–	Community representative since 2010
Dennis Toohey	–	Director
Qualifications	–	Agriculture, Agriculture Extension and Executive Management
Experience	–	Agribusiness Consultant and former Director of Primary Industries
Special Responsibilities	–	Community representative 2010
Vern Hilditch	–	Director
Qualifications	–	Agricultural Science and Education
Experience	–	Principal of Wodonga Senior Secondary College and Hume Region
Special Responsibilities	–	Community representative since 2010
Joy Briggs	–	Director
Qualifications	–	Education
Experience	–	Retired School Principal & Chair Independent Retirees Assoc.
Special Responsibilities	–	Community representative since 2014
Bethany Cooper	–	Director
Qualifications	–	Economics
Experience	–	La Trobe University Lecturer & Researcher
Special Responsibilities	–	Community representative since 2015
Narelle Ashford	–	Director
Qualifications	–	Town Planning
Experience	–	Local Government, State Government, Education & Horticulture Business Owner
Special Responsibilities	–	Community representative since June 2016

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

DIRECTORS' REPORT

Meetings of Directors

During the financial year, 8 meetings of directors (including committee meetings) were held. Attendances by each director were as follows:

Directors' Meetings		
	Number eligible to attend	Number attended
Ashford, Narelle	1	1
Betteridge, Daryl	8	8
Briggs, Joy	8	7
Cooper, Bethany	5	5
Fuchsen, Liz	8	7
Hilditch, Vern	8	5
Oates, Phil	8	7
Toohey, Dennis	1	1

The company is incorporated under the *Corporations Act 2001* and is an company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. At 30 June 2016, the total amount that members of the company are liable to contribute if the company is wound up is \$60 (2015: \$70).

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2016 has been received and can be found on page 5 of the financial report.

Signed in accordance with a resolution of the Board of Directors.



 Daryl Betteridge (Chair)
 Director



 C Philip Oates
 Director

Dated 18th day of October 2016

**AUDITORS' INDEPENDENCE DECLARATION
TO THE DIRECTORS OF PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2016 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Dated this 18th October, 2016.

Focus Partners
Chartered Accountants
550 Smollett Street
Albury NSW 2640



Helen Christensen, CA
Partner

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$	2015 \$
Revenue from continuing operations			
Parklands service agreements		130,000	120,000
Self generated income		356,651	304,692
Special project grants		129,272	204,274
GVESHO grant funds		-	215
Parklands Public Fund		500	30,072
Friends of Parklands		8,411	18
Corporate sponsorships		11,124	7,636
Interest income		4,303	7,638
Miscellaneous income		-	91
Profit on sale of vehicle		<u>45</u>	<u>-</u>
Total revenue and other income		640,306	674,636
Expenses			
Administration		29,343	21,006
Communication & marketing		4,945	8,873
Contract and grant expenses		162,466	182,344
Depreciation		11,999	12,340
Employment expenses		387,822	355,335
General insurance		18,305	18,015
Occupancy expenses		12,478	14,303
Other expenses from ordinary activities		8,013	5,208
Provision for doubtful debts		2,227	4,930
Staff and board expenses		1,058	2,238
Staff support and training		4,560	5,706
Tools and supplies		10,094	7,936
Vehicle and plant expenses		37,039	48,008
Loss on sale of vehicle		<u>3,920</u>	<u>-</u>
Total expenses		<u>694,269</u>	<u>686,242</u>
Surplus (deficit) for the year		<u>(53,963)</u>	<u>(11,606)</u>
Total comprehensive income (loss) for the year		<u>(53,963)</u>	<u>(11,606)</u>

The accompanying notes form part of these financial statements

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	Note	2016 \$	2015 \$
Assets			
Current assets			
Cash and cash equivalents	3	168,315	386,673
Trade and other receivables	4	119,018	68,644
Other current assets	5	<u>2,854</u>	<u>3,833</u>
Total current assets		<u>290,187</u>	<u>459,150</u>
Non-current assets			
Plant and equipment	6	<u>13,899</u>	<u>26,186</u>
Total non-current assets		<u>13,899</u>	<u>26,186</u>
Total assets		<u>304,086</u>	<u>485,336</u>
Liabilities			
Current liabilities			
Trade and other payables	7	50,183	84,247
Provisions	8	56,107	72,801
Other current liabilities	9	<u>40,651</u>	<u>89,190</u>
Total current liabilities		<u>146,941</u>	<u>246,238</u>
Non-current liabilities			
Borrowings	10	-	30,000
Provisions	8	<u>13,867</u>	<u>11,858</u>
Total non-current liabilities		<u>13,867</u>	<u>41,858</u>
Total liabilities		<u>160,808</u>	<u>288,096</u>
Net assets		<u>143,278</u>	<u>197,240</u>
Equity			
Retained earnings		<u>143,278</u>	<u>197,240</u>
Total equity		<u>143,278</u>	<u>197,240</u>

The accompanying notes form part of these financial statements

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$	2015 \$
Balance at 1 July		197,240	208,846
Total comprehensive income (loss) for the year		<u>(53,963)</u>	<u>(11,606)</u>
Balance at 30 June		<u>143,278</u>	<u>197,240</u>

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

Cash flows from operating activities			
Receipts from customers and supporters		584,785	721,354
Payments to suppliers and employees		(774,836)	(672,005)
Interest received		<u>5,280</u>	<u>7,742</u>
Net cash provided by operating activities	12	<u>(184,771)</u>	<u>57,091</u>
Cash flows from investing activities			
Payments for purchase of property, plant and equipment		(4,087)	(2,125)
Receipts for sale of property, plant and equipment		<u>500</u>	<u>-</u>
Net cash used in investing activities		<u>(3,587)</u>	<u>(2,125)</u>
Cash flows from financing activities			
Repayment of borrowings		<u>(30,000)</u>	<u>(20,000)</u>
Net cash used in financing activities		<u>(30,000)</u>	<u>(20,000)</u>
Net increase/(decrease) in cash held		(218,358)	34,966
Cash at beginning of financial year	3	<u>386,673</u>	<u>351,707</u>
Cash at end of financial year	3	<u>168,315</u>	<u>386,673</u>

The accompanying notes form part of these financial statements

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

Note 1: Statement of significant accounting policies

Parklands Albury Wodonga Limited ('the Company') is a company domiciled in Australia.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards reduced disclosure requirements as issued by the Australian Accounting Standard Board, and the Australian Charities and Not-for-profits Commission Act 2012.

The financial report has been prepared on the basis of historical cost.

Not-For-Profit Status

Under AIFRS, there are requirements that apply specifically to not-for-profit entities that are not consistent with International Financial Reporting Standards (IFRS) requirements. The Company has analysed its purpose, objectives and operating philosophy and determined that it does not have profit generation as a prime objective. Consequently where appropriate the Company has elected to apply options and exemptions within AIFRS that are applicable to not-for-profit entities.

a) Plant and equipment

Each class of plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

b) Impairment of assets

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

c) Depreciation

Depreciation is calculated to write off the net cost of each item of plant and equipment over its expected useful life. Depreciation rates are between 25% and 37.5% p.a. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

d) Employee benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. The current portion includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

e) Provisions

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

f) Cash and cash equivalents

Cash and cash equivalents include term deposits held with banks, which are readily convertible to cash on hand.

g) Revenue and other income

Revenue is measured at the fair value of the consideration received or receivable. All revenue is stated net of the amount of goods and services tax (GST).

h) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST. Receivables and payables in the Statement of Financial Position are shown inclusive of GST. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

i) Income tax

As the company's primary aim is the management and maintenance of designated environmental land owned by the Crown or designated for use by the community, it is exempt from Income Tax under Section 50-45 of the Income Tax Assessment Act 1997. The company is limited by guarantee and any profits made are retained within the company.

j) Trade receivables

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off by reducing the carrying amount directly.

k) New standards and interpretations not yet adopted

No new standards have been identified which, when adopted, would have any significant impact on the Company in the period of initial application.

l) Unexpended grants

The company receives grant monies to fund projects either for contracted periods of time or for specific projects irrespective of the period of time required to complete those projects. It is the policy of the company to treat unexpended grant monies as a liability in the statement of financial position where the company is contractually obliged to provide the services in a subsequent financial period to when the grant is received or, in the case of specific project grants, where the project has not been completed.

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$	2015 \$
Note 2: Auditors' remuneration			
Remuneration of the auditor of the entity for:			
- Auditing or reviewing the financial report		4,800	3,800
- Other services		<u>1,800</u>	<u>2,000</u>
		<u>6,600</u>	<u>5,800</u>
Note 3: Cash and cash equivalents			
Cheque account		85,900	141,535
iSave business account		3,962	3,778
Parklands Public Fund	12	21,867	21,370
Term deposit accounts		<u>56,586</u>	<u>219,990</u>
		<u>168,315</u>	<u>386,673</u>
Reconciliation of cash			
Cash at the end of the financial year as shown in the cash flow statement is reconciled to items in the balance sheet as follows:			
Cash and cash equivalents		<u>168,315</u>	<u>386,673</u>
Note 4: Trade and other receivables			
Current			
Trade receivables		131,928	79,104
Less: Provision for doubtful debts		<u>(12,910)</u>	<u>(10,460)</u>
		<u>119,018</u>	<u>68,644</u>
Note 5: Other current assets			
Prepayments		2,785	2,786
Accrued interest receivable		<u>69</u>	<u>1,047</u>
		<u>2,854</u>	<u>3,833</u>
Note 6: Plant and equipment			
Plant and equipment:			
At cost		104,102	100,015
Accumulated depreciation		<u>(97,165)</u>	<u>(90,590)</u>
		6,937	9,425
Motor vehicles:			
At cost		128,096	141,823
Accumulated depreciation		<u>(121,134)</u>	<u>(125,062)</u>
		6,962	16,761
Total Plant and equipment		<u>13,899</u>	<u>26,186</u>

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

Movements in Carrying amounts

Movements in carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year.

	Plant & Equipment	Motor Vehicles	Total
Net book value at 30 June 2015	9,425	16,761	26,186
Additions – current year	4,087	-	4,087
Disposals – current year	-	(500)	(500)
Depreciation expense	(6,575)	(5,424)	(11,999)
Loss on disposals	-	(3,920)	(3,920)
Profit on disposals	-	45	45
Net book value at 30 June 2016	<u>6,937</u>	<u>6,962</u>	<u>13,899</u>

Note 7: Trade and other payables

Note	2016	2015
	\$	\$
Current		
Unsecured liabilities:		
Trade payables	22,635	62,434
Sundry payables and accruals	<u>27,548</u>	<u>21,813</u>
	<u>50,183</u>	<u>84,247</u>

Note 8: Provisions

Provision for annual leave:		
Opening balance at beginning of year	47,661	44,336
Provisions raised (decreased) during year	<u>(6,774)</u>	<u>3,325</u>
Balance at end of the year	<u>40,887</u>	<u>47,661</u>
Provision for long service leave: current		
Opening balance at beginning of year	25,140	23,709
Provisions raised (decreased) during year	<u>(9,920)</u>	<u>1,431</u>
Balance at end of the year	<u>15,220</u>	<u>25,140</u>
Total current provisions	1(d) <u>56,107</u>	<u>72,801</u>
Provision for long service leave: non-current		
Opening balance at beginning of year	11,858	-
Additional provision raised during year	<u>523</u>	<u>11,858</u>
Balance at end of the year	<u>13,867</u>	<u>11,858</u>
Total non-current provisions	1(d) <u>13,867</u>	<u>11,858</u>

Note 9: Other current liabilities

Unexpended grant funds	1(1) <u>40,651</u>	<u>89,190</u>
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Note 10: Borrowings – non-current

Unsecured liabilities:		
Albury City Council	<u>-</u>	<u>30,000</u>

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

Note 11: Movements in Parklands Public Fund bank accounts	Note	2016 \$	2015 \$
Balance brought forward		21,370	1,100
Deductible donations received		500	20,269
Bank fees		(5)	-
Interest received		<u>2</u>	<u>1</u>
Balance at 30 June 2016	3	<u>21,867</u>	<u>21,370</u>

The Parklands Public Fund (PFF) is listed on the Register of Environmental Organisations, and donations of \$2 or more to the PFF are tax deductible. Expenditure from the Parklands Public Fund is overseen by an independent Public Fund Management Committee to ensure compliance with the Australian Taxation Office and Register of Environmental Organisations conditions.

Note 12: Reconciliation of net cash flow from operations with profit after income tax

	2016 \$	2015 \$
Surplus (deficit) for the year	(53,963)	(11,606)
Depreciation	12,000	12,340
Profit on sale of plant and equipment	(45)	-
Loss on sale of plant and equipment	3,920	-
Changes in assets and liabilities		
(Increase)/decrease in trade receivables	(52,823)	(356)
(Increase)/decrease in prepayments	2	(1,540)
(Increase)/decrease in accrued interest receivable	977	104
Increase/(decrease) in trade payables	(34,064)	33,298
Increase/(decrease) in employment provisions	(14,685)	16,615
Increase/(decrease) in unexpended grant funds	(48,539)	2,813
Increase/(decrease) in provision for doubtful debts	<u>2,449</u>	<u>5,423</u>
Cash flow from operations	<u>(184,771)</u>	<u>57,091</u>

Note 13: Events after the balance sheet date

No matters or circumstances have arisen since the end of the reporting period which significantly affected or may significantly affect the operations of the entity, the results of those operations, or the state of affairs of the entity in future financial years.

Note 14: Members' guarantee

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. At 30 June 2016 the number of members was 6 (2015: 7).

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

Note 15: Company details

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

Parklands Albury Wodonga Limited
 138 Lemke Road
 Gateway Island
 Wodonga Vic 3691

Note 16: Commitments for expenditure

The Company has no current commitments for capital expenditure.

Note 17: Contingent liabilities

The Directors are not aware of any contingent liabilities

Note 18: Related parties

- a) Directors
 The names of persons who were directors of the Company at any time during the financial year are as follows:

Darryl Betteridge, Elizabeth Fuschen, Vern Hilditch, C. Philip Oates, Dennis Toohey, Joy Briggs, Bethany Cooper and Narelle Ashford.

The directors perform their duties in an honorary capacity.

- b) There have been no material transactions with related parties during the year.
 All other transactions were made on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

Note 19: Key management personnel disclosure

	2016	2015
	\$	\$
Short-term employee benefits	75,100	127,179
Long-term employee benefits	<u>1,354</u>	<u>1,433</u>
Total employee benefits	<u>76,454</u>	<u>128,612</u>

Key management personnel are the persons having authority and responsibility for planning, directing and controlling the activities of the company either directly or indirectly. The key management personnel consist of the directors and senior officers responsible for the financial and operational activities of the company.

Note 20: Financial instruments

The net fair value of cash and monetary financial assets and financial liabilities approximates their carrying amounts as included in the Statement of Financial Position and Notes to the Financial Statements. The carrying amounts have been determined as the amounts currently receivable or payable at the reporting date.

PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

Note 21: Financial risk management

The Company is exposed to financial risks in the form of market risk, credit risk and liquidity risk. Risk management is carried out by Management with the approval of the Board of Directors. Management regularly reports to the Board of Directors and regularly reviews and evaluates risk management policies.

The Company holds the following financial instruments:

	Note	2016	2015
Financial assets		\$	\$
Cash and cash equivalents	3	168,315	386,673
Trade and other receivables	4	<u>119,018</u>	<u>68,644</u>
Total financial assets		<u>287,333</u>	<u>455,317</u>
Financial liabilities			
Trade and other payables	7	50,183	84,246
Borrowings	10	-	<u>30,000</u>
Total financial liabilities		<u>50,183</u>	<u>114,246</u>

- a) Market risk – the Company's exposure to market risk is fundamentally limited to the risk of interest rate changes. Monies are deposited at the Hume Bank in interest-bearing investments. At the end of the year there was \$56,586 held in term deposits at interest rates of between 2.5% and 2.7% and \$3,962 in iSave accounts at an interest rate of 1.5%. All other accounts are held at the Hume Bank at interest rates of 0.01%.
- b) Credit risk – arises from cash and cash equivalents and trade and other receivables. Management monitors outstanding receivables based on past history and maintains an ongoing policy of debt collection procedures with regular reviews of receivables for possible impairment. All deposits are with the Hume Bank.
- c) Liquidity risk – Management and the Board of Directors manage liquidity risk by continuously monitoring forecast and actual cash and matching the maturity profiles of financial assets and liabilities. Surplus funds are generally invested in interest earning deposits with the Hume Bank.


PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121


DIRECTORS' DECLARATION

The directors declare that:

- (a) in the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable;
- (b) in the directors' opinion, the attached financial statements are in compliance with International Financial Reporting Standards; and
- (c) in the directors' opinion, the attached financial statements and notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the Company.

This declaration is made in accordance with a resolution of the directors.


Daryl Betteridge (Chair)
Director


C Philip Oates
Director

Dated 18th day of October 2016

**Independent audit report to the members of
 Parklands Albury Wodonga Limited
 ABN: 75 109 213 121**

The financial report

We have audited the accompanying financial report of Parklands Albury Wodonga Limited, which comprises the statement of financial position as at 30 June 2016, and statement of comprehensive income, statement of changes in equity, statement of cash flows, accompanying notes to the financial statements, and the directors' declaration, for the year ended 30 June 2016.

The directors of the company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commission Act 2012. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances. In note 1, the directors also state, in accordance with Accounting Standard AASB101 Presentation of Financial Statements, that compliance with the Australian equivalents to International Financial Reporting Standards ensures that the financial report, comprising the financial statements and notes, complies with International Financial Reporting Standards.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

Our audit did not involve an analysis of the prudence of business decisions made by directors or management.

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



Independent audit report to the members of Parklands Albury Wodonga Limited

Independent audit report (continued)

Independence

In conducting our audit, we have complied with the independence requirements of the Australian Charities and Not-for-profits Commission Act 2012.

Auditor's opinion on the financial report

In our opinion, the financial report of Parklands Albury Wodonga Limited is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2016 and of their performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commission Regulation 2013.

The financial report also complies with International Financial Reporting Standards as disclosed in note 1.

Dated at Albury this 31st October, 2016.

Focus Partners
Chartered Accountants
550 Smollett Street
ALBURY NSW 2640



H.K. Christensen
Partner



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