



# Parklands Albury Wodonga Ltd

## ANNUAL REPORT

Year Ending 30<sup>th</sup> June 2017



*Bush parks and trails  
connecting community...*







# **PARKLANDS ALBURY WODONGA LTD**

## **2017 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 cities don't just happen. They are the product of imagination, leadership, hard work and constant adjustment"*  
(Clover Moore, Lord Mayor, City of Sydney)

Welcome to the 20<sup>th</sup> Annual Report covering the financial year to 30<sup>th</sup> June 2017.

Parklands Albury Wodonga celebrated its 20<sup>th</sup> anniversary with 85 events delivered throughout the year.

Over the past two decades, our regional community has contributed over \$20 million worth of time and delivered hundreds of community participation events with the aims to raise awareness, appreciation and patronage of our regional bushlands network.

Perhaps it is as a result of these efforts that there has been a steady increase in patronage of the regional bushlands, with patronage at a level in some bushlands, such as McFarlanes Hill in West Wodonga, where conflict between user groups has started to emerge. The Board and staff continue to adapt and review policies and processes to ensure a balance between conservation, heritage and recreation values is incorporated into future management.

Whilst a year for celebration, it was also a year of controversy with some community and government authorities challenging the decision making processes of Parklands, and advocating for even more permits and their associated costs. As a community organization who manages over 2,300 hectares of Crown land without any specific funding support from governments, it is imperative that a balance is achieved between protection of natural and cultural

assets, and enabling community to improve access to these natural assets without expensive planning costs. Is it reasonable to expect other community organisations to also have to fundraise over \$150,000 (as Parklands has over the past 5 years) just to secure permission to undertake volunteer construction of nature trails?

## Courage – core of community resilience

I take this opportunity to thank the Board of Directors of Parklands Albury Wodonga for their ability to have courageous conversations with a range of partner organisations and stakeholders.

Courage to work with other **people** and share in taking responsibility for the community.

Courage to tackle the complex, **systemic** issues we face. Public land management is complex!

Courage to learn from experience and **adapt** our thinking and methods.

Courage to accept uncertainty and make **transformations** when necessary.

Courage to commit to far-reaching and long-term resilience building that is truly **sustainable**, for generations to come.

The Operations Report provides more details on the organisation's efforts during the year to build community resilience and counter the divisiveness of some stakeholders during this challenging year.

## Building community resilience

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

*"As individuals and as a community, we need courage to confront challenging issues and to take responsibility for our collective future."*

*(Post Carbon Institute, 2015)*

The year ending 30th June 2017 focused particularly on building community resilience.

Accordingly, the theme for this year's Annual Report is taken from the Californian Post Carbon Institute's *"Six Foundations for Building Community Resilience"* (2015). The year's outcomes are reflected through these six foundations:

**1. People.** *The power to envision the future of the community and build its resilience resides with community members.*

In our ever-urbanising region, people and only people can ensure that our unique bush parks thrive into the future.

Parklands community land management approach is based in the idea that caring for nature springs from engagement with nature. Over the past 20 years we have supported a wide variety of events and the development of recreational infrastructure providing community with opportunities to engage with the environment.

By combining opportunity with education we aim to bring all park users to consciousness of the fragile interface between people and ecosystems, and encourage them to make caring for nature a social norm.

This year the volume of feedback to the joint Council-Parklands Activating the Hills Strategy from a wide cross section of the community, including a large number of youths, is testimony to the passion that Wodonga residents have for their hills and natural places. Parklands staff consistently invited people to engage in developing an inclusive vision, and maintain the view that people will find the courage to work together.

The passion of local people is also reflected in action, with over \$20 million worth of

volunteer time contributed by the people of this region towards enhancing the regional parklands over the past two decades. People are interested, they are engaged, and they are active!

The opportunities Parklands creates for people to be active in the environment has health and wellbeing outcomes integral to community resilience. Research indicates the people of Albury Wodonga have significant issues with obesity, depression and suicide; all countered by connection with nature and physical activity.

## *Lots of people ...*

*12 Friends Groups empowered  
82 partner organizations cooperated  
1,960 volunteers involved  
\$809,990 volunteer hours contributed  
2,042 community members engaged  
9 youths employed  
432 learnt new skills  
599 felt happier or healthier  
71 made changes in their lives*

**2. Systems thinking.** *Systems thinking is essential for understanding the complex, interrelated crises now unfolding...*

Managing public land is complex, requiring us to make sense of the parts, the whole, and the relationships within the system.

The challenges of this year have required Parklands to work on the relationships affecting our system; our challenge to frame an open-ended, adaptable response rather than a short-term static solution.

Systemic pressure has also come from significant increases in government legislation and the associated costs of compliance (permits, plans, licenses and leases). The organisation has adapted to this new reality with over \$148,000 worth of compliance costs fundraised from non-government sources over the past five years.

During the year, the Board has sought to create a system that is more sustainable and affordable for community to progress projects into the future, seeking a balance between permits that protect natural and cultural

heritage, and enabling community to deliver outcomes.

*We can try to outsource our problems to a new generation of engineers, designers, and architects, but we will only see broad, lasting changes when the people inhabiting these communities create a vision for the future and lead the process for change.*

*P. Myrick, Project for Public Spaces*

**3. Adaptability.** *A community that adapts to change is resilient.*

*In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists. —Eric Hoffer, Reflections on the Human Condition*

Record floods in October 2016 inundated over 30km of river trails and our office and depot, cutting off all access for 10 days.

The response from staff and community to this significant and prolonged flood event is testimony to the strength of the organisation and partners in adapting to change. For instance, the inundation of the river flats meant resources could be invested into removing tree guards from many of our steep hillsides. Flood resistant designed boardwalks and other park infrastructure meant minimal flood recovery costs.

During the year, much of the organisation's paper-based record keeping was transferred to "the Cloud" thanks to advice and assistance from one of our partners. This efficiency gain was an adaptation in response to the significant increase in monitoring and reporting requirements that have grown in recent years.

Our fifth year of the Riverina Trail Running Series saw a 150% increase in participation, thanks in large part to listening to our participants and adapting the series accordingly. The continued commitment of event sponsors is a reflection of the strong support for adapting and evolving this new and emerging user group.

The organisation partnered with Wodonga Urban Landcare Network to share resources in delivery of the popular guided "Wednesday Walks" calendar that engaged a broad community base. The attendance of 170 at one of the family-focused Spotlighting Walks on Gateway Island reflected the growing interest in threatened species conservation. Again, the organisation adapted the approach, introducing a ticketed system to limit numbers for all events that have been run since to improve the quality of the experience.

**4. Transformability.** *Some challenges are so big that it's not possible for the community to simply adapt; fundamental, transformative changes may be necessary.*

*If we want things to stay as they are, things will have to change. —character in The Leopard by Giuseppe di Lampedusa*

Transformation is intentional disruption, so it will not be successful unless the people involved and affected recognize the need for it. Information, transparency, dialogue, and inclusive processes are all important.

During the year, the number of full time Field Rangers was halved, in recognition of the need to respond to the changed market place. This change also enabled delivery of Parklands Albury Wodonga's social enterprise values by employing longer term unemployed for projects as opportunities arose.

**5. Sustainability.** *Community resilience is not sustainable if it serves only us, and only now; it needs to work for other communities, future generations, and the ecosystems on which we all depend.*

*We do not inherit the earth from our Ancestors; we borrow it from our children.*

In this context sustainability is about Parklands role in enabling many ways for community environmental engagement, not just our activities but engagement with our partners in longer term planning.



This year we have partnered to develop the Wodonga Waterway Action Plan and Activating the Hills Strategy, and supported diversity within the community through Albury Wodonga Ethnic Communities Council for the inaugural Welcome Walk, Wodonga Urban Landcare Network, the Sustainable Activity Centre, Bhutanese community initiatives and the Albury Wodonga Cultural Exchange.

### *Lots of on ground outcomes...*

*2 trestle bridges restored  
4km fencing  
60 garden beds (Community Farm)  
38km fuel reduction firebreaks  
183 nestboxes installed  
28,000 planted  
42,000 litres weeds sprayed  
7 Threatened Species Recovery projects  
211km Trails maintained  
386 hectares hand removed woody weeds*

**6. Courage.** *As individuals and as a community, we need courage to confront challenging issues and take responsibility for our collective future.*

*Hope is...an ability to work for something because it is good, not just because it stands a chance to succeed... It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out. —V Havel, Disturbing the Peace*

The Board of Directors of Parklands Albury Wodonga are to be commended for their strategic leadership throughout the past year. With significant pressure from sections of the community and government, the Board has steered a steady ship, with the horizon in their view, rather than react to isolated incidents and controversies.

Courage supports us through the practical challenges of collaboration and public process; logistical obstacles pop up, volunteers disappear, funding runs out, or we simply don't get what we want.

Getting involved with your community and making yourself vulnerable to what other people think takes courage. Face-to-face communication takes courage but is critical.

Courage brings us back around to the first foundation, **People**, because it is the people of the community who will build resilience—and they are the ones who need courage for all the pieces of resilience building.

### Lots of financial supporters...

#### **Community Financial Partners:**

Albury Wodonga Field Naturalists  
Baranduda Landcare Group  
Border Trust Foundation  
Community members (tax deductible donations and event entry fees)  
Kiewa Landcare Network  
RACV Community Foundation  
Wodonga Lutheran Church  
Wodonga Urban Landcare Network

#### **Business Financial Partners:**

Athletes Foot  
Azzi Nusser Service Centre  
E-Works Employment Solutions  
Full Cycle  
Lester & Son Funeral Directors  
Mars Petcare  
Neighbours (grazing license fees)  
Riverside Estate  
Riverina Podiatry  
Sureways Employment & Training

#### **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 Premier & Cabinet (Vic)  
Indigo Shire Council  
NSW Office of Environment & Heritage  
Murray Local Land Services  
North East Catchment Management Authority  
Snowy Valleys Council



## Goal 1: OUR PEOPLE – Learning and Growth

*A 'people-centred' social enterprise.*

*We place to the forefront healthy, inclusive and connected communities*

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### OUTCOME:

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

### ACTIONS:

Diversity was delivered through:

- Guided Bush Walk 'n Talks, Wildflower walks and Nest-box monitoring field days,
- Threatened species recovery activities that protected endangered orchid and Swainsona Pea sites,
- Building the capacity of our 12 Friends Groups to take effective action and expand their networks,
- Supporting 20+ groups through loan / storage of tools, insurance, grant writing, office, materials, meeting space and advice,
- Providing experiential learning opportunities for schools, businesses and community members in bush restoration, fencing, traditional bridge restoration, timber milling and track maintenance.

Community participation was also diverse:

- 4% of the Albury Wodonga community joined park tours and trail runs.

- 12 school and youth organisations participated in volunteer projects.
- 9 youth traineeships via the Green Army Program supported our partners.
- 14 workplaces were involved in park projects and 9 contributed financially.
- 12 Friends/Landcare Groups were supported and 20 groups assisted.
- disAbility program was expanded to support both adults and youths.
- Long term unemployed gained quality work experience, training and mentoring in a tailored volunteer program.
- Bhutanese refugees led engagement activities at the community urban farm.
- A new diversion program was piloted in 17th year of Corrections Victoria partnership.
- 2,042 people participated in 85 events run in partnership with other groups and stakeholders.

## Goal 2: OUR PARKS – Customer Perspective

*Delivering more nature trail options with improved connectivity.*

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### OUTCOME:

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

### ACTIONS:

- 174% of the income raised during the past year was invested in on ground outputs and outcomes.
- Fundraised and advocated to enable restoration and recreation projects to be delivered in future.
- Celebrated 20 years and \$20 million worth of community contributions to enhancing the regional parklands network with 85 events.

## 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:

**Focus on Impact:** the shift to more casual staff has enabled the organisation greater flexibility and the capacity to directly employ marginalized in delivery of on ground projects. Our impacts included;

- \$ 263,672 of goods and services** purchased from local businesses,
- 11 jobs created**, employing young and marginalized people in Albury Wodonga, and
- 85 community participation events**

**Landscape scale connectivity:** Citizen science projects have increased knowledge and fostered a shift in project planning from local to landscape scale.

**Improved quantitative and qualitative reporting systems:** with increased demands for labour-intensive MERI (monitor, evaluate, review and improve) reporting, much of our data collection has been shifted to the cloud (GoogleDocs) for both reporting and citizen science projects, as well as recording of qualitative outcomes and impacts.

**Storytelling strategy to raise awareness:** has increased subscribers to Facebook, weekly website stories, e-newsletters and articles in stakeholder newsletters.

## Goal 4: OUR PROSPERITY – Financial Perspective

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

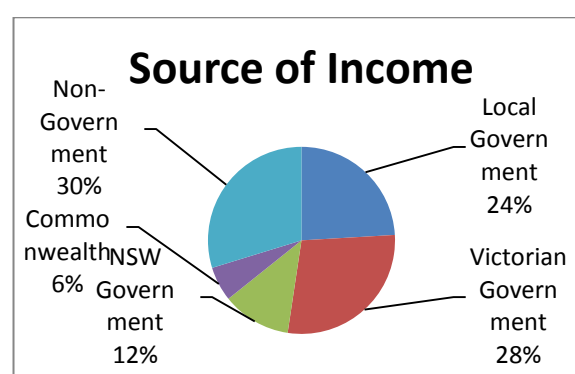
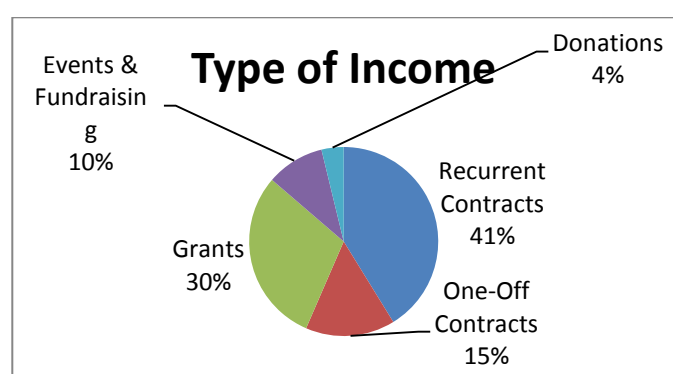
### OUTCOME:

- Improving the financial position of Parklands through best commercial practices.
- A plan for sourcing 50% of funds from non-government sources by June 2019.

### ACTIONS:

**Thank you to our diversity of customers:** who continue to procure our environmental services. The graph below shows the mix of income types over the past year. A significant proportion are ongoing arrangements that empower our organisation to support community led projects, and reduce time spent fundraising.

**New initiatives and programs** were implemented during the year with the anticipation that these will grow as sustainable income sources over the longer term from non-government sources.



# Parklands Objects

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## 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 2017*

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Ranger – Community / Team Leader	Ant Packer
Ranger – Community Engagement	Danny Jones
Ranger – Field	Shane Vanderwerf
Ranger – Communications	Anne Stelling
Ranger – Event Development	Sean Greenhill
Ranger – Community Farm	Tilak Chhetri
Ranger – Community Farm	Rohit Khulal
Casuals	David Saxton, Jo Maw, Mick Eade



# PARKLANDS ALBURY WODONGA LIMITED

ABN: 75 109 213 121

Financial Report  
for the year ended 30 June, 2017

**PARKLANDS ALBURY WODONGA LIMITED**

**ABN: 75 109 213 121**

**30 June 2017**

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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 2017.

**Directors**

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

Narelle Ashford (resigned 18 June 2017)  
 Daryl Betteridge  
 Joy Briggs  
 Elizabeth Fuchsen  
 Vern Hilditch  
 Phil Oates

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.
- **Our Resources (1,960 volunteers in 16/17).** 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.



**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**DIRECTORS' REPORT**

- **Our Partnerships (82 organisations in 16/17).** 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.

**Key Performance Measures**

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

	2016/17	2015/16
<b>On Ground Outcomes</b>		
Kilometres of fences	4km	4km
Number of seedlings planted	28,000	17,000
Kilometres of walking tracks built	3km	15km
Kilometres of Environmental corridors maintained	211km	208km
<b>People and Partnerships</b>		
Number of partner organisations	82	107
Number of Friends Groups supported	12	12
Number of volunteers participating	1,960	3,107
Value of volunteer work hours provided	\$809,990	\$911,806
<b>People Outcomes</b>		
Number who learnt new skills	432	
Number who felt happier or healthier	599	
Number who made changes in their lives as a result of the volunteer experience	71	
<b>Operational and Financial</b>		
Proportion of income sourced from:		
Non-Government	30	35
Local Government	24	18
NSW & Victorian Government	40	41
Australian Government	6	6
Proportion of expenditure spent on:		
Employment	52	45
Materials	29	37
Vehicles	6	9
Administration & Insurance	12	8
Marketing	1	1

**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**DIRECTORS' REPORT**

**Information on Directors**

<b>Daryl Betteridge</b>	–	Chairman
Qualifications	–	Business
Experience	–	Self-employed businessman and 8 years as Councillor
Special Responsibilities	–	Albury City Council representative since 2008 to 2016 Community representative since 2016
 <b>Elizabeth Fuchsen</b>	–	 Deputy Chairman
Qualifications	–	Health
Experience	–	Owner/Manager of Accommodation Cottages, Midwife and Landcare
Special Responsibilities	–	Community representative since 2013
 <b>Phil Oates</b>	–	 Secretary / Treasurer
Qualifications	–	Accounting
Experience	–	Former Accountant with Australian Taxation Office
Special Responsibilities	–	Community representative since 2010
 <b>Vern Hilditch</b>	–	 Director
Qualifications	–	Agricultural Science and Education
Experience	–	Principal of Wodonga Senior Secondary College and Hume Region
Special Responsibilities	–	Community representative since 2010
 <b>Joy Briggs</b>	–	 Director
Qualifications	–	Education
Experience	–	Retired School Principal & Chair Independent Retirees Assoc.
Special Responsibilities	–	Community representative since 2014
 <b>Narelle Ashford</b>	–	 Director
Qualifications	–	Town Planning
Experience	–	Local Government, State Government, Education & Horticulture Business Owner
Special Responsibilities	–	Community representative to June 2017

**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:


	<b>Directors' Meetings</b>	
	<b>Number eligible to attend</b>	<b>Number attended</b>
Ashford, Narelle	8	4
Betteridge, Daryl	8	8
Briggs, Joy	8	7
Fuchsen, Liz	8	1
Goonan, Dale	1	1
Hilditch, Vern	8	1
Oates, Phil	8	7


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 2017, the total amount that members of the company are liable to contribute if the company is wound up is \$50 (2016: \$60).

**Auditor's Independence Declaration**

The lead auditor's independence declaration for the year ended 30 June 2017 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)

  
 C. Phillip Oates (Treasurer)

Dated this 31<sup>st</sup> day of October 2017

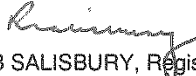


**AUDITOR'S INDEPENDENCE DECLARATION  
TO THE DIRECTORS OF PARKLANDS ALBURY  
WODONGA LIMITED  
ABN: 75 109 213 121**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2017 there have been:

- a. 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
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

Dated 27<sup>th</sup> October 2017



ROB SALISBURY, Registered Company Auditor 2378  
Salisbury Audit Services Pty Ltd  
594 David Street  
ALBURY NSW 2640

**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	Note	2017 \$	2016 \$
<b>Revenue from continuing operations</b>			
Parklands service agreements		100,000	130,000
Self generated income		255,484	356,651
Special project grants		166,357	129,272
Parklands Public Fund		21,124	500
Friends of Parklands		10,782	8,411
Corporate sponsorships		4,618	11,124
Interest income		549	4,303
Profit on sale of vehicle		-	45
<b>Total revenue and other income</b>		<b>558,914</b>	<b>640,306</b>
<b>Expenses</b>			
Administration		42,567	29,343
Communication & marketing		1,994	4,945
Contract and grant expenses		147,893	162,466
Depreciation		5,387	11,999
Employment expenses		301,323	387,822
General insurance		20,897	18,305
Occupancy expenses		10,827	12,478
Other expenses from ordinary activities		3,040	8,013
Provision for doubtful debts		(155)	2,227
Staff and board expenses		234	1,058
Staff support and training		5,200	4,560
Tools and supplies		6,866	10,094
Vehicle and plant expenses		31,892	37,039
Loss on sale of vehicle		-	3,920
<b>Total expenses</b>		<b>577,966</b>	<b>694,269</b>
<b>Surplus (deficit) for the year</b>		<b>(19,052)</b>	<b>(53,963)</b>
<b>Total comprehensive income (loss) for the year</b>		<b>(19,052)</b>	<b>(53,963)</b>

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 2017**

	Note	2017 \$	2016 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	3	151,662	168,315
Trade and other receivables	4	110,011	119,018
Other current assets	5	3,001	2,854
<b>Total current assets</b>		<u><b>264,674</b></u>	<u><b>290,187</b></u>
<b>Non-current assets</b>			
Plant and equipment	6	11,571	13,899
<b>Total non-current assets</b>		<u><b>11,571</b></u>	<u><b>13,899</b></u>
<b>Total assets</b>		<u><b>276,245</b></u>	<u><b>304,086</b></u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	7	72,824	50,183
Provisions	8	39,411	56,107
Other current liabilities	9	30,500	40,651
<b>Total current liabilities</b>		<u><b>142,735</b></u>	<u><b>146,941</b></u>
<b>Non-current liabilities</b>			
Provisions	8	9,285	13,867
<b>Total non-current liabilities</b>		<u><b>9,285</b></u>	<u><b>13,867</b></u>
<b>Total liabilities</b>		<u><b>152,020</b></u>	<u><b>160,808</b></u>
<b>Net assets</b>		<u><b>124,226</b></u>	<u><b>143,278</b></u>
<b>Equity</b>			
Retained earnings		124,226	143,278
<b>Total equity</b>		<u><b>124,226</b></u>	<u><b>143,278</b></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 2017**

	Note	2017 \$	2016 \$
Balance at 1 July		143,278	197,240
Total comprehensive income (loss) for the year		<u>(19,052)</u>	<u>(53,963)</u>
<b>Balance at 30 June</b>		<b><u>124,226</u></b>	<b><u>143,278</u></b>

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2017**

<b>Cash flows from operating activities</b>			
Receipts from customers and supporters		603,331	584,785
Payments to suppliers and employees		(617,358)	(774,836)
Interest received		433	5,280
<b>Net cash provided by operating activities</b>	11	<b><u>(13,594)</u></b>	<b><u>(184,771)</u></b>
<b>Cash flows from investing activities</b>			
Payments for purchase of property, plant and equipment		(3,059)	(4,087)
Receipts for sale of property, plant and equipment		0	500
<b>Net cash used in investing activities</b>		<b><u>(3,059)</u></b>	<b><u>(3,587)</u></b>
<b>Cash flows from financing activities</b>			
Repayment of borrowings		0	(30,000)
<b>Net cash used in financing activities</b>		<b><u>0</u></b>	<b><u>(30,000)</u></b>
<b>Net increase/(decrease) in cash held</b>		<b>(16,653)</b>	<b>(218,358)</b>
<b>Cash at beginning of financial year</b>	3	<b><u>168,315</u></b>	<b><u>386,673</u></b>
<b>Cash at end of financial year</b>	3	<b><u>151,662</u></b>	<b><u>168,315</u></b>

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 2017**

**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 2017**

- 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 2017**

	Note	2017 \$	2016 \$
<b>Note 2: Auditors' remuneration</b>			
Remuneration of the auditor of the entity for:			
- Auditing or reviewing the financial report		4,300	4,800
- Other services		<u>2,150</u>	<u>1,800</u>
		<u>6,450</u>	<u>6,600</u>
<b>Note 3: Cash and cash equivalents</b>			
Cheque account		109,517	85,900
iSave business account		62	3,962
Parklands Public Fund	10	83	21,867
Term deposit accounts		<u>42,000</u>	<u>56,586</u>
		<u>151,662</u>	<u>168,315</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>151,662</u>	<u>168,315</u>
<b>Note 4: Trade and other receivables</b>			
Current			
Trade receivables		122,750	131,928
Less: Provision for doubtful debts		<u>(12,739)</u>	<u>(12,910)</u>
		<u>110,011</u>	<u>119,018</u>
<b>Note 5: Other current assets</b>			
Prepayments		2,816	2,785
Accrued interest receivable		<u>185</u>	<u>69</u>
		<u>3,001</u>	<u>2,854</u>
<b>Note 6: Plant and equipment</b>			
Plant and equipment:			
At cost		107,160	104,102
Accumulated depreciation		<u>(100,811)</u>	<u>(97,165)</u>
		6,349	6,937
Motor vehicles:			
At cost		128,096	128,096
Accumulated depreciation		<u>(122,874)</u>	<u>(121,134)</u>
		5,222	6,962
Total Plant and equipment		<u>11,571</u>	<u>13,899</u>



**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**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.

	<b>Plant &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
Net book value at 30 June 2016	6,937	6,962	13,899
Additions – current year	3,059	-	3,059
Disposals – current year	-	-	-
Depreciation expense	(3,646)	(1,740)	(5,386)
Loss on disposals	-	-	-
Profit on disposals	-	-	-
Net book value at 30 June 2017	<u>6,349</u>	<u>5,222</u>	<u>11,571</u>

<b>Note 7: Trade and other payables</b>	<b>Note</b>	<b>2017 \$</b>	<b>2016 \$</b>
Current			
Unsecured liabilities:			
Trade payables		43,848	22,635
Sundry payables and accruals		<u>28,976</u>	<u>27,548</u>
		<u>72,824</u>	<u>50,183</u>

**Note 8: Provisions**

Provision for annual leave:			
Opening balance at beginning of year		40,887	47,661
Provisions raised (decreased) during year		<u>(18,053)</u>	<u>(6,774)</u>
Balance at end of the year		<u>22,834</u>	<u>40,887</u>
Provision for long service leave: current			
Opening balance at beginning of year		15,220	25,140
Provisions raised (decreased) during year		<u>1,357</u>	<u>(9,920)</u>
Balance at end of the year		<u>16,577</u>	<u>15,220</u>
Total current provisions	1(d)	<u>39,411</u>	<u>56,107</u>
Provision for long service leave: non-current			
Opening balance at beginning of year		13,867	11,858
Additional provisions raised (decreased) during year		<u>(4,582)</u>	<u>523</u>
Balance at end of the year		<u>9,285</u>	<u>13,867</u>
Total non-current provisions	1(d)	<u>9,285</u>	<u>13,867</u>

**Note 9: Other current liabilities**

Unexpended grant funds	1(1)	<u>30,500</u>	<u>40,651</u>
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**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

<b>Note 10: Movements in Parklands Public Fund bank accounts</b>	<b>Note</b>	<b>2017</b> \$	<b>2016</b> \$
Balance brought forward		21,867	21,370
Deductible donations received		20,213	500
Transfer to Operational Account		(42,000)	(5)
Interest received		3	2
<b>Balance at 30 June 2017</b>	<b>3</b>	<u><b>83</b></u>	<u><b>21,867</b></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 11: Reconciliation of net cash flow from operations with profit after income tax**

	<b>2017</b> \$	<b>2016</b> \$
Surplus (deficit) for the year	(19,052)	(53,963)
Depreciation	5,387	12,000
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	9,178	(52,823)
(Increase)/decrease in prepayments	(32)	2
(Increase)/decrease in accrued interest receivable	(116)	977
Increase/(decrease) in trade payables	22,641	(34,064)
Increase/(decrease) in employment provisions	(21,278)	(14,685)
Increase/(decrease) in unexpended grant funds	(10,151)	(48,539)
Increase/(decrease) in provision for doubtful debts	(171)	2,449
Cash flow from operations	<u><b>13,594</b></u>	<u><b>(184,771)</b></u>

**Note 12: 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 13: 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 2017 the number of members was 5 (2016: 6).

**PARKLANDS ALBURY WODONGA LIMITED**  
**ABN: 75 109 213 121**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**Note 14: 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 15: Commitments for expenditure**

The Company has no current commitments for capital expenditure.

**Note 16: Contingent liabilities**

The Directors are not aware of any contingent liabilities

**Note 17: 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, Joy Briggs 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 18: Key management personnel disclosure**

	2017	2016
	\$	\$
Short-term employee benefits	72,375	75,100
Long-term employee benefits	<u>1,357</u>	<u>1,354</u>
Total employee benefits	<u>73,732</u>	<u>76,454</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 19: 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 2017**

**Note 20: 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	2017	2016
Financial assets		\$	\$
Cash and cash equivalents	3	151,662	168,315
Trade and other receivables	4	<u>110,011</u>	<u>119,018</u>
Total financial assets		<u>261,673</u>	<u>287,333</u>
Financial liabilities			
Trade and other payables	7	<u>72,824</u>	<u>50,183</u>
Total financial liabilities		<u>72,824</u>	<u>50,183</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 \$42,000 held in term deposits at interest rates of between 2.2% and \$62 in iSave accounts at an interest rate of 1.6%. 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 this 31<sup>st</sup> October 2017

**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 2017, 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 2017.

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 or 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 to 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.

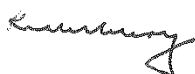
**Auditor's opinion on the financial report**

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 2017 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 27th October, 2017.



Rob Salisbury, Registered Company Auditor 2378  
Salisbury Audit Services Pty Ltd  
594 David Street  
ALBURY NSW 2640



Photo D Jones

**Parklands Albury Wodonga**

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