



PARKS & LEISURE
AUSTRALIA

2018-2019 ANNUAL REPORT

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Jason Wright (WA)

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We sincerely thank our national partners for their support.



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Paul Jane
National President

NATIONAL PRESIDENT REPORT

The past 12 months seem to have flown since taking on the presidency role from Martin Lambert who fortunately has stayed on the Board as Immediate Past President to assist the team as we forge a path to the future. PLA is a complex beast with tentacles across Australia all underpinned by the support of our members who give their time and expertise to help build and sustain the organisation.

Over the last year we have achieved a lot in order to move the organisation forward. Some projects being the culmination of years of planning and others new initiatives. Some of the highlights include;

- The International Parks and Leisure Congress held in Melbourne, our most successful national event yet;
- The regeneration of Generate, our young professionals network;
- The launch of our new membership structure offering our members more benefits and services than ever before;
- The launch of our new website, discussion forum and parks and recreation library;
- The growth of the internationally accredited Green Flag Award scheme here in Australia.

The organisation is poised for significant growth with the foundations now in place across the country to increase our memberships, partnerships and programs. The end goal is to grow the capacity of PLA to lead industry excellence and drive a national agenda to raise the sector's profile and ensure the importance of the industry is not underestimated.

Supporting every step PLA makes, is a volunteer board of individuals who commit their time to support the organisation. I would like to thank each volunteer for their continued support. The Board have worked hard on culture over the last 12 months and this focus is paying dividends with expedient decision making.

Thanks must go to Les Munn, Vice President, for his experience and support, Tim Sargent for expert financial advice and professionalism, Martin Lambert for sharing his incredible industry knowledge, Tara Looby, for her marketing expertise, Kristin Davies for her leadership of the Generate Network and Barbra Gaiotto for delivering the most successful event in PLA's history to date.

I'd also like to sincerely thank each of our regional representatives Anand Pillay (QLD), Sue Suter (SA/NT), Rachael Thorpe (VIC/TAS) and Jason Wright (WA) for balancing regional and national views and working hard to support our members.

At the heart of our organisation are our regional councils. I want to thank each council for their continued efforts to make the connections and build the industry in their region. The output and quality of state initiatives has significantly increased in recent years and the regions are at the heart of this drive. You will hear more from our regional presidents in this report.

To the team at PLA Advisory under the leadership of Andy Smith, thank you for your considered views on national issues. Your work will become increasingly critical as we lift our national agenda.

Supporting PLA is Mark Band and his team and the Regional Executive Officers. Their commitment and drive is beyond reproach and they all undertake a significant amount of work with very few resources.

The year ahead promises to be challenging for the organisation as we grow, however with the support of our members and our internal team the future looks bright.

“The output and quality of state initiatives has significantly increased in recent years and each of our five regions are at the heart of this drive”





Mark Band
CEO

CEO REPORT

Another successful year behind us and one which saw the biggest ever Parks and Leisure conference at the MCG in Melbourne with over 750 delegates and 550 at the Gala Awards night. A truly amazing event which was co-hosted by World Urban Parks (WUP) and showcased the importance of open space and the need to plan and protect it as our country continues to grow. On behalf of the team here at the national office, I'd like to thank Neil McCarthy, Jayne Miller and all the team at WUP for their contribution, promotion and assistance in making the event a huge success. I'd also like to thank our own Executive Conference Committee in John Senior and National Board member Barbra Gaiotto who once again worked tirelessly in making the 2018 conference the biggest and best ever.

This year has also seen some major changes in things we do and offer, which has largely been in response to member feedback, desires and general re alignment to make sure we are a progressive organisation. The development of the Towards Twenty21 strategic plan has superseded the Fifty Point Plan and provides a new platform for the organisation.

Driven by the Board under the guidance of the National Executive comprising the President Paul Jane, Deputy President Les Munn, Immediate Past President Martin Lambert and National Finance Director Tim Sargent, the plan provides myself and the National Office team with a clear direction for the next 3 years.

Some of the key strategies which have commenced this year include the redevelopment of the website and membership restructure and whilst there have been a couple of small transitional issues, we are ironing these out and hopefully you are now beginning to benefit from the new platform and offerings for members with the new corporate structure. Some additional changes and benefits will also become evident in the coming year including the resource library and the professional networking tool, so please keep watching this space and provide us with any feedback you may have.

The transition and development of the web has been challenging, and I would personally like to thank National Board Member in charge of Marketing and Communications, Tara Looby and our own National Marketing and Communications Manager Nicoll Parton for their tireless work in

getting the new web up and going. It's been a great effort and a lot of work has gone into getting where we are today so a huge thanks to both of these ladies for their amazing work.

Another major change this year has been in the new membership structure which aims to optimise the benefits to members whilst growing our database and offerings to the whole industry. National Board member Suzanne Suter has been pivotal in developing a national strategy for membership retention and growth and under her guidance, the National Membership Officer Aldona Pretty has been eagerly working away behind the scenes contacting members to highlight the new structure, its benefits and of course ensuring you are optimising your membership. In many cases most corporate members have taken out larger memberships due to the economies of scale, which is a great advocacy benefit for PLA whilst at the same time ensuring we reach as many professionals in our diverse industry.

Our membership strategy is also driven by the need to recruit and retain young professionals into our industry and their professional association, and the National Board Director Kristin Davies has done an amazing job in cementing the Generate Network with a team of young and enthusiastic members and professionals that are driving the new strategic plan for the network. Kristin and her team have done an amazing job and I would strongly encourage all young professionals to join this network to help shape your professional association in the coming years.

Partnerships have also been a key focus over the past year and will continue to be so as we move forward. Working with industry partners is a key strategy for sustainability and growth and is a strategy the Board has asked me to pursue. This year we have started to forge stronger ties with a number of agencies including Sport Australia who now have a broader agenda than elite sport to include grass roots development and physical activity.

Sport Australia and PLA understand the importance of grass roots provision and the link between local services, open spaces and facilities with the health, wellbeing and sporting performance of the nation, and indeed the 2019 conference in Perth is all about this and will

“a special thank you in making Australia one of the most enviable countries in the world in which to live”

“Sport Australia and PLA understand the importance of grass roots provision and the link between local services, open spaces and facilities with the health, wellbeing and sporting performance of the nation”

hopefully strengthen the relationship between the two organisations and ultimately our industry in the coming years.

The Board has also provided a strategic direction to establish new products and services which may enhance the quality and recognition of what we do as an industry. The Certified Parks and Leisure Professional (CPLP) has begun to gather momentum and the coming year will see the commencement of a Continuous Professional Development (CPD) points system which will align with our professional development series.

A number of other products and services are currently being explored and led by the National Deputy President Les Munn including a potential overseas study tour so please keep a look out for that. The Green Flag Award programme has also gathered great momentum this year and is growing both in numbers and recognition as a quality management tool for parks and green spaces. If you haven't already, I'd strongly encourage you to consider your parks for assessment, as this is a low-cost strategy to assist in their day to day management and continuous improvement.

PLA Advisory has once again been active in so many areas through proactive research and the development of many position papers, and reactive in responding to hot topics and issues as and when they arise. Led by Andy Smith and National Board Director Anand Pillay, I would personally like to thank the team for their professional approach and knowledge and look forward to advocating and spreading the position of PLA through their work and assistance.

There have been many other great things happening across the organisation this year which quite frankly are too numerous to mention in detail, but I must acknowledge all of our five regions and their volunteer committees that make PLA what it is. Without them PLA would not exist and the commitment and dedication is second to none.

Supporting each of the regions are the dedicated Executive Officers and again I would personally like to acknowledge Bethanie Tobin (NSW/ACT), Richard and Pamela Simon (VIC/TAS), Allison Bretones (SA/NT) and Leith Fradd and Michaela Curran (WA). A final and special thank you is also

made to Tracy Barkham (QLD) who leaves PLA this year for other challenges. A big thank you to Tracy who has helped the Queensland Region get back on its feet and moving again in what is a challenging region given its size and location. Thank you so much Tracy and good luck with your new challenges.

On a closing note, I have to pay full thanks and gratitude to my national office staff that once again have gone over and beyond what I and the Board expect of them. The team in Lina Court (Office Manager), Kirsty Newman (Finance Officer), Nicoll Parton (Marketing and Communications), Aldona Pretty (Membership Officer), Cathy D'Aloia (Conference Organiser) and Jeff Dry (Green Flag), all of whom have been a tower of strength and support to me.

Thank you to Paul Jane as the National President and his commitment and leadership of the Board and the organisation, and to you our members, a special thank you for making Australia one of the most enviable countries in the world in which to live.



2018/19 FINANCE DIRECTOR REPORT



Tim Sargent
Finance Director

FINANCE DIRECTOR REPORT

Following on from the previous two years (2018 \$122,152 and 2017 \$115,163) the association has recorded another surplus of \$24,188 for the 2019 year which is an improvement from the budget expectations by \$3,661.

Key points to highlight for the year are as follows;

The National Conference and Awards held in Melbourne were an outstanding financial success returning a net surplus of \$356,377. This result enables us to spend additional funds on infrastructure to improve efficiency.

The regional conferences and state awards delivered an overall surplus of \$150,549. Last year the surplus was \$171,990. We need to monitor the performances of this area closely in 2020 to ensure this result does not continue to decline.

Membership subscriptions have reduced from \$203,136 in 2018 to \$141,024 in 2019. This result was not unexpected due to the implementation of the new membership structure.

Regional seminar income continues to decline, and was down on net contribution against budget by \$42,000. This is an area of concern as to how the association intends to plan how to reverse this trend.

On a positive note sponsorship continues to grow and is up to \$447,757, an improvement on the previous year by \$30,147. This indicates that the Parks & Leisure brand in the marketplace is strong, relevant and vibrant.

Running costs of the association continue to increase. Significant dollars are being spent in IT, such as the website, software, migration to Office 365, subscriptions, consulting fees for maintenance and support. These are all necessary expenses for the association in order to survive in the 21st century.

The Statement of Financial Position shows our net equity position has improved from \$636,857 to

\$656,263 from the previous financial year. Back in 2015 our equity position was at just over \$60,000, Current Assets to Current Liabilities show that we have an excess of \$405,563 (prior year \$391,356) meaning that for every \$1 of liabilities we have \$1.77 of short term assets which provides comfort that Parks & Leisure Australia has sufficient liquidity (cash flow) to be able to pay our debts as and when they fall due.

Finally, the WA Government Grant liability continues to increase year on year and now sits at \$167,648 in the Statement of Financial Position.

The budget set for the 2019/20 year shows that the association will incur a deficit of \$(58k) for the year. This is based on the conservative assumption that the National Conference in Perth will break even with 350 delegates attending. In addition, \$40,000 is being spent with PLA WA on a community facility guidelines mapping website.

Given this scenario at the National and Regional level we need to be conscious that we are budgeting for a deficit this year. As an association we cannot afford to be complacent and each region must play its role on making a financial contribution each year for us to remain relevant to all stakeholders. Strategically we need to look at other revenue streams and not have the heavy reliance on the performance of the National Conference to be financially successful each year.

Finally, I would like to thank the CEO Mark Band, the President Paul Jane and the rest of the Board for making Parks and Leisure Australia what it stands for today.

“The Parks and Leisure brand in the marketplace is strong, relevant and vibrant”

NSW/ACT REGIONAL PRESIDENT REPORT



Les Munn
President
NSW/ACT

NSW/ACT REGIONAL PRESIDENT REPORT

The 2018/19 year saw NSW/ACT continue to grow in many areas with the ongoing support and hard work of the Council contributing to the success of the year.

During the year we ran eleven events including the NSW/ACT Conference and the Awards of Excellence Dinner. As part of our professional development program we ran two Level 2 Outdoor Playground Inspectors Training courses in partnership with Access UTS, and delivered a number of well attended tours and seminars. Our end of year event was held at the award-winning Coal Loader Centre for Sustainability at Ball's Head where members experienced a tour of the site and enjoyed some Christmas cheer on the rooftop platform overlooking Sydney Harbour. This exceptional parkland and sustainability centre was awarded not only the NSW/ACT Park of the Year, but went on to win the National Park of the Year Award.

We finished the calendar year with a Strategic Planning day with all Councillors in attendance and facilitated by Lauren Pearson from BIGfrontier. From that, three Action Goals were developed with a focus on Membership, Professional Development and Strategic Partnerships. Working sub groups were formed and members were invited to join these groups along with the assigned Councillors. The plan developed for NSW/ACT closely aligns with the National Board's strategic plan Towards Twenty 21 and gives a clearly defined pathway for development at a Regional level.

Another key focus was ensuring NSW/ACT were involved in industry working groups and advocating on industry issues. Involvement included ongoing representation in the Project Control Group for the Greater Sydney District Sport Facility Plan and attending regular industry events and updates representing PLA members and the parks and leisure industry.

The beginning of 2019 saw the delivery of three seminars; Play and Community Spaces with a Focus on Inclusion, Green Infrastructure with a Focus on Green Streets, and Managing Bushland and Nature Reserves. The significant increase in all seminar registrations indicates that our subject matter is topical and of keen interest

to our members. We will continue to grow our program for members and have a strong schedule in place for the next year.

All hands were on deck for the highlight of our year, the NSW/ACT Conference which was held this year at Queanbeyan right next to the Australian Capital. And what a conference it was! Attendees heard from keynotes Olympian Jane Flemming, ACT Young Australian of the Year, Zack Bryers and also Dr. Ihirangi Heke, our guest from New Zealand. The conference was attended by over 130 people with the major highlight being the Awards of Excellence Dinner which was held at the National Arboretum in Canberra. This was an excellent event in an outstanding venue and drew numerous favourable comments from those in attendance.

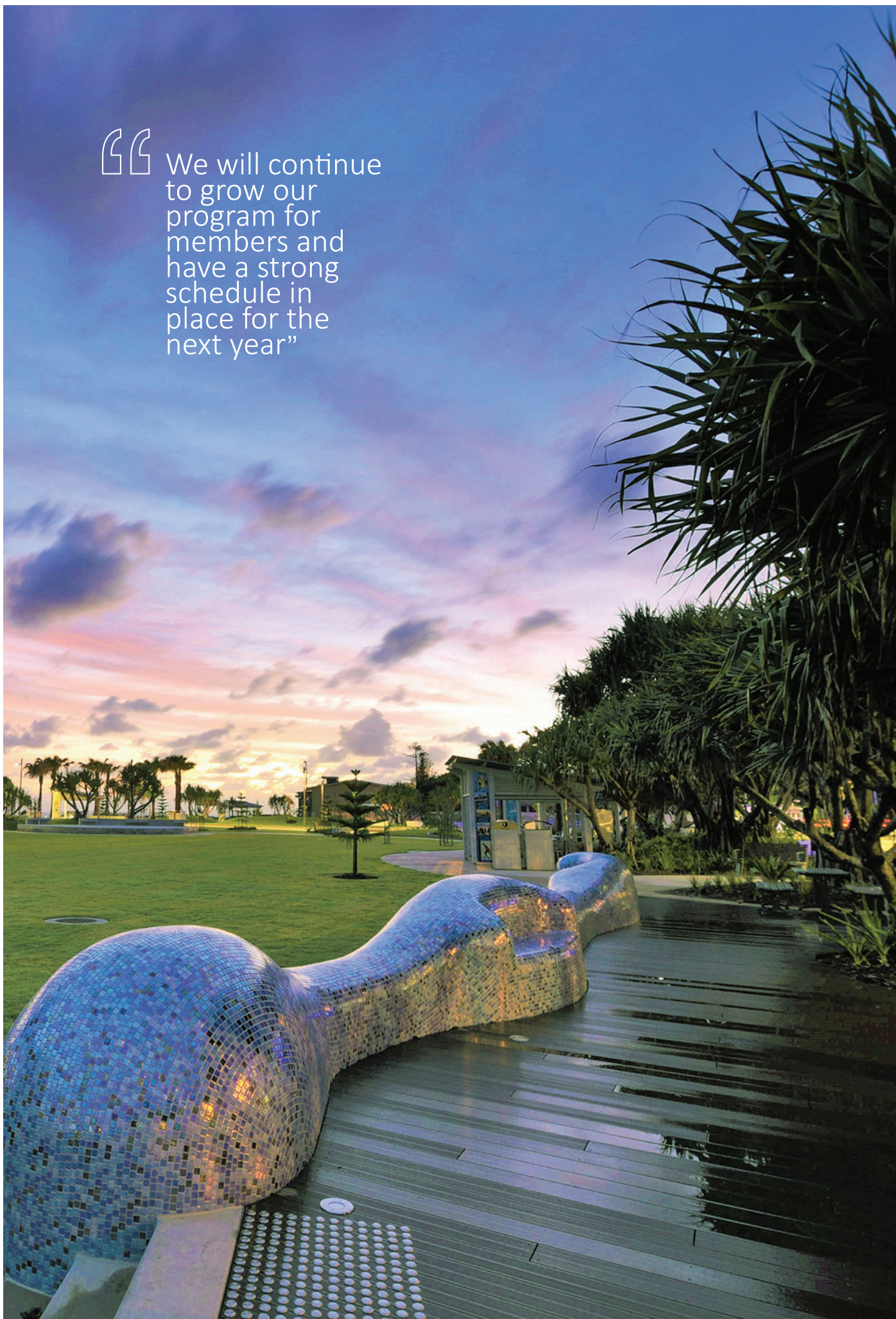
The Conference organising committee did a fantastic job and I would like to pass on my sincere gratitude to them all, it was exceptional. I would also like to thank the Queanbeyan Palerang Regional Council who were the Principal Conference Sponsor along with GLG Greenlife Group, and our ongoing Principal Conference Partner the Office of Sport, who contribute financially and also provide on-site staff support to ensure the successful delivery of the event.


Advocacy on industry issues continues to develop, with members from the Regional Council being invited to participate in a number of working groups throughout the year.

Thank you to all of our sponsors for their support across the conference, events and other Region activities. These include GLG Greenlife Group, Syngenta, Christie, Andreasens Green, Marsupial Landscape Management, Kompan, and Scully Outdoor Designs. All of these organisations contributed to the success and growth of our region and we look forward to their ongoing support.

Lastly, a very big thankyou goes to our very hardworking Regional Council and also to Bethanie, our enthusiastic extremely capable and committed Executive Officer who makes things happen. We look forward to another successful year ahead as we continue to grow and develop.

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“ Though the diversity and sparsity of our region continues to test the financial returns of our training and professional development programs, this hasn’t diminished the satisfaction of those attending nor the number of events delivered across the state”



Frances Hudson
President
QLD

QLD REGIONAL PRESIDENT REPORT

As drought, floods and fire affected our state over the last year, I am thankful for the resilience and commitment of our Executive Officer, Tracy Barkham, and the Parks and Leisure Australia Queensland (PLAQ) Council to connect, support and offer our members great networking events and opportunities for new knowledge and shared experiences.

Though the diversity and sparsity of our region continues to test the financial returns of our training and professional development programs, this hasn't diminished the satisfaction of those attending nor the number of events delivered across the state. Kicking off the year, in partnership with the Brisbane City Council we held a Technical Turf Maintenance workshop in August 2018.

The Queensland contingent at the International Parks and Leisure Congress in Melbourne put in and took away so much from this awesome event, including the Strategic Planning Award for the Sunshine Coast's Environment and Liveability Strategy 2017.

Stories and good times were had at the Christmas function with new and older members attending. It was a nice way to again say thank you to Angela Wright and Richard Clarkson for their contributions to the Regional Council and celebrate more recently appointed members of Mark Borgert and Dr Marke Jennings-Temple.

Townsville's parks and sporting facilities, after being significantly affected by flooding very early in the year, were the subject of a Play and Community Spaces seminar held in March. KOMPAN and Urban Play discussed inclusion in play and community spaces, along with best practice design concepts and strategies.

The QLD Awards of Excellence were also a success and held on the Sunshine Coast. Brisbane's 2018 Green Flag awardees Roma Street and Southbank Parkland hosted an information event in April.

Our Queensland "Towards New Horizons" conference partner Toowoomba Regional Council and multiple sponsors enabled more than 140 participants to gain a tremendous insight into the future of various projects, planning and policy agendas and best practices for our industry, through the calibre of key note speakers, presenters, technical tours, masterclass's and trade exhibitors.

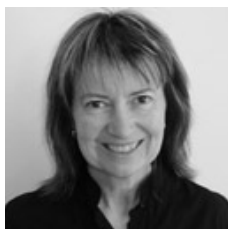
Our first Park Managers Forum in Bundaberg was not quite the success we hoped for, but there were some great discussions in Toowoomba about developing standards specifications and sharing operational challenges such as alternatives to glyphosate and the flow on effect of changes in implementation requirements of the Manual on Uniform Traffic Control Devices.

We were proud to have Smartlux come on board as our Region Sponsor. Smartlux has been a great supporter of PLAQ for many years and it is fantastic to be able to strengthen this partnership.

PLAQ members and Councillors contributed to the development of Queensland Government's major strategies of "Activate! Queensland 2019-2029, and the 'Queensland Walking Strategy 2019-2029".

Personally I wish to thank Anand Pillay, as he resigns from the Queensland Council and takes a well-earned break to achieve other professional and personal goals. He has represented Queensland on the National Board competently and consistently over the last few years.

The percentage of expenditure over and above income for the FY2018/19 was 14.6% - a great achievement by all. This new financial year may prove somewhat challenging as we say farewell, and thank you, to Tracy Barkham for her passion and dedication as our Queensland Executive Officer over the last 6 years and 6 months. Tracy has coordinated and delivered numerous successful events during this time and has helped us increase our profile and place in supporting Queenslanders employed in the parks and leisure industry.



Sue Suter
President
SA/NT

SA/NT REGIONAL PRESIDENT REPORT

SA/NT is moving forward in a positive direction with a committed President and Vice President, a strong Regional Council and a very competent Executive Officer. In July 2018, we employed a new Executive Officer Allison Bretones, who has substantial experience as a manager in the parks and leisure industry and is well respected. This appointment has been a great support to the President and the Regional Council.

We have recently appointed a new Vice President, Alicia Clutterham and have remained stable with our other Council Members, including John Wilkinson staying on as a key member.

SA/NT has placed a strong focus on holding higher profile events and we are working towards increasing our revenue opportunities. However, we face some difficulties.

We have not yet been recognised by the Office for Recreation, Sport and Racing as a key industry body or received grant funding for events for the past 2 years, despite applying for recognition and a number of grants linked to events and initiatives.

We receive only a small proportion of the National sponsorship funding, potentially because we have a smaller population base and are therefore seen as a 'lower opportunity' state for sponsor revenue.

We have a very low profile in the Northern Territory and have not nurtured memberships or interest with that part of our portfolio in past years.

During the past year we have focussed on raising our profile and addressing these issues and constraints through a number of initiatives. The President of PLA SA/NT has written to the CEO of the Office for Recreation, Sport and Racing outlining the value of PLA and the potential to contribute to state directions, and also met with relevant staff to discuss the response from the Office and seek support in the future. We have also been proactively involved in the development of the South Australian Sport and Recreation Infrastructure Plan by attending 6 planning sessions, and completing a 6 page formal submission. The Regional Council has also made a formal submission to the State 20 Year Infrastructure Plan.

A PLA Planners Network (SA/NT) has been established with 2 sessions held to date that were well attended and various other successful events have been held over the past 12 months. We are looking at ways to support National sponsors and

create networking and business opportunities for them to justify a greater allocation of the sponsor funding, while at the same time actively seeking regional and event sponsors.

This year's PLA/Recreation SA joint conference attracted a diverse group of participants and quality speakers. In the future we will no longer share a conference with Recreation SA as we aim to hold our own conferences with a higher profile and income revenue potential. This is likely to include a metropolitan conference every 2 years and a regional conference every alternative 2 years.

Plans for the next 12 months include:

A key event in Darwin in May 2020. This has involved a process of liaison and obtaining feedback on event ideas. A 1 day conference style event followed by a half day on 'planning for facilities and open spaces and priority setting' is planned.

We are raising our profile and broadening our focus by working in partnership with the Department of Environment and Water to host a 1 day event in November 2019 on 'How to Achieve a Greener Adelaide'.

We aim to hold a sports planning event early in 2020 where we will invite the Minister for Sport, Recreation and Racing and the Shadow Minister to attend. The Shadow Minister has already advised that she is keen to attend.

We are also looking at ways to better service regional areas and are planning a conference in the Clare Valley in April 2020.

In addition, the President of PLA SA/NT has contributed to the National Board directions by developing the Inclusiveness and Diversity Policy and the Draft Membership Plan.

“We are raising our profile and broadening our focus”



Darren Bennett
President
VIC/TAS

“There has never been more interest from PLA members in being involved in working groups, on organising committees, presenting at professional development sessions, and being members of the Region Board”

VIC/TAS REGIONAL PRESIDENT REPORT

The Vic/Tas Regional Council has continued to work hard throughout the past year to provide advocacy, professional development and networking opportunities for members.

The Council developed a three year Strategic Plan 2018-2021, which complements the National Towards Twenty21 Strategic Plan. The Vic/Tas Region plan has 18 actions, and to assist in implementing these actions, we established four sub-committees: Governance; Leadership; Research; and Development. Each sub-committee meets regularly, and many of the actions set for Year One of the Strategic Plan have either been achieved, or are well on their way to being achieved.

Advocacy on industry issues continues to be a key focus for Vic/Tas. Two working groups were formed to develop position papers on two key issues identified for the sector: joint-use agreements between councils and schools (JUAs); and the impact of season creep by some field-based sports. The working groups would not have been possible without the willingness of PLA members to become involved, and I thank the six members who were active contributors to the working groups.

The JUA position paper has been endorsed by the Vic/Tas Regional Council, and I thank council member, Ashley Fleming, for leading this group. The second position paper dealing with season creep, is in draft form. I thank council member, Kirstie Robinson, for her leadership of this group. Both position papers will be available to the broader membership in due course.

There has never been more interest from PLA members in being involved in working groups, on organising committees, presenting at professional development sessions, and being members of the Regional Council, and this has become a real strength of the Vic/Tas Region and our output. I would like to particularly acknowledge the Regional Council for the time and effort they put into the industry by attending meetings and participating in sub-committees. Two members, Cathy Kiss and Ben Bainbridge, did not seek re-election during this year's elections, although Cathy will remain as a co-opted member. I thank Ben and Cathy for their time and their support of PLA, and both will remain involved as members of PLA Advisory.

The Region Conference, now in its sixth year, was held at the spectacular RACV Cape Schanck Resort on the Mornington Peninsula. The Conference has now established itself as our pre-eminent professional development and networking event, and this year attracted a record 300 delegates. The Awards of Excellence Dinner, which is held in conjunction with the Region Conference attracted 280 guests - also the largest attendance to our Awards dinner. Congratulations to all award category winners, and I wish them every success in the National Awards. I encourage all members to continue to nominate showcase projects and innovations for awards, and together we will continue to grow the good reputation and standing of the PLA Awards of Excellence.

I am pleased to 'shout out' big congratulations to three 2018 Vic/Tas Region Awards of Excellence winners that went on to win a National Award; the REVAMP Study, Deakin University (Research Project Award); Georgie Beeforth, City of Greater Geelong (David Aldous Student of the Year); and Sarah McPhee, Macedon Ranges Shire Council (Emerging Leader of the Year).

The year's professional development program included four well attended events addressing topical issues:

- Sports Surfaces Seminar (hosted by Cricket Victoria) in February
- Beaumaris Sports Club Forum (City of Bayside) in March
- Playspaces with a Difference Seminar (City of Frankston) in April
- Community Cycling Seminar (City of Casey) in June

Thank-you to the councils and organisations that hosted seminars and other activities.

I thank all of our sponsors across all of the Region's activities, particularly Syngenta, Christie, SPORTENG, Glascott Landscape and Civil, and the State Government. The State Conference major sponsors of the GLG GreenLife Group and Ausco Modular, and our Awards Dinner major sponsor, Urban Maintenance Systems all helped contribute to the financial success of each event.

Finally, I would like to acknowledge the Secretariat team of Richard and Pamela Simon whose passion for the industry and professionalism has helped us to grow our offerings and influence.



Joanne Smith
President
WA

WA REGIONAL PRESIDENT REPORT

This year a very active and engaged WA Regional Council warmly welcomed Adrian Fisher and farewelled Tony Butler, to work across five industry networks and portfolios for governance, advocacy, membership/sponsorship. Jason Wright took the role of National Board Director for WA and many volunteers contributed to enriching our thriving sector, generously sharing their expertise and experience.

The Department for Local Government Sport and Cultural Industries invited us to participate in their Strategic Funding Review. This was aimed at providing the opportunity to review and assess how Sport and Recreation (WA) engages and invests in the Western Australian Sport and Recreation industry to support/achieve the broader department and government objectives, including economic diversification. WA facilitated a workshop by invitation on 14 November, to collect feedback on the review to the Department, focussing on sport and recreation industry challenges and gaps.

The region established a Leisure Fitness Network for industry to share challenges and ideas and to undertake facility technical tours. WA were also requested to support the Metropolitan Area Recreation Advisory Group (MARAG) with website information posting and facilitating professional development.

In April 2019 the leisure planning portfolio holders ran a workshop attended by 58 delegates, on how to develop a local government infrastructure for Recreation Strategy. The workshop and presentations informed a guideline and check list document for industry reference.

Leisure Facilities Benchmarking annual data collection from group 1 leisure facilities in Perth and regional WA included facility features, utilisation, finance, utilities and staffing data. The confidential performance information was then reported back to the participants and PLA WA utilise the group averages and median for advocacy purposes.

PLA WA partnered with Edith Cowan University (ECU) and LIWA Aquatics to undertake a research report of the Socio Economic Value Modelling for Leisure Centres with 19 participating centres. This annual data collection is used for benchmarking and a longitudinal study to better understand the social, economic and health values of aquatic and leisure facilities. A summary report of the study and findings was completed and ECU have further developed research into direct social and health benefits and multiplier effects on the WA economy.

The Play Space Tours are full day visits to the latest innovative sites, to meet with the project sponsors, designers and managers. In September 2018 we went north east to 6 play spaces and the November southern metropolitan tour finished at the Christmas sundowner at Elizabeth Quay. The March 2019 tour took us throughout the City of Joondalup to show case a unique local government approach to playgrounds. In November a Technical Tour of Turf Management for Increased Sports Participation was also run. An Events Application Guide was developed for event approvals, incorporating risk management and compliance principles for local governments and those seeking to undertake events in local government managed areas. Partnerships and a program were finalised for delivery of training on the use of the guide and its resources towards the end of the financial year.

Events Risk Management workshops delivered in partnership with RiskWest help the sector with understanding and dealing with common types of event risk and preparing a Risk Management Plan, using practical templates and information resources. These were conducted in November 2018 with 40 delegates and May 2019 with 34 delegates. Critical Response in Events: A hypothetical scenario workshop was also delivered with RiskWest in February 2019 and was oversubscribed with 52 attendees.

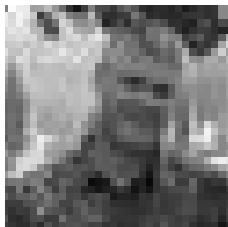
PLA WA invited Professor of Crowd Science at Manchester Metropolitan University (UK), Keith Still to deliver a Crowd Safety Course in June 2019 over three days to 40 attendees, including QLD and WA Police, Melbourne and Olympic Parks Trust, Sydney Botanic Gardens and Centennial Parklands, and Optus Stadium Venues Live. This was an exceptional opportunity to learn from an acclaimed expert in this field.

“PLA WA continue to support and advocate for increased skill and knowledge throughout our industry”

The lesson, presentation and workbook materials for the first Leisure Facility Managers Course was completed. This is aimed at entry level managers and is delivered by industry peers and at local facilities where participants can learn from real life experiences. The pilot week long course will be delivered in August 2019.

In January the region held an Award Briefing information session for entering the PLA Awards of Excellence across 11 categories. The Regional Awards of Excellence event held in June was attended by nearly 250 sponsors, award nominees and industry partners. This year a record 58 WA submissions were received! Each of the regional awards were supported by well known industry operators, and local sponsors gave outstanding support to the networking event so that it could be provided free to members. Community TAB have been our very generous platinum sponsors for the previous 4 years.

PLA WA continue to support and advocate for increased skill and knowledge throughout our industry and acknowledge collaborations and projects delivered through the University of Western Australia, Green Space Alliance, Greenlife Industry Australia, CRC for Water Sensitive Cities and the Department of Local Government Sport and Cultural industries.



Andy Smith

The last 12 months have been challenging and exciting for PLA Advisory. Our small but very dedicated group have produced a number of position papers for PLA and are working on several projects that will be of great value into the future for our wonderful industry.

Our **Health and Wellbeing position paper** has been well received and is being referenced widely around Australia. Key themes and actions in the paper include;

- identify the value of parks and leisure to community health and wellbeing
- provide an overview of the parks and leisure industry's role in community health and wellbeing
- articulate what PLA and its members will do to promote community health and wellbeing.

The **Advocacy position paper** has also been well referenced and is a key tool for use when advocating on behalf of our industry. Key themes are highlighted below;

- Delivering priority active transport and trail projects connecting where people live to public open spaces.
- Transforming existing parks and open spaces into active living hubs and living corridors through investment in facilities or redevelopment that enables more people to be active.
- Investment in green infrastructure, planting more trees in our open spaces to create urban forests and greening our streets to cool our city.

Both papers can be located on the Parks and Leisure Australia web page.

The Team is working on a number of other position papers including the following;

- Developers Contributions: Guiding Principles
- Equity and Diversity a Charter for the Industry
- Urban Forests

These will be rolled out over the next 6 months.

Over the next 12 months we are revisiting our

response to the National Sports Plan 2018 which contained a number of suggestions and directions that can be further developed into position papers.

Advisory are also reviewing all the documents on the Research Portal of the PLA Webpage to ensure they are relevant and up to date.

PLA Advisory has also slightly changed the way in which we operate. Over the last several years we have worked with a group of experts from across the country known as Advisory General. Over time we found that the most effective way to use the skills and knowledge of our industry was to target individuals rather than the industry on mass. This approach has been more effective and has allowed us to identify individuals with the skills and expertise than can be matched to projects.

In the last 12 months PLA Advisory has held 12 meetings and including 2 face to face planning sessions.

PLA Advisory also oversee the Research Working Group. This important group is responsible for the Research Connections, a section of relevant abstracts which can be found in each PLA journal. The Research Working Group, in conjunction with the University of South Australia, is also developing a national industry survey to follow up on the last survey undertaken in 2016. The survey is due for release in early 2020. Thankyou for the dedicated work undertaken by John Tower, John Wood, Oliver Townson, Stephanie McCallum and Anand Pillay.

PLA Advisory has also been working with the AIPR Trust who are dedicated to the development of Parks and Leisure research library. The library will be accessible through the PLA Web page and users will be able to find a one stop shop with articles, research papers and journals related to our industry. It will also be used as a repository for the many industry libraries and research documents that have yet to find a home. A big thankyou to all the great work by the Trust and in particular to the Trustee Geoff Edwards.

Finally, it would be remiss of me not to mention the dedicated Advisory Team. A great big thankyou to Cathy Kiss, Wendy Holland, Ben Bainbridge, Tessa Pentony, Anand Pillay, John Senior and Neal Ames.

“The last 12 months have been challenging and exciting for PLA Advisory”



Kristin Davies
Skillbased Director -
The Generate Network

GENERATE NETWORK REPORT

Hi, I'm New Here

I am honoured to join the Parks and Leisure Australia National Board and being appointed to the role of Chair of the Generate Network Australia, in 2018. It is no secret that I am fiercely passionate about progressing our industry and the people in it. What we know is; when we support young professionals and emerging leaders to thrive – they do just that!

WHAT IS GENERATE NETWORK, AUSTRALIA?

Generate Network, Australia (Generate AUS) is a launch pad for up and coming parks and recreation go-getters. Proudly sponsored by Otium Planning Group, the Generate Network is Parks and Leisure Australia's commitment to the development of our young professionals and emerging leaders.

Generate AUS is designed to break down the barriers of hierarchy, geography, age, gender and social/economic status to provide a network for young professionals in our industry to connect, learn and grow. Driving our work is our vision for 'More parks and recreation go-getters for generations to come'.

Generate AUS is committed to connect, develop and engage young professionals, people new to the industry and anyone looking for their next leap forward. It provides a platform for people in this stage of their career to have a voice, to connect with the industry (and importantly with each other), and to engage in professional development opportunities.

LEGACY LEADERSHIP AND CRITICAL PATHWAYS

The Generate Network forms a critical component in the overall pathway of Parks and Leisure Australia and is aimed at anyone in the first 10 years of their career. It provides an opportunity for PLA to introduce, build profile, increase relevance and capture a currently under-represented cohort in our industry, while also acting as a succession plan for our industry and PLA membership proper.

If we really want to move the dial in developing our industry succession plan, we can't do it alone so, one of our goals is to focus on establishing a number of strategic partnerships and build legacy leadership across our industry. Generate AUS published an article on this topic in the Australasian Parks and Leisure Journal, Summer 2018 edition titled Next Gen Industry Go-Getters.

From its inception the Generate AUS has had a close working relationship and partnership with Generate NZ. This foundation was the catalyst for an international planning day held in Wellington, New Zealand in September 2018. During this session it was recognised there was a need to move to a more aligned approach with our peak bodies and a more sophisticated platform for engagement with our members while continuing to support the strong links with New Zealand and Australia. We will continue to work closely and collaboratively with Generate Network NZ and Recreation Aotearoa.

EAT. LEARN. NETWORK. PLAY.

In conjunction with the International Parks and Leisure Congress held in Melbourne in October 2018, Generate AUS held its first national networking event – Eat. Learn. Network. Play! The event was well attended and provided young professionals the opportunity to hear from world class speakers such as Jayne Miller – Chair, World Urban Parks and President and CEO of the Pittsburgh Parks Conservancy (PPC), Gil Penalosa (MBA, PhDc, CSP) - Founder and Chair, 8 80 Cities, and Mike King - Director, Otium Planning Group.

Over dinner, participants heard from speakers about their entry into the industry, their journey to the top and were able to seek advice on how they can champion their own professional development opportunities. These insights were incredibly unique and valuable and the networks that were enhanced on the evening were a testament to its success.

Generate AUS also hosted a Lunchtime Legacy session during the congress aimed at raising awareness of our industry's responsibility to give back and where we can focus our efforts going forward.

NATIONAL EXECUTIVE COMMITTEE APPOINTMENT

In June 2019, an Expression of Interest was undertaken to recruit a national Executive Committee to drive Generate AUS into the next phase. The appointment of the Executive Committee has seen the network establish representation in every PLA region, comprise of a diverse mix of energetic and passionate people in our industry and 50 / 50 representation of females and males from a range of industries within our sector. We now move to strengthen our important

“Through Generate AUS, PLA is breaking down the barriers of hierarchy, geography, age, gender and social/economic status to provide a network for young professionals in our industry to connect, learn and grow”

pathways and partnerships and developing a high performing and sustainable network. For full details on the Executive Committee go our website www.parksleisure.com.au/about/generate

FUTURE FOCUS

Over the next 12 months the Executive Committee, led by the Chair, will be focussed on formalising our platforms and partnerships, broadening our network, running events, and connecting our Leaders of Tomorrow with opportunities and each other.

Go on - Launch yourself.





Statement of Profit or Loss and Other Comprehensive Income

	2017 \$	2016 \$
Revenue	1,529,523	1,699,623
Other income	3,739	3,578
Conference expenses	(323,556)	(512,844)
Other expenses	(1,094,543)	(1,090,212)
Surplus/(deficit) before income tax	115,163	100,145
Income tax benefit/(expense)	(56,114)	171,645
Surplus/(deficit) for the year	59,049	271,790
Other comprehensive income	-	-
Total comprehensive income/(loss) for the year	59,049	271,790

	2019 \$	2018 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	622,935	749,499
Trade and other receivables	274,403	249,978
Other assets	31,407	51,290
TOTAL CURRENT ASSETS	928,745	1,050,767
NON-CURRENT ASSETS		
Property, plant and equipment	1,313	-
Deferred tax assets	213,060	217,842
Intangible assets	36,327	27,659
TOTAL NON-CURRENT ASSETS	250,700	245,501
TOTAL ASSETS	1,179,445	1,296,268
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	116,812	145,168
Current tax liabilities	(173)	44,714
Other financial liabilities	406,543	469,529
TOTAL LIABILITIES	523,182	659,411
NET ASSETS	656,263	636,857
EQUITY		
Accumulated surplus	656,263	636,857
TOTAL EQUITY	656,263	636,857

Statement of Changes in Equity

2019

	Accumulated Surplus \$
Balance at 1 July 2018	636,857
Profit attributable to members of the entity	19,406
Balance at 30 June 2019	656,263

2018

	Accumulated Surplus \$
Balance at 1 July 2017	412,394
Profit attributable to members of the entity	224,463
Balance at 30 June 2018	636,857

Statement of Cash Flows

	2019 \$	2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	1,818,911	1,806,348
Payments to suppliers and employees	(2,075,028)	(1,650,167)
Interest received	3,716	3,631
Income taxes paid	(4,782)	-
Receipts from grants	146,793	166,597
Net cash provided by/(used in) operating activities	(110,390)	326,409
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payments for intangible assets	(14,812)	(27,659)
Purchase of property, plant and equipment	(1,362)	-
Net cash used by investing activities	(16,174)	(27,659)
Net increase in cash and cash equivalents held	(126,564)	298,750
Cash and cash equivalents at beginning of year	749,499	450,749
Cash and cash equivalents at end of financial year	622,935	749,499





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