

ANNUAL REPORT

24/25



PARKS & LEISURE
AUSTRALIA

- PHOTO BY TIRAYA ADAM

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Kristin Davies

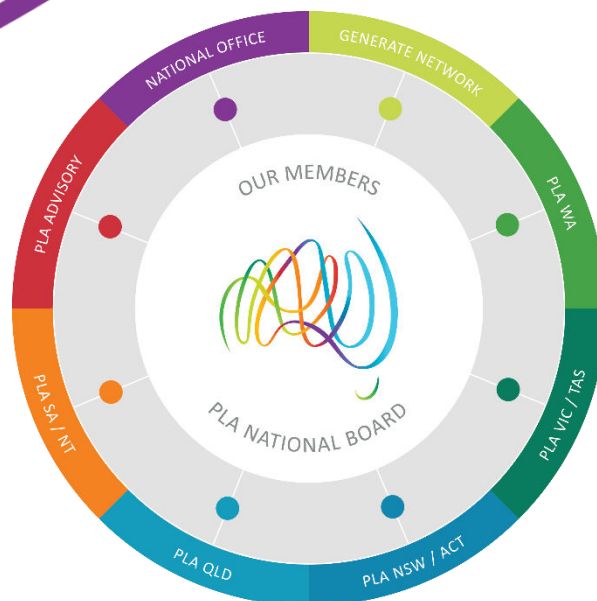
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NATIONAL PARTNERS

We sincerely thank our national partners for their support.





“A century of passion has built our foundation and now we look forward with renewed strength, unity, and purpose. When tested, our members stood tall. We are the people behind the places. We are PLA.”

- PHOTO BY PAT WHELEN

ACKNOWLEDGEMENT OF COUNTRY



In the spirit of reconciliation, Parks and Leisure Australia acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

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



- PHOTO BY LEIO MCLAREN

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“ This year marked a turning point for Parks and Leisure Australia, a transformation that strengthened our organisation, united our members, and set us on course for the next 100 years.”

- Kristin Davies, President Parks & Leisure Australia .



- PHOTO BY KAROL CHOMKA



Kristin Davies
National President

NATIONAL PRESIDENT REPORT

The past year has been one of transformation, consolidation, and renewal for Parks and Leisure Australia (PLA). While challenges have tested our resilience, they have also affirmed the extraordinary strength, integrity, and purpose of our organisation and the broader parks, sport, recreation, and leisure sector we represent.

Across Australia and beyond, our sector continues to grow in influence and recognition. Communities are increasingly looking to our places, programs, and professionals to lead in liveability, health and wellbeing, climate resilience, and social connection. PLA has continued to evolve in step, strengthening our systems, governance, partnerships, and voice to ensure we remain the peak body our members deserve.

This year marked a profound period of organisational transformation. We introduced a number of system upgrades, and a revitalised member interface to make it easier than ever for members to access resources, connect, and contribute. We undertook a comprehensive business and governance review that has informed a new operating model, one that provides security to our staff, delivers consistent national services, and ensures every dollar we earn is reinvested back into our members through the abolition of contractor profit share. These steps have strengthened PLA's foundations and re-established confidence in our direction.

We have also advanced PLA's formal recognition and influence both nationally and internationally. Our Affiliate Peak Body recognition with the Australian Sports Commission formally acknowledges our leadership across the sport and recreation domains. Internationally, we have signed a three-year Memorandum of Understanding with Recreation Aotearoa New Zealand, reinforcing our trans-Tasman collaboration, and began to re-energise our Global Round Table partnerships with the USA, Canada, UK and others, ensuring Australian expertise continues to shape global practice.

The year was not without its challenges. The actions of a small number of individuals exposed vulnerabilities in our long-standing goodwill approach to delivering for our members. While this period was difficult, it became a catalyst for important reform for the organisation.

We strengthened our constitution, registered and protected our brand, and introduced greater due diligence and accountability in membership processes. Most importantly, our members stood up, in overwhelming numbers, to defend the integrity and future of PLA. They reminded us that we are the people behind the places; that our collective strength lies in our professionalism, our connection, and our shared values.

This period of maturation required courage and investment. It demanded that we confront our legacy with honesty and rebuild with purpose. Today, PLA stands future-proofed, with the largest membership in history and the right governance, leadership, and systems to deliver quality, meaningful programs, services, and professional connection across Australia and beyond.

As we approach our centenary in 2026, we do so with pride and momentum. We honour our past, a century of passionate professionals shaping healthier, more liveable communities, and we look forward with confidence to the next decade of impact.

We are strong.
We are connected.
We are recognised.
We are the people behind the places.
We are PLA.



Stefan Ratnasingham
Finance Director

FINANCE DIRECTOR REPORT

The 2025 financial year has been a turning point for our organisation, and the attached financial statements definitely reflect that. The organisation has certainly faced its challenges throughout the year however with a long-term view in mind, 2025 is the year that we reconsidered our service delivery model to ensure that we set ourselves up for success in the future.

The statement of profit or loss shows total revenue for the year is \$1,870,007 which is down compared to the budgeted income for the year and the prior year result. It is noted that some of our sponsorships and grants were not renewed during the year while the national conference was not as big compared to the one held in FY 2024. PLA is in the process of reviewing the number of events we hold across the nation seeks to build on this to ensure strong and stable revenue streams in the future.

Total expenses for the year was \$2,038,228 excluding tax, which is considerably down from last year and under the total budgeted expenditure of \$2,676,338. This is to be expected given the revenue did not meet its target however there were some notable expenses that were incurred which were out of the norm for the organisation. In FY 2025 the organisation spent over \$290,000 on contractors to deliver our model. A sizable portion of this was spent in a region where services to members were low. This prompted a spend in legal fees which were incurred in getting advice in relation to the employment advice and the mediation process that occurred within the region. It is noted that while this is a significant expense this did enable the board to review its current expenditure and service delivery model as the cost to the organisation was not sustainable.

The overall loss position for the organisation is \$234,936 however it is noted that the financial year 2025 is an abnormal year and as services continue to grow and develop across the organisation the work and efforts put into FY 2025 will result in benefits for many years to come.

Turning our focus over the balance sheet, the natural impact of the above loss has reduced the equity in the organisation however the balance of \$931,084 remains strong.

Total assets have decreased over the year with the cash balance taking the biggest drop however the organisation has responded reviewing its outstanding receivables which has reduced by 40%. The balance sheet now acknowledges an intangible asset which in relation to the new constitution.

Liabilities for the organisation have also reduced through the year however this is mainly in relation to the number of prepaid income collected. Payables to external parties have halved. At FY 2025 the organisation has a current ratio of 3. Meaning we have enough in our asset pool to cover our liabilities.

To summarise, it has been a hard year financially for the organisation, but it does have paved the way forward. As we build a stronger more connected organisation, we can better our financial position but also our industry as a whole.

For the 2026 financial year the cost-of-living pressures continue. PLA is not exempt from this. The board continues to review our expenditure and with a fabulous new CEO in place we can navigate this with cost vs benefit in mind. For me personally I look forward to playing my part in helping to shape the strategic plan and really help PLA set some new benchmarks so that we can all work together and achieve all that we can.

“

To summarise, it has been a hard year financially for the organisation but it does have paved the way forward. As we build a stronger more connected organisation we can better our financial position but also our industry as a whole.”

- Stefan Ratnasingham,
Finance Director

PHOTO BY FRANCESCO PATRINOS IRO



Josh Geraghty
President QLD

QLD REGIONAL PRESIDENT REPORT

This year PLA QLD faced one of its darkest days with the loss of our illustrious leader, President and all around incredible human Tony Butler passing away. Tony was the driving force behind the scenes in the region and was at every event celebrating everything that made Parks and Leisure in Queensland great. It was through Tony's leadership and guidance that the region continued to provide services to our members without dedicated paid staff, and he embodied everything it means to be a volunteer. The Regional Councillors want to once again extend their condolences to Tony's family, friends and colleagues. We will never be able to fill the gap that you have left but we will do everything we can to make you proud.

I would also like to recognise the volunteers on the region Council who have stepped up throughout the year to ensure that our members continued to receive access to professional development and networking opportunities. This started with hosting the National Conference in Brisbane which by all accounts was well received and definitely highlighted the excitement around the upcoming 2032 Olympics and the opportunities it presents to get our legacy right.

For the third consecutive year the Region joined forces with ALIA for the Parks Forum – Contemporary Park Design for our New Urban Future. This year the Council's very own Chris Carter featured on the panel to discuss the cutting edge in park technology. This once again showcased the strength of the partnership with ALIA in Qld.

In June the Queensland Region joined forces with NSW/ACT to deliver the regional conference in Newcastle which delivered a host of incredible seminars and workshops. The conference saw key notes from James Castrission, Dr Paul Callaghan and Denise Ora. The Conference was separated into three streams, Parks and Gardens, Social + Play + Wellbeing, and Sports + Leisure + Aquatics. Once again, the region Council found ways to work with our peers and partners to deliver the incredible events. Special mention to the conference committee and regional Executive Officer Alexa on spear heading the event and delivering something that exceed expectations.

In September our Awards of Excellence event capped of a mammoth year. It was an opportunity to celebrate the year that was, the incredible work our members deliver in their communities each and every day. The event couldn't have been possible without the efforts of PLA, and in particular, our President Kristen Davies, who led the celebration of Tony's life and commitment to Parks and Leisure Australia and its members here in Queensland.

I would also like to acknowledge two region councillors who have decided to step away, Steph McCallum and Paul Hoffman. Their efforts cannot be understated, and we will miss what they brought to the Council and wish them all the best on the next chapters.

I would also like to thank our regional sponsors, without them we wouldn't be able to do what we do. Finally, I would like to thank our members who attended our events or got in contact with us and participated in our activities. All we do in for you, and we look forward to continuing to deliver and advocate for the members of Queensland.

This year had some of the highest highs and lowest lows. This also showed how resilient and committed the Region Councillors are to delivering services to our members. It was through their dedication and resilience that we delivered the events that we did. I am looking forward to what the next 12 months hold, the opportunities to get out and about with our members and the exciting opportunities on the horizon for our region.



NSW/ACT REGIONAL PRESIDENT REPORT



Simon James
President NSW / ACT

NSW/ACT REGIONAL PRESIDENT REPORT

Over the last year, the NSW/ACT Region has continued to thrive through collaboration, advocacy and professional development. It has been a year defined by imagination, innovation and connection — uniting members across metropolitan and regional communities to share knowledge, celebrate success and strengthen our collective impact. Our commitment to the “people behind the places” remains at the heart of everything we do. Through a diverse calendar of events, new initiatives and strong partnerships, we have championed the vital role of parks, leisure and open space in creating healthy and resilient communities.

The centrepiece of the year was the 2025 NSW/ACT + QLD Combined Regional Conference, held in Newcastle under the theme *Imagination + Innovation*. In partnership with Newcastle City Council, the conference attracted over 170 delegates and a sold-out trade exhibition. The program featured a dynamic mix of masterclasses, technical tours and workshops. Participants explored themes including asset management, nature play, turf and sports fields, GIS and technology in parklands, and more. The technical tours showcased local excellence across Newcastle’s Ocean Baths, and the innovative Rippit Golf facility, illustrating the depth of expertise and creativity within our industry. The conference was widely praised for its strong local government representation, cross-regional collaboration and high-quality content.

The 2025 NSW/ACT Awards of Excellence, held separately, was another highlight — a celebration of the people and projects shaping healthier, more connected communities. Finalists and winners showcased outstanding achievements in design, planning, recreation and community development, demonstrating the innovation and dedication that define our sector.

Throughout the year, PLA NSW/ACT delivered a strong professional-development program that kept members connected and informed. The “Plans of Management” webinar explored best practice in open-space planning and governance. The “From Flood to Field” forum examined disaster recovery and community resilience, while “Trails of the Future” showcased emerging approaches to trail design and activation across NSW and the ACT. Each event brought together industry leaders, practitioners and students to share knowledge and build capacity across our sector.

We thank our regional sponsors — Atlantis Liquid Dynamics, PSIA, SPORTENG and AFL NSW/ACT — for their support during the reporting period. Their involvement helped us deliver high-quality events and professional-development opportunities for our members.

Our collaboration with the Australian Institute of Landscape Architects, The Landscape Association and Outdoors NSW/ACT also continued to grow. Through joint events and shared advocacy, we have strengthened PLA’s voice as the peak body representing the parks and leisure sector across the region. We have also sought to strengthen our collaboration with State Government by engaging with the NSW Office of Sport and the Open Spaces team in the NSW Planning Housing and Infrastructure Department. We are able to work alongside these agencies and advocate for better outcomes in the industry without fear or favour.

Supported by our Executive Officer Alexa Springall, the Region Council has maintained a strong focus on industry advocacy and member support. Alexa’s role has been instrumental in coordinating events, facilitating communication and ensuring that our regional initiatives run smoothly. PLA NSW/ACT has put forward position papers on the proposed changes to the Moore Park Golf Course, Open Space Infrastructure Challenges in the Local Government sector and the industry challenges associated with provision of Active Recreation Space.

We have continued to champion the importance of parks, open space and recreation within urban and regional planning frameworks. A key priority has been to nurture emerging leaders through the Generate Network, which provides a platform for young professionals to build skills, connections and confidence. Building on this momentum will remain a major focus for the region in the years ahead.

This year we farewell long-serving Regional Council members Heather Nesbitt, Fiona Tucker, Ian McAlister, Tony Duffy and Abinaya Rajavelu, who are standing down at the end of their terms. We thank them sincerely for their dedication, leadership and commitment to the Region’s growth and success. We look forward to welcoming new Council members, Mark Bruhn, Sam Eriksson and Megan Taylor who will bring fresh perspectives and energy to our team.

Our continuing Regional Council comprises Mark Taylor (Vice President), Fiona MacColl (National Board Director), John Siemon (Treasurer), Stephen Prince, Les Munn, Debbie Sibbick, Simon Hair, Bryce Collins and Marilyn Oliver. I extend my deep thanks to each of them for their dedication and leadership throughout the year.

Delivering equitable opportunities across NSW and the ACT continues to be a challenge as we seek to balance metropolitan and regional engagement. Holding our 2025 Conference in Newcastle was an important step towards deeper regional participation and accessibility for members beyond Sydney.

Engaging emerging professionals remains a priority for the Region. Ensuring new sector entrants feel included and empowered is vital, and we are continuing to develop mentorship pathways and Generate Network activities that build skills and connections for the next generation of leaders.





“As we look toward 2026 and beyond, our focus remains on building capacity, strengthening partnerships and engagement with our members through collaboration, education and advocacy. Together, we will continue to imagine, innovate and connect — creating a vibrant, inclusive and sustainable future for parks and leisure across NSW and the ACT.”

- Simon James
NSW/ACT President

- NEWCASTLE, NSW



Hayley Ashworth
President SA/NT

SA/NT REGIONAL PRESIDENT REPORT

As Reflecting on the 2024–25 year, the SA/NT Region has continued to build momentum, foster innovation, and strengthen connections across our parks and leisure sector. This year was marked by new partnership and collaborative achievements.

The year began with the appointment of Dan Ferguson as Executive Officer for PLA SA/NT. Dan's longstanding involvement and dual role supporting both VIC/TAS and SA/NT brought fresh energy and strategic focus to our region. As Dan prepares to leave PLA, we extend our heartfelt gratitude for Dan's dedication, leadership, and the positive impact made on our region and the wider organisation. Dan's commitment to sector development and his collaborative approach have set a strong foundation for future growth.

We also wish to acknowledge and thank our Regional Council members who are stepping down this year. John Wilkinson, who has been with PLA for many years, will be deeply missed for his invaluable knowledge, positive attitude, and unwavering willingness to help wherever he can. Hayden Beelitz and Alex Giakoumis are also departing their Regional Council positions, and we are grateful for their contributions and commitment to our sector.

Our events this year showcased the best of our industry and provided valuable opportunities for learning and networking. The Northeast Explorer Playspace Tour offered insights into innovative playspace design and delivery, with expert guidance from LCS Landscapes and local council staff. The Employing Technology to Understand Recreation Usage Webinar explored digital solutions for recreation site management, highlighting City of Darwin's approach to data-driven decision making. The Port Adelaide Football Club Facility Tour gave members a behind-the-scenes look at a world-class high-performance centre, with presentations from key project partners.

A particular highlight this year was our involvement with two major national sporting events: the LIV Golf Social Impact and Sustainability Breakfast and the Gather Round Behind the Scenes Facilities Forum. Partnering with the LIV Golf team and Sports Environment Alliance allowed us to showcase global and local sustainability initiatives, connect with industry, and inspire action on climate and biodiversity. The Gather Round event, delivered in partnership with SANFL and The Barossa Council, celebrated excellence in facility redevelopment and provided exclusive insights into the behind the scene into how Gather Round is brought to SA. These partnerships not only elevated our profile but demonstrated the power of collaboration between parks and leisure professionals and national sporting organisations. Importantly, these are partnerships we are looking to strengthen moving forward, recognising the immense value they bring to our members, our sector, and our communities.

The A highlight of the year was the celebration of the 2025 PLA SA/NT Awards of Excellence, honouring outstanding initiatives and innovative efforts across our region. Congratulations to all award recipients, including SA Water's Accessible Outdoors Program, SACA Region Rezoning, and Campbelltown City Council's Playford Road Reserve, which received accolades. These achievements reflect the dedication and creativity of our members and partners.

Our success would not be possible without the support of our event partners, sponsors, and trade exhibitors. Special thanks go to the Office for Recreation, Sport and Racing, Golf Australia, GreenLife Group, Design Inc, Terrain Group, KOMPAN, and our seminar partners including SANFL, LIV Golf, Campbelltown City Council, LCS Landscapes, City of Darwin, Sarah Constructions, and Sport Environment Alliance.

Looking ahead, our focus will be on broadening our reach to members in the Northern Territory, increasing the number and diversity of events and professional development opportunities available to all our members, and actively strengthening our partnership opportunities across the sector. By building deeper connections and expanding our offerings, we aim to ensure every member feels supported and engaged, wherever they are in our region.

SA/NT REGIONAL PRESIDENT REPORT

Photos from top to bottom:

- SA/NT Regional Awards of Excellence
- LivGolf Event
- Hayley Ashworth, Clifly Wilson, Nat Cook MP and Dan Ferguson
- Northeast Explorer Playspace Tour
- Gather Round Event
- State Conference

“ I extend my heartfelt thanks to our Region Council, event partners, presenters, and members for their tireless efforts and enthusiasm this year. Together, we are shaping a vibrant, inclusive, and resilient parks and leisure community across South Australia and the Northern Territory. ”





Andrea Szymanski
President VIC/TAS

VIC/TAS REGIONAL PRESIDENT REPORT

As we reflect on the 2024/25 year, I am proud to present this report on behalf of the Parks and Leisure Australia VIC/TAS Region. It has been a year marked by growth, collaboration, and innovation, as we continued to support our members and strengthen our sector through a diverse and impactful program of events, partnerships, and initiatives.

This year, the VIC/TAS Region delivered over 14 events, engaging more than 1,000 attendees across Victoria and Tasmania. These events ranged from webinars and forums to site tours and summits, each designed to foster learning, connection, and professional development. Notable highlights included:

- The Fair Access Summit at Ikon Park, which brought together over 100 leaders to share insights and strategies on gender equity and policy implementation.
- Our Leadership Program, now in its 12th edition, delivered in partnership with Green By Nature and led by Cameron Schwab, empowering emerging leaders with high-performance habits and mentorship from industry CEOs.
- The Melbourne Park Managers Forums in Docklands, Bayside and Manningham, offering immersive site tours and knowledge exchange among local government professionals.
- The Urban October Regional Seminars in Gippsland and Grampians, focusing on resilient field of play design and management in regional communities.
- The VIC/TAS Region Conference and Awards of Excellence Gala at CENTREPIECE, which welcomed over 350 delegates for two days of rich content, networking, and celebration of industry excellence.
- Successful grant funding from VicHealth to develop the Public Open Space Handbook.

We also hosted webinars on topics ranging from nature play and child wellbeing to sustainable infrastructure and turf management, ensuring our members had access to timely, relevant, and expert-led learning opportunities.

Our success would not be possible without the support of our Region Partners. In 2025, we welcomed back long-time supporters SPORTENG and Green By Nature, and were thrilled to re-engage Marsupial Landscape Management. We also welcomed Terrain Group and Furphy Infrastructure Group, whose contributions have elevated our events and member experiences.

These partnerships are more than sponsorships, they are collaborations built on shared values and a commitment to improving community wellbeing through parks and leisure. Their involvement in our conference, Parks Week, and Awards of Excellence has been instrumental in delivering high-quality experiences for our members.

While we celebrate our achievements, we also acknowledge the challenges faced by our sector. The growing demand for green spaces and recreational infrastructure, coupled with future housing targets, budget constraints and climate resilience pressures, continues to test our planning and delivery capabilities.

Our webinars on designing and maintaining grass sports fields and tree-friendly pavements addressed these challenges head-on, offering practical solutions and innovative approaches. We also explored cost planning for field of play development, equipping members with tools to navigate complex project delivery.

Looking ahead, we remain committed to supporting Councils and organisations in adapting to these evolving demands. Our focus will be on sustainability, equity, and innovation ensuring our sector remains responsive and resilient.

I want to extend my heartfelt thanks to our Region Council for their leadership and dedication, and to our co-opted members for their valuable guidance. A special thank you to Sam Taylor, our former Vice President, and Naomi Paton, our former Secretary for their service and contribution.

And a very special mention to Dan Ferguson, our VIC/TAS Executive Officer. None of this would have been possible without Dan's tireless dedication, strategic insight, and unwavering commitment to our region. Dan's leadership behind the scenes has been instrumental in the success of our programs, partnerships, and member engagement. We are incredibly grateful for his time, energy, and passion his contribution has truly shaped the success of the VIC/TAS Region.

To our presenters, partners, and members thank you for your continued engagement and support. Your passion and professionalism are what make our region thrive.

As we move into the next year, I am excited about the opportunities ahead. With a strong foundation and a vibrant community, VIC/TAS is well-positioned to continue leading the way in parks and leisure.

Let's keep building, connecting, and inspiring together.

“

As we move into the next year, I am excited about the opportunities ahead. With a strong foundation and a vibrant community, VIC/TAS is well-positioned to continue leading the way in parks and leisure.”

Photos from top to bottom:

- Fair Access Summit February
- Melbourne Park Managers Forum Bayside April 2025
- Melbourne Park Managers Forum Docklands Sept 2024
- Regional Seminars Gippsland & Grampians





DR. John Tower
Chair, PLA Advisory

PLA ADVISORY REPORT

The 2024/2025 year has been a period of focused effort from the PLA Advisory team. Advisory has a stable membership with a combination of recent appointments and the stalwarts from Advisory's inception. Advisory's dedicated volunteers are Neal Ames, Cathy Kiss, Wendy Holland, Anand Pillay, John Senior, Steph McCallum-Keily, Lucilla Marshall, Laura Shaw and John Tower (Chair). It is pleasing to report that PLA Advisory is maintaining gender equity with our membership. The Advisory team meet every month and participate in full day review and planning sessions twice a year.

Advisory has consolidated its efforts to focus on key projects to contribute to PLA members and the wider industry's capacity to respond to issues that impact on the efficient and effective delivery of park and leisure experiences. Advisory was pleased to welcome Fiona McColl as the National Board's representative on Advisory.

Our Achievements

PLA Advisory's contributions include preparing position papers on critical issues, initiating research and advocating for the benefit of the PLA members and our overall industry. The following list itemises Advisory's activities.

Advocacy

- Advisory prepared the Brisbane Conference Statement which was adopted at the 2024 National Conference. The 2023 Adelaide Statement and Pledge Commentaries were used to guide the Brisbane Statement – <https://parksleisure.com.au/wp-admin/upload.php?item=41325>
- Advisory continued to collaborate with The National Urban Green Infrastructure Round Table.
- Advisory continued to monitor the progress of the Australian Sport Commission Act Review.
- Advisory liaised with PLA National Board regarding the implementation of the PLA's Gender Equity Charter and PLA Commitment to Aboriginal and Torres Strait Islander Peoples.
- Advisory engaged with National Office and PaRC Inc. to support the Park and Recreation Collection (PaRC) and further develop this valuable resource.
- Advisory contributed to the Australian Sport Commission National Sport Research Advisory Group activities.

Projects

- Managing Park and Leisure Construction Costs Increases. Advisory produced a report from the 2024 PLA National Conference Workshop and delivered workshops on this topic at the 2025 NSW/QLD and Vic/Tas Regional Conferences. Advisory's Guide to support the management of construction costs will be available at the 2025 National Conference.
- Park & Leisure and University Collaboration Project – Advisory and an industry based working group (including representatives from ANZALS) continued to develop this resource to guide better collaboration between the park & leisure industry and universities. Workshops were conducted at the 2025 NSW/QLD and Vic/Tas Regional Conferences. The website providing the resources to guide better collaboration is scheduled to be released by November 2025.
- Park and Leisure Industry Profile. The aim of the Park and Leisure Industry Profile (PaLIP) project is to establish an industry profile that will inform PLA members; park and leisure stakeholders; local, state and national politicians; kindred organisations and non-government organisations to explain the nature of our industry and the impact it has on the social, economic and environmental aspects of Australia. This project remains a priority and will be further developed in the 2025 / 2026 financial year.

- PLA Advisory website – The Advisory website has been updated to include a profile of Advisory members and will eventually provide information and documents about Advisory's projects –

<https://parksleisure.com.au/about-us/pla-advisory-committee/>

Research and Knowledge Initiatives

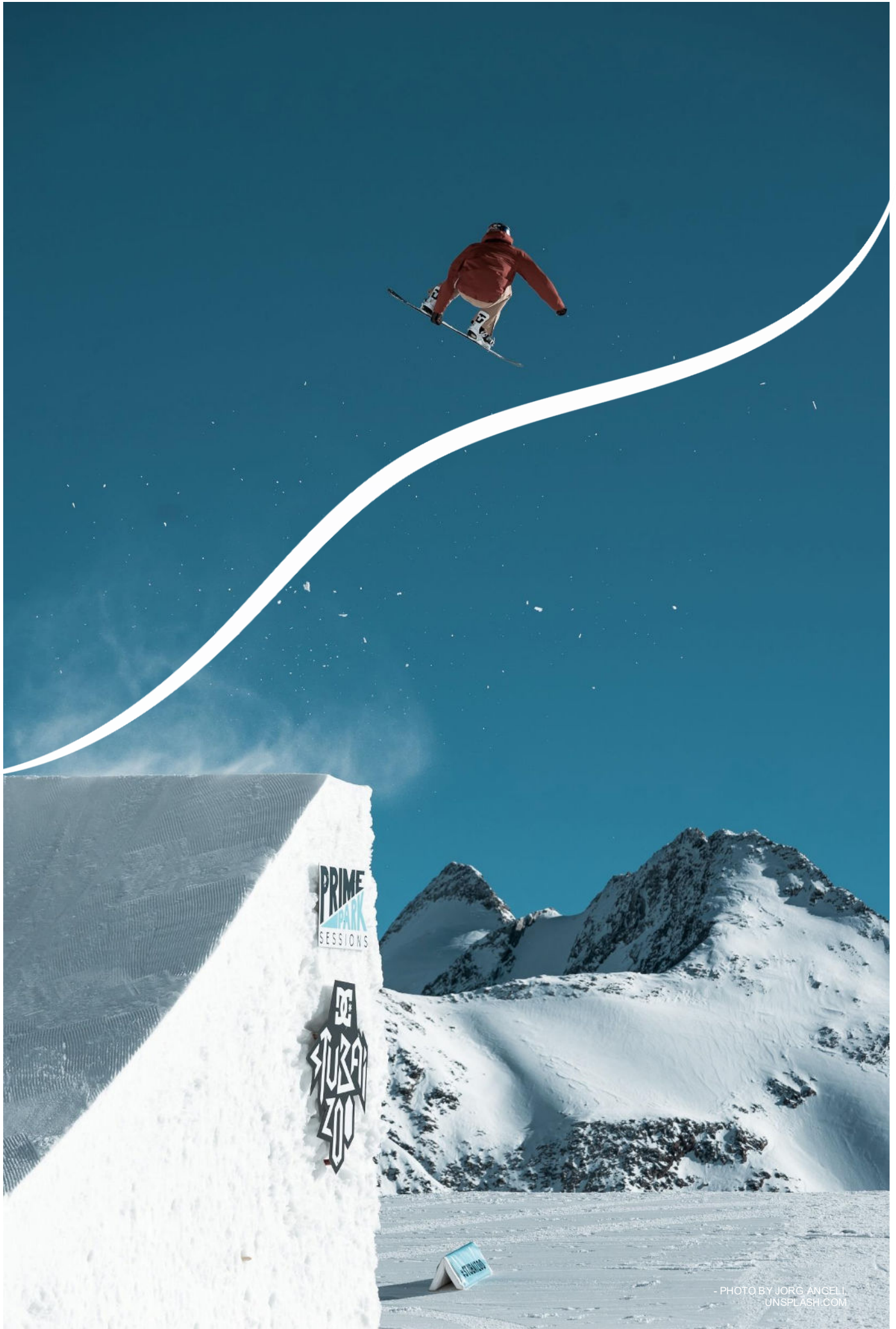
- Preparation of the Research Connections section of PLA's Journal.
- Provision of a quarterly Advisory article for PLA's Journal.
- Regular contributions to the monthly PLA News.
- Contributions to the delivery of the 2025 National Conference, including a session about *Managing Park and Leisure Construction Costs Increases*, and *Future of Park and Leisure Industry Workshop*.

Priorities for next year

PLA Advisory remain dedicated to contributing as PLA's critical analysis and discussion forum. Our intentions for the next year are to deliver outputs for both the Construction Costs and Collaboration projects. These projects have been developed over the last few years. Advisory looks forward to delivering resources to assist PLA members and the wider park and leisure industry to improve the delivery of park and leisure experiences.

Our new initiative for 2025 / 2026 is to produce a Park and Leisure Industry Profile document. The project will draw on data from established organisations such as Australian Bureau of Statistics, Institute of Health and Welfare, Jobs and Skills Australia, Clearinghouse for Sport, and kindred associations such as Planning Institute of Australia, Australian Institute of Landscape Architects, Royal Life Saving Australia, as well as a range of university research centres to document the breadth and depth of the park and leisure industry.

Advisory will continue to collaborate with PLA Regions, Generate Network, National Office and PLA Board to make sure we are aware of issues and contributing our expertise when possible. Advisory members will also continue to remain engaged with the Regional Conferences to contribute our insights and listen to members' needs and issues. We will use this collaboration to guide Advisory's activities and contribute to the park and leisure industry's development.



- PHOTO BY JORG ANGELI,
UNSPASH.COM



Kristin Davies
National President

“We would like to thank our members for their continued support and for the role our members and volunteers play in supporting and promoting the values of PLA throughout the industry.”

MEMBERSHIP REPORT

Parks & Leisure Australia (PLA) remains dedicated to representing, advocating, and empowering our diverse community in parks, leisure, recreation, sport, open space, and the environment. With our ongoing support for members to grow, connect and learn, our contribution aims to provide the development and resources to strengthen this great industry.

Membership Growth – Soaring to new heights

Our membership has continued to grow over the years and is a credit to the amazing work PLA does as the leading industry association in the Parks and Leisure sector. In the past five years, since January 2020, our membership has increased from 1684 to 3549, as of June 30 2025, showing a massive growth of 110% and marks a milestone as the highest membership total on record.

Within the 2023/24 period, the trend of growth has been consistent. An increase from 3043 members on 30 June 2024 to 3549 to finish this period, marks a respectable 13% rise.

Engaging Members Nationwide

PLA continues to have a strong presence across the country, with total members based in each region as follows: NSW/ACT (610), SA/NT (720), QLD (279), VIC/TAS (1132), WA (802). PLA hosted 40 events this year, with close to 3000 attendees in total, made up of 78% members and 22% non-members.

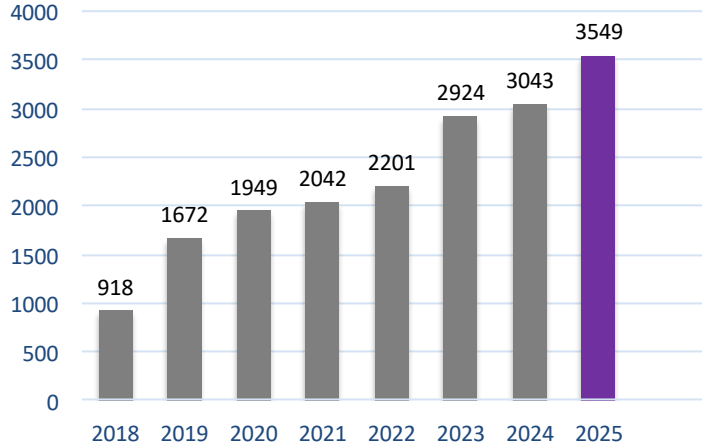
Gender Balance Commitment

With 1709 (48%) male members and 1352 (38%) female members, our steps towards gender balance are a priority. 484 members have their gender unrecorded, and PLA is working on filling in gaps in data to produce more accurate reporting.

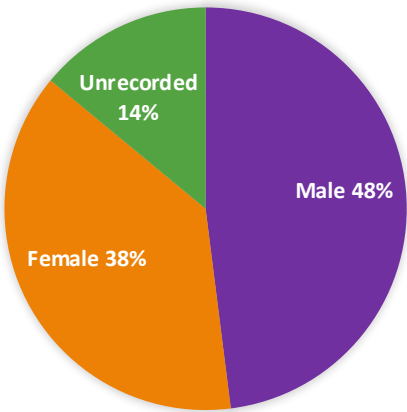
Moving Forward

The annual Membership Survey for 2024 identified some key features that could be improved. PLA aims to focus on improving membership services, increase marketing and engagement of those services, and provide greater advocacy. For FY25/26 and beyond, PLA is planning to implement more courses to improve professional development across the industry and increase the total number of events throughout the year. This will allow for greater member engagement. PLA is creating a more unified organisation, aligning content and programs so that more members have access to it, regardless of their location.

TOTAL MEMBERSHIP
NUMBERS 2018-2025



MEMBERSHIP BY GENDER 2025



MEMBERSHIP REPORT

Improve Membership Services:

While satisfaction with PLA events is generally positive, there are notable areas needing improvement. Members have highlighted a demand for more rural events and expressed low satisfaction with features like the jobs board, PaRC library, and AP&L Journal. To enhance perceived membership value, PLA should address these weaknesses and introduce new, relevant services.

2. Increase Event Accessibility:

Time, location, and budget constraints are significant barriers to member participation in PLA activities. To overcome these obstacles, PLA should increase rural events and invest in recording and streaming activities for broader access. This approach would allow members to engage with resources at their convenience. Additionally, reviewing event pricing and offering discounts could enhance membership attractiveness and attendance.

3. Target Local Governments and Businesses:

Statistical analysis indicates that corporate accounts contribute significantly to membership numbers. PLA should focus on attracting local councils and businesses not currently enrolled, maximizing potential membership growth and enhancing the organisation’s reach.

4. Prioritise Membership Engagement:

The survey shows that members are mostly active and engage with PLA monthly. To maintain this engagement, PLA should enhance its services and utilise targeted marketing campaigns to raise awareness about membership features. Encouraging corporate members to access their accounts will also increase resource utilisation.

5. Create More Member Connections:

Members desire greater opportunities to connect with the industry at a national level. Implementing an online forum could facilitate discussions and strengthen community ties, encouraging further member engagement and collaboration.

6. Focus on Communication Channels:

Members prefer emails and E-Newsletters for updates over social media and other platforms. PLA should tailor content to include industry news, event information, and improved membership features. While social media isn’t favoured, maintaining a presence can enhance brand awareness.

7. Continue Event Variety:

Members appreciate the diversity of PLA activities. Maintaining and expanding this variety is essential, with a focus on improving workshops and training sessions. Developing a long-term event schedule that includes both national and regional activities will ensure relevant content and increased member satisfaction.

8. Provide Professional Development Opportunities:

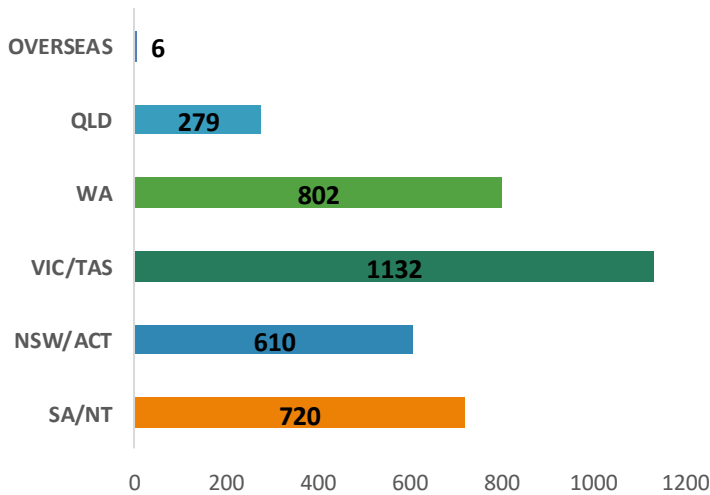
Skill shortages pose a significant challenge in the industry. PLA can address this by enhancing the CPLP program and raising awareness of professional certification opportunities. Identifying skill gaps through industry research will enable PLA to offer targeted training sessions, benefiting both members and the organisation.

9. Enhance Advocacy and Strategic Vision:

Increased advocacy and stakeholder engagement are crucial for addressing industry challenges. PLA should conduct more industry research to educate members and actively engage with State and Federal Governments to address pressing issues. Demonstrating a strategic vision aligned with member needs will reinforce PLA’s role as the peak body in the industry.

By focusing on these key areas, Parks and Leisure Australia will continue to enhance member satisfaction and engagement, ultimately strengthening its position within the industry.

MEMBERSHIP BY REGION 2025



FINANCIAL REPORT

Parks and Leisure Australia

ABN: 23 083 489 463

Parks & Leisure Australia Ltd Statement of changes in equity For the year ended 30 June 2025

Consolidated	Issued capital \$	Reserves \$	Retained profits \$	Non-controlling interest \$	Total equity \$
Balance at 1 July 2023	-	-	750,132	-	750,132
Profit after income tax expense for the year	-	-	206,520	-	206,520
	-	-	-	-	-
Total comprehensive income for the year	-	-	206,520	-	206,520
WA Grant Balance	-	-	209,368	-	209,368
Balance at 30 June 2024	-	-	1,166,020	-	1,166,020

Consolidated	Issued capital \$	Reserves \$	Retained profits \$	Non-controlling interest \$	Total equity \$
Balance at 1 July 2024	-	-	1,166,020	-	1,166,020
Loss after income tax expense for the year	-	-	(234,936)	-	(234,936)
Other comprehensive income for the year, net of tax	-	-	-	-	-
Total comprehensive income for the year	-	-	(234,936)	-	(234,936)
Balance at 30 June 2025	-	-	931,084	-	931,084

FINANCIAL REPORT

Parks and Leisure Australia

ABN: 23 083 489 463

Parks & Leisure Australia Ltd Statement of cash flows For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		1,748,627	2,173,464
Payments to suppliers and employees (inclusive of GST)		(2,049,129)	(2,386,930)
Interest received		5,510	4,584
Receipts from grants		21,233	292,700
Net cash from/(used in) operating activities		(273,759)	83,818
Cash flows from investing activities			
Payments for property, plant and equipment	11	(1,804)	(2,430)
Payments for intangibles	12	(120,000)	-
Net cash used in investing activities		(121,804)	(2,430)
Net cash from financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		(395,563)	81,388
Cash and cash equivalents at the beginning of the financial year		1,136,367	1,054,979
Cash and cash equivalents at the end of the financial year	8	<u>740,804</u>	<u>1,136,367</u>

FINANCIAL REPORT

Parks and Leisure Australia

ABN: 23 083 489 463

Parks & Leisure Australia Ltd Statement of profit or loss and other comprehensive income For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue and Other Income	4	1,864,644	2,561,347
Other Income & Adjustments	5	-	117,339
Interest revenue		5,363	6,393
Total revenue		<u>1,870,007</u>	<u>2,685,079</u>
Expenses			
Depreciation and amortisation expense		(26,788)	(7,406)
Conference Expenses	6	(961,982)	(836,583)
Other expenses		(759,376)	(1,018,872)
Management Expenses		(290,082)	(555,248)
Total expenses		<u>(2,038,228)</u>	<u>(2,418,109)</u>
Profit/(loss) before income tax expense	7	(168,221)	266,970
Income tax expense		<u>(66,715)</u>	<u>(60,450)</u>
Profit/(loss) after income tax expense for the year		(234,936)	206,520
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year		<u><u>(234,936)</u></u>	<u><u>206,520</u></u>

FINANCIAL REPORT

Parks and Leisure Australia

ABN: 23 083 489 463

Parks & Leisure Australia Ltd Statement of financial position As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	8	740,804	1,136,367
Trade and other receivables	9	274,450	464,489
Prepayments	10	166,814	190,260
Total current assets		<u>1,182,068</u>	<u>1,791,116</u>
Non-current assets			
Property, plant and equipment	11	4,764	2,960
Intangibles	12	96,120	-
Deferred tax	13	83,471	151,766
Total non-current assets		<u>184,355</u>	<u>154,726</u>
Total assets		<u>1,366,423</u>	<u>1,945,842</u>
Liabilities			
Current liabilities			
Trade and other payables	14	61,223	125,463
Contract liabilities	15	328,132	606,794
Income tax Payable	16	4,281	-
Total current liabilities		<u>393,636</u>	<u>732,257</u>
Non-current liabilities			
Deferred tax	17	41,703	47,565
Total non-current liabilities		<u>41,703</u>	<u>47,565</u>
Total liabilities		<u>435,339</u>	<u>779,822</u>
Net assets		<u>931,084</u>	<u>1,166,020</u>
Equity			
Retained profits		<u>931,084</u>	<u>1,166,020</u>
Total equity		<u>931,084</u>	<u>1,166,020</u>

ADELAIDE OVAL, SOUTH AUSTRALIA
- PHOTO BY MARCUS WALLIS



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