



National  
Landcare  
Network



# National Landcare Network Ltd.

abn: 40 612 363 121

## 2021 Annual Report

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COVER PHOTO: Field trip at the 2021 Community Landcare Conference, Tasmania  
PHOTO CREDIT: Nick Hanson





## Our Vision

Communities acting to improve and sustain healthy productive landscapes.

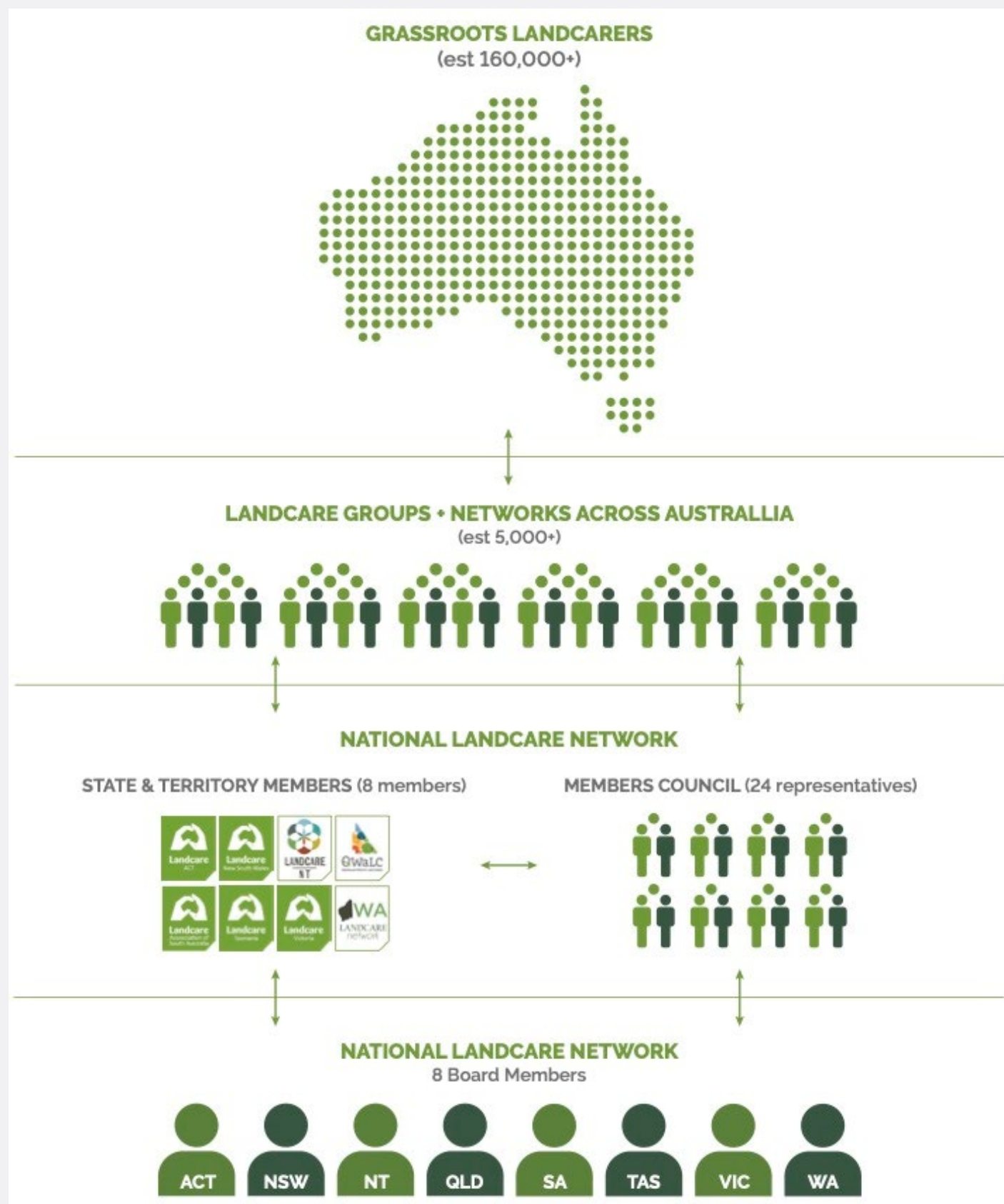
## Our Mission

To be a representative, effective and trusted national voice for the Landcare community.

## Our Purpose

The driving purpose of the NLN is to represent, support and foster the community Landcare movement. To achieve this, we need to be trusted and valued by our members, by the community and by the Federal Government as the national peak body.

# How The NLN Works



# Our People

## Board Members



Patrick O'Connor  
Chair, SA



Stephanie Cameron  
NSW



Keith Bradby OAM  
WA



Dr Maxine Cooper  
ACT



Dr Josie Kelman  
TAS



Sue McKinnon  
NT



Dr Kaye Rodden  
VIC



Mary-Lou Gittins OAM  
QLD

The forthcoming 2021 Annual General Meeting will see Directors Sue McKinnon and Keith Bradby conclude the maximum allowable three terms as members of the Board. Sue and Keith have been with the NLN since its formative days. Their contribution has been invaluable, and their expertise, passion and wisdom have helped shape the organisation. Also retiring from the Board at this AGM is Dr Kaye Rodden. Kaye's hands-on Landcare experience and unwavering commitment to community wellbeing have been great assets to the NLN in both her Board and Members Council roles. We thank all three Board members for their generous and greatly appreciated contributions.

## Committees & Sub-Committees of the Board

### Finance, Audit & Risk Committee

Steph Cameron (Chair)  
Josie Kelman  
John Holley  
Gerry Butler  
Kerry Olsson (Company Secretary)

### Selections Committee

Sue McKinnon  
Josie Kelman

### Governance Subcommittee

Maxine Cooper (Chair)  
Kaye Rodden  
Mary-Lou Gittins



## Staff



**Jim Adams**  
CEO



**Jessica Dickson**  
Executive Officer



**Kristin den Exter**  
Partnerships Manager



**Melissa Gulbin**  
Communications Manager



**Kerry Olsson**  
Company Secretary



**Thalie Partridge**  
Landcare led Bushfire  
Recovery Project Officer



**Rowan Ewing**  
Landcare led Bushfire  
Recovery Project Manager



## Members Council

ACT Karissa Preuss  
Martine Franco

NSW Adrian Wells  
Marg Applebee  
Gareth Johnson

NT Madonna Wuttke  
Mike Clarke  
Annie Andrews

QLD Darryl Ebenezer  
Phil Moran  
John Brisbin

SA Natalie Sommerville  
Gerry Butler  
Ross Oke

TAS Ben Hooper  
VIC Beth Ripper (Deputy Chair)  
Sandy Mackenzie  
Jane Carney

WA Helen Watkins (Chair)  
Louise Duxbury  
Mick Davis

## Vale Geoff Elliot

In February 2021, the NLN lost a Board member and friend, and Queensland Landcare lost a keen advocate, with the passing of Geoff Elliot. Geoff was a champion of Landcare and is missed. We thank him for his service.

# Chair's Report

Dear NLN Members,

This year represents a step forward for the Landcare communities' work to connect people in action for community and environmental resilience. The work of the NLN continues through the great efforts of our staff, board, members and partners.

This reporting period represents a milestone for the National Landcare Network, it signals the expiration of the 3rd 2 year term of two of our founding Directors, these being Keith Bradby OAM, our Western Australia Landcare Network Director nominee, and also of Sue Mckinnon, our Landcare NT Director nominee. The contributions of both Sue and Keith to their State and Territory Landcare Peak bodies cannot be overstated, nor can their contribution to the National Landcare Network, and to grassroots landcare across the nation.

We also farewell Dr Kaye Rodden from the NLN Board. Kaye has been the Landcare Victoria Inc Director nominee to the NLN Board for the nearly two terms, and equally has made a massive contribution to landcare within her State and nationally over many years.

On behalf of the National Landcare Network Board and the landcare network across Australia I express our sincere appreciation to Keith, Sue and Kaye.

I am pleased to announce that at its pre-AGM meeting the NLN Board will consider exceptional nominations from Landcare Victoria Inc; Western Australia Landcare Network; and Landcare Northern Territory to fill these vacancies on the NLN Board and hope to announce the new NLN Board members at the AGM.

I welcome the new members to the Board of your company and am sure that they will work harmoniously with the current Board members to continue to provide vision and strategic direction for the NLN.

The NLN has worked in collaboration and consultation with its members in recent years to develop and implement a transparent evidence-based and strategic allocation of funds between the company and the members. This together with funds gained through some successful grant application processes

have enabled the National Landcare Network to grow its capacity to better serve its members.

The NLN Board commends the performance of the NLN staff who often work in very tight timeframes and across a wide range of activities and platforms internal and external of the NLN. The staff have delivered at a very high level this year to ensure that the voice of NLN members and the community landcare movement is heard in many national forums in the shaping of national outcomes.

I would like to take this opportunity to welcome to the NLN staff Dr Kristin den Exter who joined the NLN in early 2021 as the NLN Partnerships Manager and among a range of other projects has primary carriage for the Shaping the Future of Landcare project. I would also like to welcome Melissa Gulbin who joined us in September this year to provide in-house communications and marketing capacity..

The Board is very pleased to observe the building momentum provided to the NLN by the addition of these highly skilled staff to our committed and passionate staff team.

It would be remiss of me not to note that our efforts to pro-actively and in good faith engage with Landcare Australia Limited to achieve a single united, representative and accountable peak body for the movement have not resulted in any real change of heart. We continue to seek meaningful collaboration and accountability to Landcare organisations and the Landcare community.

I commend to you your company's Annual Report for the 2021 reporting period.



Assoc. Professor  
Dr Patrick O'Connor  
Chair | National Landcare Network

# CEO's Report

Covid 19 restrictions again had a big impact on all of our lives and activities in the 2021 reporting year. Nonetheless, much has been achieved and I want to acknowledge the very difficult circumstances in which these things have been achieved, and the many logistical, physical and mental health challenges faced by many during this period, which make these achievements all the more special and remarkable.

As the Audited Statements reflect, the NLN finished the year in a sound financial position with its balance sheet improving year on year from \$68,434 in the 2020 reporting year to \$267,708 in the 2021 reporting year. This improvement is largely due to the role of the NLN as a partner in the Landcare Led Bushfire Recovery Project.

The NLN's governance structures have been maintained and enhanced. They have operated effectively to maintain the administration and governance of the NLN, and these include the Board of Directors, the Finance Audit and Risk Committee, the Selections Committee, and the Governance Committee. The memberships of these committee are listed in this report, and they have my thanks.

As well, the NLN Members' Council has continued to meet monthly through the reporting period. NLN staff have worked closely with the Members Council to workshop a wide range of policy matters of interest to the NLN membership including participation in the NLP2 Review, co-design of the Shaping the Future of Landcare project, updates on the Landcare Farming project, updates on the Landcare Led Bushfire Recovery project, co-design of an NLN Policy Statement, and regular updates on the Collaboration Agreement and United National Voice projects with Landcare Australia Limited. The Members' Council has continued to act as a networking hub for community landcare.

Regular forums have been convened with the CEOs and EOs of the NLN, State and Territory Landcare Peak Body members as a means of maintaining, co-designing, updating and seeking member organisation input into a wide range of operational and policy matters including all those dealt with through the Members Council and others.

Supported by an amazing team including our Executive Officer, Jess Dickson; Company Secretary and Policy Advisor, Kerry Olsson; Partnerships Manager, Dr Kristin den Exter; Book keeper, Brian Board; and Communications Manager Melissa Gulbin,

the NLN has led and participated in many processes and projects, notably the Shaping the Future of Landcare Project, the creation of and Launch of the Parliamentary Friends of Landcare, the Review of Phase 2 of the National Landcare Program, and many others.

As a partner with Landcare Australia Limited and affected State and Territory organisations, the NLN employed under secondment Rowan Ewing and Thalie Partridge to support the Landcare Led Bushfire Recovery project, and we are grateful for their enthusiasm and commitment.

In all its activities the NLN has worked to support the State and Territory organisations, to ensure they are engaged as partners and are heard and provided opportunities to be engaged in co-design and consulted in all activities of interest and relevance to them and their community memberships occurring at the National level.

I would like to express my sincere appreciation to all those who have engaged with and supported the NLN staff through the reporting period. We continue to work to ensure that the voice of community landcare is being heard and listened to in National processes. In particular, I would like to thank the NLN Board and its Chair for their clear direction and support, the NLN Members Council for its always enthusiastic and passionate engagement and participation, and the C/EOs of the State and Territory landcare peak bodies for their considered and informed engagement and participation.

All of the activities of the NLN are of course ultimately intended to provide support for the many thousands of community grassroots Landcarers working so hard in their local communities to address what often seem like overwhelming issues and challenges. It is our privilege to continue to work to do our utmost to improve the levels of support and recognition you receive.



Jim Adams  
CEO | National Landcare Network



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# Members' Council Report

The Members' Council provides a national representative forum for the identification, debate and resolution of issues for Community Landcare across Australia. The Council is responsible for establishing a system for regular consultation and engagement of members and stakeholders in order to represent the majority of Landcare and related organisations in their respective states and territories.

The Board of Directors is informed by the Members Council and input from the states and territories when setting the strategic and administrative direction for the National Landcare Network. The Members' Council is made up of representatives from each State and Territory, with 3 positions available for each.

## Address from the outgoing chair

As outgoing Chair of the members Council, I would like to say what a wonderful group of dedicated Landcare people we have, with a willingness to undertake tasks for the National Landcare Network. I have thoroughly enjoyed my time in first as the deputy chair then as Chair. The special thing about the Landcare movement is that it is underpinned by a truly grassroots democratic process. This process is done in the spirit of generosity and good humour. The Members' Council plays a very important role within the NLN in bringing the grassroots of Landcare to a National level. Their commitment during a particularly challenging year should be applauded.

Helen Watkins

Outgoing NLN Members Council Chair | Western Australia Landcare Network

## A year in review:

During 2020-21, due to the pandemic, the Members Council was unfortunately not able to meet in person for a face-to-face workshop as it has done in previous years. However, with the help of exciting new technology and some very creative staff members, the Members Council was able to meet virtually on a monthly basis and was engaged in topics important to Landcare, some of which are listed below, as well as strategic discussions, state, territory and national information sharing, and stakeholder presentations.

Workshop Topics:

- Co-designing the *Shaping the Future of Landcare – Roadmap* project
- Developing the NLN Partnerships Framework and assessment protocols
- Policy development and input to the NLN National Policy Statement
- Input across the NLP2 Review process

# Highlights

We listened to the views of the Landcare community and began the co-design of the 'Shaping the Future of Landcare' project to map the movements way forward to 2030.

We worked with Landcare Australia and State and Territory peak bodies to secure funding for a \$14 million Landcare Led Bushfire Recovery program, and rollout those funds to projects across seven bushfire affected regions.

We supported and facilitated an active and engaged Members' Council, which met regularly to share information and undertake work on matters of importance to all members, including the future of Landcare, the National Landcare Program and key partnerships and collaborations.

We promoted the value of community Landcare in the delivery of community wellbeing, environmental resilience, and sustainable agriculture.

We engaged directly with government on policy and program development and advocated for Landcare in consultations and enquiries.

We provided \$711,612 in funding to state and territory peak Landcare bodies, as part of our agreement under the National Landcare Program Phase Two to build their capacity, enable them to undertake Landcare projects and support their participation in the National Landcare Network.

We resumed negotiations on behalf of our members on the formation of a single voice for Landcare at the national level. A representative and accountable united voice remains our objective, and we continue to explore ways to progress that aim.

We engaged a Partnerships Manager and increased our focus on collaboration and engagement with national organisations working on climate, soils, sustainable agriculture, and natural resource management challenges.

We refreshed our communications resources and engaged an inhouse communications manager to drive our communications strategy.

We welcomed Mary-Lou Gittins OAM to the board as Queensland Water and Land Carers' nominee. And we mourned the loss of Geoff Elliot, a long-standing champion of Landcare and valued board member.

We celebrated the launch of the Parliamentary Friends of Landcare in Canberra, sharing the Landcare vision with friends old and new.

# Achievements Against Strategic Pillars

## Representation & Advocacy

- 🌿 We developed and promoted funding proposals for community Landcare including the \$14 million Landcare Led Bushfire Recovery Grants program.
- 🌿 We commenced the "Shaping the Future of Landcare" project, a process to listen to the grassroots Landcare groups around the future of the movement, to inform policy at the state and national level, and to deliver a roadmap to 2030.
- 🌿 We advocated for Landcare in reviews and consultations and made a formal submission to National Landcare Program Phase 2 Review.
- 🌿 The Federal Parliamentary Friends of Landcare was launched, and we continue to work with the co-chairs of the Group, Senators Perin Davey (Nationals) and Raft Ciccone (Labor) to promote Landcare.
- 🌿 The Chair and CEO continued to build constructive relationships with the relevant Commonwealth Ministers and their advisors.
- 🌿 The CEO liaised closely with senior officials of the Commonwealth Department of Agriculture, Water Resources and Environment
- 🌿 An active and representative Members Council continued their work throughout the year with staff support.
- 🌿 We promoted the value of community Landcare through an active communications strategy including a growing presence on social media and engaged Melissa Gulbin to drive our marketing and communications strategy.

## Collaboration & Partnership

- 🌿 We welcomed to the team a dedicated Partnerships Manager, Dr Kristin den Exter.
- 🌿 We developed a suite of partnership assessment tools and the NLN Partnerships Framework to guide collaboration across the member network as well as external partners.
- 🌿 We engaged with a range of strategic partners working on climate action, soil health, revegetation, regenerative agriculture, and natural resource management exploring collaborative relationships.
- 🌿 We entered a new collaboration arrangement with the Mulloon Institute, world leaders in the rehydration and rehabilitation of agricultural land engage communities in landscape and catchment scale restoration pilots.
- 🌿 We partnered with Landcare Australia and peak State and Territory Landcare organisations to roll-out the Landcare Led Bushfire Recovery program, funding over 100 recovery projects across 7 regions affected by the 2019-2020 Bushfires.
- 🌿 We worked with Landcare Australia Ltd on a united national voice for Landcare, the National Landcare Conference and Landcare Farming projects.
- 🌿 We explored collaboration and partnerships between state and territory organisation members of the NLN, and external stakeholders and partners.
- 🌿 We led the co-design of the '*Shaping the Future of Landcare*' project with internal and external stakeholders.



## Knowledge & Capacity

- 🌿 We are working with the new National Environmental Science Program Resilient Landscapes Hub, which will deliver accessible science to assist land managers develop and maintain resilient, sustainable, and productive landscapes.
- 🌿 We continue to participate, together with Landcare Australia, in the Landcare Farming project, a project aimed at building and sharing Landcare knowledge and experiences with the agricultural sector.
- 🌿 Experience and knowledge were shared amongst member organisations in Executive Officer meetings, and within the Members Council, which continued to meet and workshop virtually under COVID safe arrangements.
- 🌿 We supported and facilitated an active and engaged Members' Council, which met regularly to share information and undertake work on matters of importance to all members, including the future of Landcare, the National Landcare Program and key partnerships and collaborations.
- 🌿 We facilitated knowledge exchange across the network, sharing information on grants, processes, and partnership opportunities between National Landcare Networks members





## Organisational Effectiveness

- 🌿 We continued to adapt our meeting and business processes to the COVID-19 environment and regular meetings of the Board and Members Council continued through the year.
- 🌿 We implemented a more transparent process for determining our funding support for state and territory bodies.
- 🌿 To support implementation of the Landcare Led Bushfire Recovery Program, we welcomed Rowan Ewing as Bushfire Recovery Program Manager and Thalie Partridge as the Bushfire Recovery Program Officer.
- 🌿 NLN Committees including the Finance Audit and Risk Committee, the Governance Committee, and the Selections Committee, maintained oversight of NLN processes and governance.
- 🌿 We appointed a new Partnerships Manager and Communications Officer,
- 🌿 We implemented new software for visual collaboration, and project management.



# Looking to the Future

As we move into the UN Decade of Ecosystem Restoration and towards a net zero emissions economy the National Landcare Network's vision of communities acting to improve and sustain healthy productive landscapes has never been more important.

Our members have strived for decades to protect, repair, and restore the environment through undertaking action locally and regionally. To represent, support and foster the community Landcare movement is our core purpose and ongoing focus for the coming year.

To position Landcare for a changing world, we have initiated the co-design of a listening project over the next year to hear the views of Landcarers and their visions for the future. The '*Shaping the Future of Landcare*' project recognises the dynamic environment posed by climate change, carbon mitigation opportunities, transformative agricultural practices, and rising community environmental expectations in revisiting the aspirations and potential of Landcare for the coming decade and beyond.

The successful rollout of the Landcare Led Bushfire Recovery program has reconfirmed the ability of Landcare networks to mobilise in response to landscape-scale challenges, with state and national leadership working together to support local groups delivering local outcomes. The power of community volunteers working together to look after the environments in which they live is the heart of Landcare, and an important contribution to community and individual wellbeing in the face of environmental pessimism and daunting post-pandemic challenges.

The role the natural environment and social networks play in supporting Australians' individual and collective wellbeing has been brought home to all of us in a very direct way through the past year. Our urban green spaces and natural landscapes have been valued places of respite and renewal for many, and the value of urban Landcare groups in addressing the livability, biodiversity and heat issues in our cities is deserving of its increasing recognition.

The National Landcare Network continues to work ensuring that community Landcare groups are recognised, supported and heard at the national level.

We will share the stories and achievements of the Landcare movement. We will join in new collaborations with like-minded organisations. And we will work together to shape a positive future.





# Acknowledgements & Thank You

We would like to thank Keith Hyde and Rod Knight for their valuable contribution to the Members Council over many years, and a special thanks to Helen Watkins, who has decided to step down as Chair.

## ➤ Further Information

We invite you to visit our website at [nln.org.au](http://nln.org.au), or that of your own state or territory peak Landcare organisation by clicking an option below.

## Follow Us

Facebook | LinkedIn | Instagram



# **NATIONAL LANDCARE NETWORK**

**(A COMPANY LIMITED BY GUARANTEE)**

**A.B.N. 40 612 363 121**

## **FINANCIAL STATEMENTS**

**30 June 2021**

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Directors' Declaration  
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Statement of Cash Flows  
Notes to the Financial Statements

**National Landcare Network  
Independent Audit Report**

**Auditor's Opinion**

I have audited the accompanying special purpose financial report of National Landcare Network, being the Directors Declaration, the Profit and Loss Statement, the Balance Sheet, the Statement of Changes in Equity, the Statement of Cash Flows and the Notes to the Financial Statements for the year ended 30 June, 2021.

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the accompanying financial report of National Landcare Network is properly drawn up in accordance with the Corporations Act 2001, including:

- i) giving a true and fair view of the Company's financial position as at 30 June, 2021 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- ii) complying with Accounting Standards in Australia to the extent described in Note 1 to the financial report, and the Corporations Regulations 2001.

**Basis for Qualified Opinion**

As is common for organisations of this type, it is not practicable for National Landcare Network to maintain an effective system of internal control over donations, fee income and other fundraising activities until their initial entry in the accounting records. Accordingly, my audit was limited to amounts recorded in the financial accounts.

My audit was conducted in accordance with the Australian Auditing Standards. My responsibilities under those standards are detailed further in the Auditor's Responsibility section of my report.

In conducting my audit, I have complied with the independence requirements of the Australian professional ethical pronouncements. I am independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for



## **National Landcare Network Independent Audit Report continued**

### **Basis for Qualified Opinion continued**

Professional Accountants (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

I confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

### **Emphasis of Matter – Basis of Accounting**

I draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the directors of National Landcare Network meet their financial reporting responsibilities under the Corporations Act 2001. As a result, the financial report may not be suitable for another purpose. My opinion is not modified in respect of this matter.

### **Director's Responsibility for the Financial Report**

The directors of the company are responsible for the preparation and presentation of the financial report and the information contained therein. The directors have determined that the accounting policies used and described in Note 1 to the financial report, which form part of the financial report, give a true and fair view, are consistent with the financial reporting requirements of the Corporations Act 2001 and are appropriate to meet the needs of the Members.

The directors' responsibilities also include establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

In preparing the financial report, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern, and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the company's financial reporting process.

## **National Landcare Network Independent Audit Report continued**

### **Auditor's Responsibility**

My responsibility is to express an opinion on the financial report based on my audit. My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

**National Landcare Network  
Independent Audit Report continued**

**Auditor's Responsibility continued**

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial reports represents the underlying transactions and events in a manner that achieved fair presentation.
- Communicate with the Committee and those charged with governance regarding, among other matters, the planned scope and timing of the audit, any significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Michael J Müller  
Chartered Accountant

Dated at Hobart this 11<sup>th</sup> day of November, 2021.

## **Auditors Independence Declaration Under Section 307C of the Corporations Act 2001**

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To the Directors of National Landcare Network

In accordance with the requirements of Section 307C of the Corporations Act 2001, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021, there have been:

- i. no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.



Michael J Muller  
Chartered Accountant

Dated this 11<sup>th</sup> day of November, 2021



**National Landcare Network**  
**ABN 40 612 363 121**  
**Directors' Report**  
**for the Year Ended 30 June 2021**

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The directors present their report on the company for the financial year ended 30 June 2021.

**Director Details**

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

Mr Keith Bradby	
Ms Susan McKinnon	
Ms Josie Kelman	
Ms Stephanie Cameron	
Ms Kaye Rodden	
Mr Patrick O'Connor	
Ms Maxine Cooper	
Mr Geoffrey Elliot	(Resigned 2 March 2021)
Ms Mary Lou Gittens	(Appointed 30 April 2021)

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

**Principal Activities**

The principal activities of the company during the financial year were to:

- Advocate for community Landcare.
- Employ staff and engage with National Landcare Network members to achieve the objectives of the company, and
- Enable State and Territory peak bodies to participate effectively in the National Landcare Network

**Short-term objectives**

The company's short-term objectives are to:

- Communicate and promote the value of community Landcare.
- Position investment in community Landcare as an integral component of Covid-19, bushfire, flood, and drought recovery.
- Build strong relationships with government policy makers and decision makers, in particular the Department of Agriculture, Water and Environment.
- Maintain and demonstrate representative processes, including strong engagement between the Board and Members Council.
- Build an effective working relationship with Landcare Australia Limited.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Directors' Report**  
**for the Year Ended 30 June 2021**

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- Develop new strategic partnerships and collaborations.
- Ensure the company is adequately resourced to deliver its objectives.
- Share knowledge and experience to increase the capacity of its members.
- Establish a Parliamentary Friends of Landcare within the Federal Parliament.

**Long-term objectives**

The company's long-term objectives are to:

- Be a representative, effective and trusted national voice for community Landcare.
- Ensure the voice of community Landcare is influential in national conversations on NRM, liveability, sustainability, agriculture, social capital, and the environment.
- Achieve "trusted partner" status with government.
- Ensure the community Landcare is adequately resourced.
- Work towards the formation of a single unified Landcare national peak body.
- Implement the National Landcare Network Strategic Plan 2019 – 2024.

**Strategy for achieving short and long-term objectives**

To achieve these objectives, the Company had adopted the following strategies:

- Encourage and assist National Landcare Network members to build the strength and mandate of each of their organisations, on the understanding that the NLN can only be as strong as its members.
- Encourage and assist National Landcare Network members to work constructively and cooperatively together.
- Advocate on behalf of the Landcare movement with policy makers, funders, and stakeholders.
- Develop and implement a more proactive communications strategy.
- Encourage constructive engagement by community Landcare groups with government programs and NRM organisations.
- Build on good relationships with Government to achieve future funding and achievement of 'trusted partner' status with government.
- Maintain strong performance in contract delivery.
- Foster strong relationships with other stakeholders to develop partnership and collaboration opportunities for the National Landcare Network and for its members.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Directors' Report**  
**for the Year Ended 30 June 2020**

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**Directors' meetings**

During the financial year, 7 meetings of Directors (including committees of Directors) were held.

The number of meetings attended by each director during the year is detailed in the following table.

<b>DIRECTOR</b>	<b>Number eligible to attend</b>	<b>Number attended</b>
Mr Keith Bradby	7	7
Ms Susan McKinnon	7	6
Mr Geoffrey Elliot	4	4
Ms Josie Kelman	7	6
Ms Stephanie Cameron	7	7
Ms Kaye Rodden	7	7
Mr Patrick O'Connor	7	7
Ms Maxine Cooper	7	7
Ms Mary Lou Gittens	2	1

**Contribution in winding up**

The company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute \$5.00 each towards meeting any outstanding obligations of the entity. At 30 June 2021 the total amount that members of the company are liable to contribute if the Company wound up is \$40.00.

**Rounding of amounts**

National Landcare Network is a type of Company referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 and therefore the amounts contained in this report and in the financial report have been rounded to the nearest dollar.

**Auditors Independence Declaration**

A copy of the Auditor's Independence Declaration as required under s.307C of the *Corporations Act 2001* is included in page 6 of this financial report and form part of the Directors' Report.

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



Mr Patrick O'Connor  
Director



Ms Maxine Cooper  
Director

Dated this 19th day of November 2021

**National Landcare Network Inc.**  
**ABN 40 612 363 121**

**Profit & Loss Statement**  
**for the year ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
<b>Income</b>		
Government Funding	\$ 1,183,289	\$ 1,061,682
Landcare Funding	\$ 150,000	\$ -
Membership	\$ 13,636	\$ -
Miscellaneous Income	\$ 15,795	\$ 26,325
Interest Received	\$ 186	\$ 539
<b>Total Income</b>	<b>\$ 1,362,906</b>	<b>\$ 1,088,546</b>
<b>Expenses</b>		
Accommodation	\$ 2,098	\$ 5,094
Accounting and Auditing	\$ 16,892	\$ 16,713
Administration	\$ -	\$ -
Bank & Finance Charges	\$ -	\$ -
Conference Registrations	\$ 93	\$ -
Consultancy & Contractors	\$ 180,556	\$ 135,327
Depreciaton of Equipment	\$ -	\$ 99
Insurance	\$ 2,980	\$ 2,986
IT Support	\$ 1,512	\$ 3,975
Legal	\$ -	\$ 1,749
Meeting Costs	\$ 4,504	\$ 6,717
Memberships & Subscriptions	\$ -	\$ -
Minor Equipment Purchases	\$ -	\$ -
Office Supplies & Consumables	\$ 233	\$ 492
Postage	\$ -	\$ 7
Printing & Advertising	\$ 3,404	\$ 31
Provision for Annual Leave	\$ 11,762	\$ 10,658
State Funding Payments	\$ 711,612	\$ 713,000
Sundry expenses	\$ 565	\$ 253
Superannuation	\$ 19,956	\$ 13,436
Telephone	\$ -	\$ -
Travel	\$ 4,817	\$ 18,825
Wages & Salaries	\$ 195,890	\$ 132,083
Website Development	\$ 5,744	\$ 3,231
Workers' Compensation	\$ 4,146	\$ 2,879
<b>Total Expenses</b>	<b>\$ 1,166,764</b>	<b>\$ 1,067,555</b>
<b>Net Profit</b>	<b>\$ 196,142</b>	<b>\$ 20,991</b>

The accompanying notes form part of the financial statements



**National Landcare Network Inc.**  
**ABN 40 612 363 121**

**Balance Sheet**  
**as at 30 June 2021**

	2021	2020
<b>Current Assets</b>		
Westpac Cheque 30-3705	\$ 176,660	\$ 32,526
Debit Card 30-3721	\$ 3,032	\$ 1,449
Cash Reserve 30-3713	\$ 99,761	\$ 139,284
Trade Debtors	\$ 8,000	\$ -
<b>Total Current Assets</b>	<b>\$ 287,453</b>	<b>\$ 173,259</b>
<b>Fixed Assets</b>		
Furniture & Fixtures at Cost	\$ 3,132	\$ 3,132
Accumulated Depreciation	\$ (3,132)	\$ (3,132)
<b>Total Fixed Assets</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Assets</b>	<b>\$ 287,453</b>	<b>\$ 173,259</b>
<b>Current Liabilities</b>		
Trade Creditors & Accruals	\$ 15,029	\$ 10,484
Grants in Advance - Landcare NT	\$ -	\$ 92,380
GST Liabilities	\$ (18,853)	\$ (24,086)
PAYG Withholding Payable	\$ 7,362	\$ 4,860
SG Super Liability	\$ 2,455	\$ 2,558
Workers Compensation Liability	\$ 3,241	\$ 2,596
Provision for Annual leave	\$ 13,643	\$ 16,033
<b>Total Liabilities</b>	<b>\$ 22,877</b>	<b>\$ 104,825</b>
<b>Net Assets</b>	<b>\$ 264,576</b>	<b>\$ 68,434</b>
<b>Equity</b>		
Retained Earnings	\$ 68,434	\$ 47,443
Current Year Earnings	\$ 196,142	\$ 20,991
<b>Total Equity</b>	<b>\$ 264,576</b>	<b>\$ 68,434</b>

The accompanying notes form part of the financial statements

**National Landcare Network**  
**ABN 40 612 363 121**

**Statement of Changes in Equity**  
**For the 12 months ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>Retained Profits</b>		
At 1 July	\$ 68,434	\$ 47,443
ADD / - LESS		
Adjustment to prior year Retained Profits	\$ 3,132	\$ -
Profit for the year	\$ 196,142	\$ 20,991
<b>At 30 June</b>	<b>\$ 267,708</b>	<b>\$ 68,434</b>

The accompanying notes form part of the financial statements

**National Landcare Network**  
**ABN 40 612 363 121**

**Statement of Cash Flows**  
**For the 12 months ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>Cash Flow From Operating Activities</b>		
Receipts from operations	\$ 1,262,340	\$ 1,130,234
Payments to suppliers and employees	\$ (1,156,332)	\$ (1,135,216)
Interest received	\$ 186	\$ 539
Interest and other Costs of finance paid	\$ -	\$ -
Net cash provided by (used in) operating activities	<b>\$ 106,194</b>	<b>\$ (4,443)</b>
<b>Cash Flow From Investing Activities</b>		
Payment for purchase of property, plant and equipment	\$ -	\$ -
Payments for intangibles	\$ -	\$ -
Proceeds from sale of property, plant and equipment	\$ -	\$ -
Net cash provided by (used in) investing activities	<b>\$ -</b>	<b>\$ -</b>
<b>Cash Flow From Financing Activities</b>		
Transfers to reserves	\$ -	\$ -
Payment from reserves	\$ -	\$ -
Proceeds from borrowings	\$ -	\$ -
Repayment of borrowings	\$ -	\$ -
Net cash provided by (used in) financing activities	<b>\$ -</b>	<b>\$ -</b>
Net increase (decrease) in cash held	<b>\$ 106,194</b>	<b>\$ (4,443)</b>
Cash at the beginning of the year	<b>\$ 173,259</b>	<b>\$ 177,702</b>
Cash at the end of the year (Note 1)	<b>\$ 279,453</b>	<b>\$ 173,259</b>

**National Landcare Network**  
**ABN 40 612 363 121**

**Statement of Cash Flows**  
**For the 12 months ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>

**Note 1. Reconciliation of Cash**

For the purposes of the statement of cash flows, cash includes cash on hand and in banks, and investments in money market instruments, net of outstanding bank overdrafts.

Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Westpac Cheque 30-3705	\$ 176,660	\$ 32,526
Debit Card 30-3721	\$ 3,032	\$ 1,449
Cash Reserve 30-3713	\$ 99,761	\$ 139,284
	<b>\$ 279,453</b>	<b>\$ 173,259</b>

**Note 2. Reconciliation of Net Cash Provided**

Operating Profit (loss) after Tax	\$ 196,142	\$ 20,991
Depreciation	\$ -	\$ 99
Changes in Assets and Liabilities		
Movement in receivables	\$ (8,000)	\$ 13,000
Movement in payables and accruals	\$ (79,558)	\$ (40,616)
Movement in provisions	\$ (2,390)	\$ 2,083
<b>Net cash provided by operating activities</b>	<b>\$ 106,194</b>	<b>\$ (4,443)</b>

The accompanying notes form part of the financial statements



**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The principal accounting policies adopted by the Company are stated to assist in understanding the financial report.

This Financial Report is a special purpose Financial Report prepared in order to satisfy the financial reporting requirements of the Corporation Act 2001. The directors have determined that National Landcare Network is not a reporting entity.

The Financial Report has been prepared in accordance with the requirements of the Corporation Act 2001 and the applicable provisions of the following Australian Accounting Standards:

AASB 101	Presentation of Financial Statements
AASB 107	Cash Flow Statements
AASB 108	Accounting Policies, Changes in Accounting Estimates and Errors
AASB 110	Events after the Reporting Date
AASB 112	Income Taxes
AASB 116	Property, Plant and Equipment
AASB 137	Provisions, Contingent Liabilities and Contingent Assets
AASB 1031	Materiality
AASB 1048	Interpretation of Standards
AASB 1054	Australian Additional Disclosures

No other applicable Accounting Standards, Urgent Issues Group Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The following is a summary of the significant accounting policies adopted by the Company in the preparation of the financial report:

**(A) BASIS OF ACCOUNTING**

The financial report has been prepared on an accrual basis and the basis of historical costs and does not take into account changing money values, or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

**(B) DEPRECIATION AND AMORTISATION OF PROPERTY, PLANT AND EQUIPMENT**

Property, plant and equipment are bought to account at cost or at independent valuation less, where applicable, any accumulated depreciation or amortisation.

The carrying amount of all fixed assets are reviewed annually by the Directors to ensure that the carrying values in the financial statements of the Company are not in excess of their recoverable amount to the Company as a going concern. These annual reviews take into account commercial and technical obsolescence as well as normal wear and tear.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

The useful lives of property, plant and equipment are reassessed on a regular basis and if found to be different to those previously used, the balances of the related provisions for depreciation at the beginning of the year are adjusted and the adjustment amount included in the profit reported.

The carrying amounts of non-current assets do not exceed the net amounts that are expected to be recovered through the expected net cash inflows and outflows arising from continued use and subsequent disposal. The expected net cash flows included in determining the recoverable amounts have not been discounted to their present values.

Items of the property, plant and equipment other than freehold land are depreciated over their estimated useful lives using the straight line and diminishing value methods of depreciation.

The depreciation rates used for each class of depreciable asset are:

Class of Fixed Asset	Depreciation Rates
Motor Vehicles	15%, 20%
Office Equipment	5%, 8%, 10%, 15%, 20%, 25%, 33%, 50%
Plant & Equipment, Furniture, Fixtures & Fittings	1%, 5%, 10%, 20%, 50%

It is considered inappropriate to depreciate the building component of properties as, if properly maintained, the building component should have an unlimited useful life and their values will increase.

**(C) CASH FLOWS**

For the purpose of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments and term deposits, net of outstanding bank overdrafts.

**(D) INCOME TAX**

Endorsement as an income exempt charitable entity under Subdivision 50-B of the Income Tax Assessment Act 1997 was provided by the Australian Taxation Office as detailed below:

Name	National Landcare Network
Australian Business Number	92 230 238 191
Endorsement date of effect	1 July 2017
Item in Subdivision 50-5 of the Income Tax Assessment Act 1997	Item 1.1 – charitable institution

National Landcare Network is required to notify the Commissioner of Taxation should the entity cease to be entitled to endorsement as an income tax exempt charitable entity. This is a requirement of section 50-145 of the Income Tax Assessment Act 1997.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(E) EMPLOYEE ENTITLEMENTS**

Provision is made for the Company's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within twelve months together with entitlements arising from wages and salaries, annual leave, study leave and sick leave which will be settled after twelve months, have been measured at their nominal amount. Other employee entitlements payable later than twelve months have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

The amounts provided in the financial statements for the payment of employee leave entitlements are included as current liabilities to the extent of the amounts expected to be paid out within twelve months. Amounts not expected to be paid out within twelve months of balance date are treated as long term liabilities.

Contributions are made by the Company to an employee superannuation fund and are charged as expenses when incurred. The Company has no legal obligation to cover any shortfall in the Fund's obligation to provide benefits to employees on retirement.

**(F) INVESTMENTS**

Investments are valued at cost, and interest is accrued on a daily basis.

**(G) COMPARATIVE FIGURES**

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

**NOTE 2 - RELATED PARTIES TRANSACTIONS**

The Company's related parties include its key management personnel and related entities as described below.

Any transactions that occurred were within a normal employee customer relationship on terms and conditions no more favourable than those available on similar transactions to other employees/customers.

**NOTE 3 - LIABILITY OF MEMBERS**

The liability of the members of the company is limited by guarantee in accordance with the Constitution to an amount of \$5.00 per member.

**NOTE 4 – CONTINGENT LIABILITIES**

There are no contingent liabilities that have been incurred by the Company in relation to 2021 or 2020.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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**NOTE 5 – CAPITAL COMMITMENTS**

There are no capital commitments for construction of capital assets where funds have been committed but the work had not yet commenced.

**NOTE 6 – FINANCIAL INSTRUMENT RISK**

**RISK MANGAGEMENT OBJECTIVES AND POLICIES**

The Company is not exposed to various risks in relation to financial instruments. The Company does not actively engage in the trading of financial assets for speculative purposes nor does it write options.

**MARKET RISK ANAYLSIS**

The Company is not exposed to market risk through its use of financial instruments and specifically to interest rate risk and certain other risks, which result from both its operating and investing activities.

**INTEREST RATE SENSITIVITY**

At 30 June 2021, the Company is not exposed to changes in market interest rates through bank borrowings at variable interest rates.

**OTHER PRICE RISK SENSITIVITY**

The Company is not exposed to other price risk in respect of its listed equity securities.

**CREDIT RISK ANALYSIS**

Credit risk is the risk that a counterparty fails to discharge an obligation to the Company. The Company is exposed to this risk for various financial instruments, for example by granting loans and receivables to customers, placing deposits, investments in bonds etc.

The Company's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date, as summarised below:

Classes of financial assets	2021	2020
Carrying amounts:		
• Cash & Cash Equivalents	\$279,453	\$173,259
• Trade Debtors	\$8,000	\$0
	<b>\$287,453</b>	<b>\$173,259</b>

The Company continuously monitors defaults of customers and other counterparties; identified either individually or by group, and incorporates this information into its credit risk controls. Where available at reasonable cost, external credit ratings and/or reports on customers and other counterparties are obtained and used. The Company's policy is to deal only with creditworthy counterparties.

The Company's management considers that all the above financial assets that are not impaired or past due for each of the reporting dates under review are of good credit quality.

**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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Some of the unimpaired trade and other receivables are past due as at the reporting date. Information on financial assets past due but not impaired are as follows:

	2021	2020
Gross Amount	\$8,000	\$0
• Not more than 30 days	0	0
• More than 30 days but not more than 60 days	4	0
• More than 60 days but not more than 90 days	0	0
• More than 90 days	0	0
Total	4	0

In respect of trade and other receivables, the Company is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Based on historical information about customer default rates management consider the credit quality of trade receivables that are not past due or impaired to be good.

The credit risk for cash and cash equivalents and long-term deposits is considered negligible. Since the counterparties are reputable banks with high quality external credit ratings.

The carrying amounts disclosed above are the Company's maximum possible credit risk exposure in relation to these instruments.

#### **LIQUIDITY RISK ANALYSIS**

Liquidity risk is that the Company might be unable to meet its obligations. The Company manages its liquidity needs by monitoring its forecast cash inflows and outflows due in day-to-day business. Liquidity needs are monitored in various time bands, on day-to-day and week-to-week basis, as well as on the basis of a rolling 30-day projection.

The Company's objective is to maintain cash and marketable securities to meet its liquidity requirements for 30-day periods at a minimum. This objective was met for the reporting periods.

The Company considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular its cash resources and trade receivables. The Company's existing cash resources and trade receivables significantly exceed the current cash outflow requirements.

#### **NOTE 7 – CAPITAL MANAGEMENT POLICIES AND PROCEDURES**

Management controls the capital of the Company to ensure that adequate cash flows are generated to fund its programs and that returns from investments are maximised. The Board and management ensure that the overall risk management strategy is in line with this objective.

The Company's capital consists of financial liabilities, supported by financial assets.

Management effectively manages the Company's capital by assessing the Group's financial risk and responding to changes in these risks and in the market. These responses may include the consideration of debt levels. There have been no changes to the strategy adopted by management to control the Company since the previous year.



**National Landcare Network**  
**ABN 40 612 363 121**  
**Notes to and Forming Part of the Financial Report**  
**For the year ended 30 June 2021**

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**NOTE 8 – POST-REPORTING DATE EVENTS**

No adjusting or significant non-adjusting events have occurred between the reporting date and the date of authorisation.

**NOTE 9 – MEMBER'S GUARANTEE**

The company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribution \$5.00 each towards meeting any outstanding obligations of the entity. At 30 June 2021 the total amount that members of the company are liable to contribute if the Company wound up is \$40.00



National  
Landcare  
Network