



For three decades, Leisure Networks has pursued a strong vision of capable, healthy people and inclusive communities.

We believe in a world that fosters inclusion and where all people can belong. Our mission – connecting people with community – is what concentrates our efforts in all we do, every day.

Since 2013, we have helped many people make the most of their NDIS plans and be confident about their future.



The people of Leisure Networks pays respect to the Traditional Owners of the many lands on which we work, live and play. We acknowledge Traditional Owner's connection to their land, seas and waterways and thank them for custodianship over many thousands of years.

COVER IMAGE: Mel making the most of a lovely sunny day in her backyard. (Independent Living)

contents

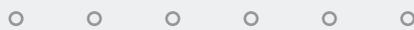
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02

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04

05





Libby Mears

Chris Fowler

Jojo Lo

Annie Caldwell

Victoria Honne

Jack Scouller

Karen Crowe

Tanya Brew

Fiona Bennett

Michael King

Gretta Connell

Pip Jankowski

Tracy McCabe

Simone Bellears

Susan Martine

Cam Libbis

Jesse Drever

Debbie Mastin

Catherine Adamek

Sabelle McS

Sarah Chapman

Louise Unsworth

Meg Read

Brooke Connolly

Leanne Napper

Jessica Manitta

Bronwyn Cameron

Emma McGinness

Jacquie Sayers

Luke Maher

Darcy Lang

Olivia Liston

Yongyi Lin

Trevor McFarlane

Nat Nolan

Julie Chakley

Ramona Mather

Kelly Macgregor

Rachel Weldon

Kerry Tidsw

Sally Corrigan

Pru Farrer

Helen Munnery

Nicholas Lang

Phoebe Rob

Brandon Ross

Kath de Haan

Jess Cox

Rebecca Schemmerli

Srishti Sedli



Who We Are

Our Vision

Healthy, capable people, inclusive communities

For three decades, Leisure Networks has pursued a vision of healthy, capable people and inclusive communities. We believe in a world that fosters inclusion, and where all people belong.

Our Purpose

Connecting people with community

Our purpose drives our work, creating a positive social impact in communities and on the wellbeing of individuals and families.

The Leisure Networks story

Established in 1990, ongoing success has seen a major expansion of the services we offer and the communities in which we work. Throughout this journey, our aspirations have remained consistent, a belief that environments and communities can continue to grow, adapt and change, enabling all people to belong, make a contribution, be connected and feel valued. We have a relentless pursuit of an organisational culture where our people thrive and are empowered to make a positive difference.

Our community inclusion supports create social connections and build important life-skills, opportunities for employment and independent living. Our support coordination and plan management services work independently, building skills and enabling people to be in control of their lives and their NDIS funding.

Our work in communities is supported by our funding partners – VicHealth and Sport & Recreation Victoria who assist us to build strong sporting clubs and active communities. We have a bold strategic vision, one which aims to have a positive social impact on the wellbeing of the individual and families we work with and the communities and organisations we partner with.



utilising the photography group skills to capture our CEO for the annual report



building my capacity



challenging myself



building my capacity



sharing a laugh with friends



building my confidence



building my capacity and achieving my goals



enjoying my community



developing my skills



connected in my community



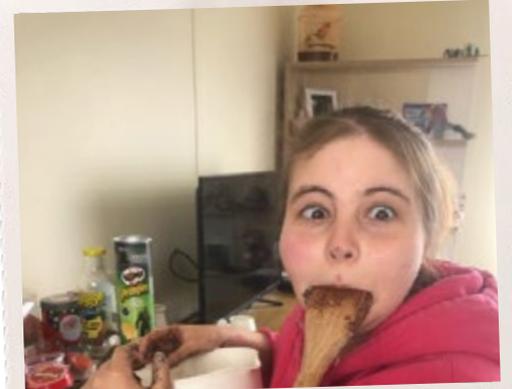
enjoying being social



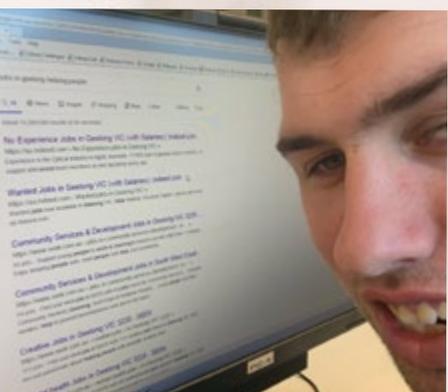
making new friends



enjoying new experiences



learning new skills and having fun



getting a job



keeping active



living independantly



I have heard positivity and optimism. People talking with pride about working in new ways, recruiting, and welcoming new staff in a virtual world, finding creative solutions to make difficult issues better for our customers.

CEO Report

In my CEO Report last year, I ended by reflecting that after 30 years Leisure Networks is ready and well-placed to embark on our next exciting phase.

Focussed on delivering the vision of our strategic plan TED25 and the bold, ambitious transformation agenda outlined within it. I was hopeful that COVID-19 would lessen its effects and that our focus and energy could be directed to TED25 and our people, our customers and creating impact.

As the Delta variant disrupted us, we adjusted once again, balancing our strategic priorities and navigating our way as an organisation through a period of great uncertainty.

With our trademark behaviours on full display and amplifying our strong culture, our people concentrated on supporting our customers, community stakeholders and each other.

Every day over the past 12 months people at Leisure Networks have focussed on the things that matter – care, empathy and being present for each other, physical, psychological, and emotional support for our customers, meaningful and practical assistance for our community sporting clubs, partners and service providers.

Never have I been prouder of our people than over the past year. I have watched our people do their work through the lenses of TEAMS meetings and TEAMS chats and home schooling. I have met family members and family pets; I have listened to stories of exhaustion and at times anxieties. While we missed our human connection we did our best to be open and honest with each other about our fears. As an organisation we prioritised our collective

mental health & wellbeing and psychological safety. We worked hard to make sure no-one was left behind during these challenging times.

I have seen a deep commitment to our organisation and the work that we do. I have heard positivity and optimism. People talking with pride about working in new ways, recruiting, and welcoming new staff in a virtual world, finding creative solutions to make difficult issues better for our customers.

Our Annual Report provides a flavour of our work and through stories and statistics shows the very real impact our people have had. We have expanded our services in support coordination and financial plan management, extended our supports for people to live independent, wonderful lives, and connected and engaged deeply with community clubs, local government, and sporting bodies to navigate the impacts of lockdowns. Our flexibility to respond in a person-centred way to individual needs and family circumstances has resulted in many positive experiences despite the challenging times.

I sincerely acknowledge every person at Leisure Networks. It is you who has inspired me over these past 12 months. Your trusting relationships, your commitment to belonging and care for each other, your hard work each day, your positivity and optimism, your visible leadership. Thank you.

Thank you also to Damian and the Board for enabling our people to do their best work. For your guidance and encouragement and for your pride in our organisation.

Now more than ever we are collectively ready to face the future and embrace our next transformation.

Libby Mears, CEO



“

Leisure Networks has faced into these challenges and thrived. It has thrived because of its deep connection to purpose – connecting people and communities – and because of the dedication of its people.

Chair

Report

The last 20 months have thrown significant challenges at all of us in all aspects of our lives and organizational life has been no exception. The 2020 year was difficult by any definition but the 2021 year has taken this to a whole new level. Once again, Leisure Networks has faced into these challenges and thrived. It has thrived because of its deep connection to purpose – connecting people and communities – and because of the dedication of its people.

Once again, Libby Mears and the team have had to work quickly with high degrees of flexibility to provide the services and supports that our customers need. The ability of the team to respond to multiple lockdowns with greater restrictions and often at very short notice has been a hallmark of our activity this year.

This year, our 31st of operation, has seen significant gains through many of the initiatives developed through the TED25 strategy. The ongoing success of the Financial Plan Management program has seen our customer base grow, the quality of the service develop, and new capabilities emerge. Continued success and growth of our Support Coordination, Independent Living, Inclusion Support, and Sport and Recreation activities has also been prominent. A central feature of all of these services is the way the organization has been able to adapt to the ever evolving environment.

On behalf of the Board I would like to say an enormous thank you to every employee of Leisure Networks for your contribution this year. Every role in our organization is deeply connected to purpose and makes a profound contribution to the people we serve. Our organization is based on your passion, your commitment, your ability and expertise. Your resilience throughout this year has been

outstanding. I would also like to specifically thank Libby Mears and the Executive Leadership team for the way you continue to lead this organization with conviction, dedication and skill. You have navigated an extremely difficult period with great ability.

My thanks to the Board and our Committee members for your ongoing contribution to the success of the organization this year. You give a great deal of time and bring deep care, skill and commitment to the organisation. I greatly value your thoughtful contributions and expertise. I would also particularly like to thank Vanessa Schernickau, Kate Russell, Gavin Heathcote and Adrian Hart for your contributions as Committee Chairs. Much of the heavy lifting is conducted in these committees and I am very grateful for your contribution. I would also like to thank Paul Chow who joined the Board this year and Catherine McKean and Mark Sweeney who joined Committees. We are very fortunate to have had you join us.

This year we farewell Shannon Landers from the Board who has made an outstanding contribution to the organization for over 10 years. Shannon has brought great skill to the Board and has been a central figure in its success. Whilst her governance skills and intellect are unquestionably significant it is her contribution as someone who cares deeply about the organization's purpose that we will miss the most. Shannon, thank you for your care and commitment over your journey with Leisure Networks.

Last year I said that Leisure Networks was well placed to tackle the challenges and opportunities of a post COVID-19 world in 2021. Little did we all know how 2021 would develop! However, those words still hold very true and that is because of the way our organization cares about the people it serves, our culture, our agility, and our un-abiding focus on purpose.

Damian Poel, Chair

Our Board



Damian Poel
Chair

Damian is the Head of the Complex Recovery and Serious Injury Division at the Transport Accident Commission (TAC).

He is an experienced senior executive who has led significant organizational change focused on adding maximum value for clients and the community.

Damian has previously worked in the disability field as both a practitioner and leader. He holds a Bachelor of Arts, Bachelor of Speech Pathology, and a Master of Business Administration.

He is also a graduate of the Australian Institute of Company Directors and the Williamson Community Leadership Program.



Kate Russell
Director

Kate is Director and co-founder of Russell Resources and Russell Services Group supporting efficiencies in the health and philanthropic sectors.

Kate's expertise comes from over 30 years of diverse business/functional experience, building a consulting company and managing comprehensive client relationships delivering complex safety, health, leadership and culture interventions. Kate initially specialized in health, completing General and Oncology Nursing and post-graduate qualifications in Occupational Health.

More recently, Kate has focused on executive and non-executive leadership, gaining experience as a member of the Board of Russell Consulting International.

She is currently on the Board Development Committee of Menzies School of Health Research and is an Ambassador for Bridging The Gap Foundation and a graduate of the Australian Institute of Company Directors program.



Gavin Heathcote
Director

Gavin is the Chief Executive Officer of AWA Alliance Bank.

Gavin has over 30 years of senior leadership experience within financial services, consulting and the not for profit sector.

Gavin brings extensive experience in; strategy and organisational transformation, financial and commercial judgement, governance and risk management and leadership and culture.

Gavin is a graduate of the Australian Institute of Company Directors course (GAICD) as well as the Not for Profit Directors course, holds a Bachelor of Business Degree from Monash University and is an alumni with Leadership Victoria.



Melanie Twomey
Director

Melanie is a founder of Mast Lawyers, a business focused law firm which works closely with its clients and strives to have a positive impact on our community.

Melanie has extensive experience in business structuring, commercial contracts and transactions, governance issues and not-for-profit entities.

Melanie is also a current board member of the Cherished Pets Foundation.



Vanessa Schernickau
Director

Vanessa is the Chief Executive Officer of the Geelong Regional Library Corporation.

Vanessa brings a wealth of business, local government, human resources and community development experience.

Holding a Masters in Business Management, an Associate Degree in Business Studies, a Graduate Diploma of Human Resource Development and is a Graduate of the Australian Institute of Company Directors.

Vanessa's previous positions include Regional Director for Barwon West at the Department of Transport, CEO for the Great Ocean Road Coast Committee and Community Development roles in local Government.



Nadia Javni
Director

Nadia specialises in accounting, holding a Chartered Accountants membership with backgrounds in both external audit and business tax.

In previous years Nadia has been a treasurer for Business Professional Women; volunteered as a manager for an opportunity store with United Care Australia and various other community voluntary roles relating to under 18's with disabilities.

Nadia has a special connection to Leisure Networks as her younger brother has been a customer of Leisure Networks for a number of years. Through her personal experiences in growing up and assisting her parents in her brothers growth and development has placed her in a position of wanting to help other youths with disabilities grow and develop into the best version of themselves.



Shannon Landers
Director

Shannon is legal consultant and freelance General Counsel who provides commercial and pragmatic end to end legal advice to a wide range of retailers, FMGs and SMEs.

Shannon previously worked at the Cotton On Group, a global fashion retailer with over 1,500 stores trading in 21 countries as their Head of Legal, and prior to that worked in private practice in both Melbourne and Geelong.

Shannon loves sport and being physically active, in particular Pilates, running and AFL. Shannon has always been heavily involved in her local community and also serves as a director of other Not For Profit Boards.



Adrian Hart
Director

An experienced senior executive, large project manager and consultant, Adrian brings a diverse commercial and not for profit background to the Director role.

Adrian has experience and expertise in business strategy, program/ project management, operational performance, risk management and procurement across a range of industries including Health, Financial Services and Retail.

Adrian holds a Master in Business Administration and is a member of the Australian Institute of Company Directors.



Paul Chow
Director

Paul is passionate about improving the health outcomes of our communities so that people can live their best lives.

Having led and mentored leaders who have been responsible for areas of growth and transformation of businesses such as GMHBA, ANZ, MDAV, Ernst & Young and Oracle, he brings a strong executive background in strategy, performance, risk and technology to the board.

As a co-founder of Cunei, Paul continues to lead the transformation of health care through the adoption of modern technology and data analytical capabilities.

Paul is a Chartered Accountant and a Member of the Australian Institute of Company Directors.



Our People

PIP JANKOWSKI
*Executive Director of People,
 Culture & Capability*

The People & Culture Team works collaboratively with all teams to ensure that every single person at Leisure Networks has the best employment experience. Our success is based on strong, positive relationships with individuals and amongst all teams, at all levels. Our philosophy is that there are moments that matter in an employee's journey, and our deep commitment to all stages of this journey and to each individual at Leisure Networks is what drives our work.

We are relentlessly pursuing and shaping a culture where our people feel engaged, supported, connected and included.

Through our staff surveys this year, our people have told us that they are proud to work for Leisure Networks (94%) and that they are engaged in our organisation (82%). To build on this, our key priority this year is to ensure that Leisure Networks contributes to and nurtures the growth of our people.

To support the delivery of our strategic priorities (TED25), we have developed the capability of our organisation via investment in learning and development systems, as well as new roles and a new Executive Team. An alignment and commitment to our purpose, values and behaviours sees us continue to be recognised as an employer of choice. Our strong employer brand has meant that we have been able to attract new team members and grow from 130 to 170 people over the past 12 months.

The health, safety and wellbeing of our team has continued to be our number one focus. The way we work is changing and we have all adapted, learnt, grown and supported each other through this global crisis. We continue to thrive as a team that is committed to our purpose and positively impacting the lives of the people we work with.



Woodford

Award Recipient 2020

BRUCE SANDFORD

A support worker with Leisure Networks for seven years

“Supporting people has been the best move I have ever made... knowing that I have made a difference in the lives of the people I support and helped the people I have worked alongside with.”

The Woodford Award is unique in that we get to nominate our colleagues for what they do that represents what the team does. There have been some fantastic recipients, and I'm amazed to be on the list!

There are many people who do an amazing job out there and deserve recognition. We have had, and continue to have, some wonderful support workers and office staff who make it easier for me and others to create positive change in people's lives.

Supporting people has been the best move I have ever made – apart from meeting my partner Jen of course! I am humbled to receive this award knowing that I have made a difference in the lives of the people I support and helped the people I have worked alongside with. Watching the growth of confidence and friendships through one-on-ones, groups and camps over the past seven years has been a blast.

This year as Covid came to an end, we celebrated Bruce's decision to leave Leisure Networks for a new chapter. We thank Bruce for his incredible commitment to our organisation and wish him and Jen all the very best for whatever lies ahead.



02

Living Our Purpose

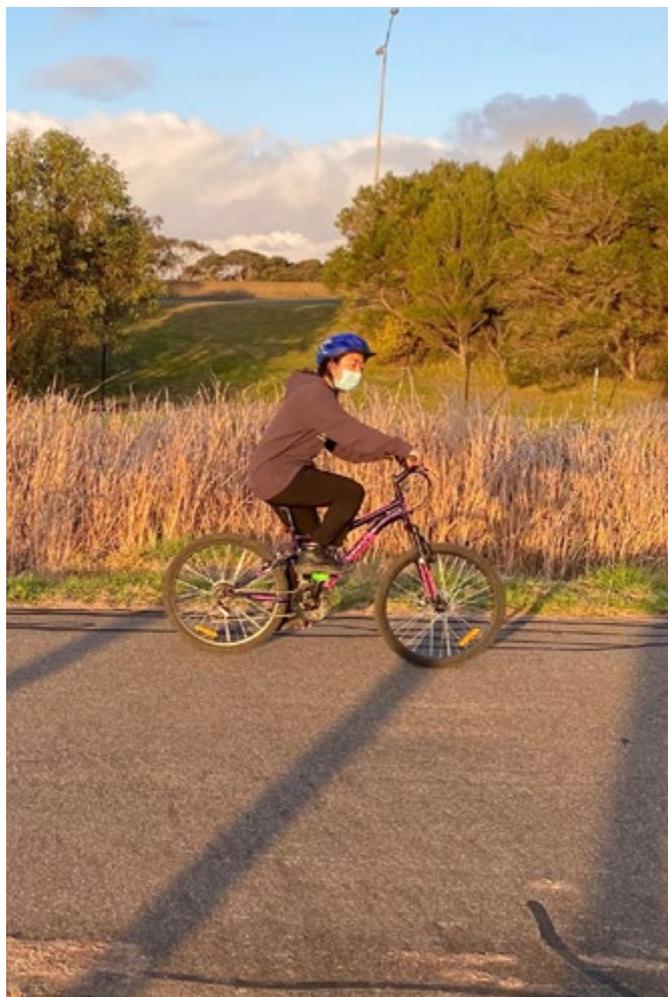
Making connections through COVID

Adaptation, Innovation and Compassion

The health, safety and connectedness of our customers has always been our top priority, and never has this been more critical than during such a period of anxiety, uncertainty and constant change. This year, we saw the Delta Variant of COVID-19 rapidly change our working environment. It has become clear that vaccination is the key, and Leisure Networks is committed to playing its part in supporting vaccination efforts across our community.

Thanks to the tireless efforts of our staff, we were able to maintain and exceed our level of service to the community. Our staff members have continued to show amazing strength, resilience and care in adapting to the changes, always operating in a COVIDSafe way while living our purpose of connecting people with their community.





INDEPENDENT LIVING

Throughout the COVID-19 pandemic, technology has played a huge part in helping us stay connected to community. We have video-called our friends, family and loved ones. We have also taken part in many online programs including a “Cook around the World Challenge” where everyone shared their dishes online from the different countries that were chosen each week.

Our Independent Living Solutions Team has continued to provide tailored supports to individuals, enabling them to live the life they choose. We currently support six people to live independently in their own homes (over three different homes), with another two customers moving into their new home in November/December of 2021. These two individuals commenced their transition to independent living with Leisure Networks in early 2021. During this phase, the Independent Living Solutions Team supported them to embark on their journey to independence, connect with their community and build on their circle of supports. The team has worked tirelessly with the individuals’ families and therapy teams to make sure that each transition stay builds their capacity, meets their needs and prepares them for a life-changing event – moving out of the family home and into their own place!

Our staff member Cath sums it up beautifully:

“I have loved being part of the team, and I am really excited about continuing to support both of these amazing individuals to gain independence. The small ongoing gains the boys have achieved over the three transition stays, as well as our ongoing learning as support workers, have guaranteed a challenging yet successful, fun, and rewarding experience for all involved. I can’t wait for the boys to move in and begin their journey!”

COMMUNITY INCLUSION

Team Impact has been on a transformational journey throughout the past 12 months. Our focus has been on implementing the recommendations from an internal review which commenced in March 2020 – i.e., looking at the capability required to deliver on TED25, while continuing to deliver meaningful supports against the backdrop of COVID-19.

In the midst of significant structural change resulting in a complete transformation of office-based roles, the team continued to work creatively to deliver meaningful supports and ensure that all our people (staff and customers) remained connected, safe and healthy. We introduced programs and ideas such as our new suite of online programs and wellness checks combined with a Friday funny.

Our new structure has clear leadership, particularly with the introduction of our ‘three Team Leader model’. Sarah Chapman, Nick Lang and Lou Unsworth are all experienced leaders within the sector who bring years of experience as well as a passion to work together to drive a strong focus on culture and quality. This results in more training opportunities and a higher level of incident and work, health and safety (WHS) reporting. Team Impact will continue to lay the foundations to deliver TED25 as we look forward to our new phase – Digital Transformation – over the coming months.

FINANCIAL PLAN MANAGEMENT

Our Financial Plan Management service has continued to deliver growth despite being in a global pandemic. The FPM team showed and continue to show amazing strength, resilience, and care in adapting to change. The team which was located at LNHQ began transitioning to office/home-based work in April of this year. The team’s move and increase in staffing ensured the continuity in essential service delivery for customers and providers – in particular, making sure that payments were processed in a timely manner. Our team continued to work in a steady operating rhythm with an impressive 2 day turn around for invoice processing.

On top of the global pandemic has been the launch and introduction of a new IT system – Salesforce which went live in the last quarter of 2020. The year has been a big year of change, with a strong focus on learning and development for the team. The new technology platform allows us to build on our customer service delivery capabilities and drive efficiency through the FPM invoice processing function, enabling a platform that can scale in response to growth of our customers.



COMMUNITY CONNECTIONS

Despite this year's COVID-19 challenges and the limitations they imposed on face-to-face engagement, the proactive and innovative thinking of our Support Coordinators has led to some amazing outcomes.

Our dedicated team members have supported customers with important personal goals such as: moving into independent living for the first time; moving from independent to assisted living when deemed necessary; gender-transitioning in a safe and supported environment; participating in their favourite activities; safely re-engaging into their communities; and moving interstate so they could be with family and loved ones.

Our Support Coordinators also continued to ensure that customers could maintain their living arrangements, receive continuity of supports in the home, and were equipped with the tools and information to engage with health professionals in a COVIDSafe way.

We would like to sincerely thank and congratulate the team for their continued dedication and commitment to supporting customers to live their best lives.



SPORT RECREATION + HEALTH

The Sport, Recreation and Health Team has been creative and adaptive in our approach to connecting people with community in COVIDSafe ways. We understand that connection and keeping active is paramount to people's mental health, especially during stressful and uncertain times. To that end, here is a snapshot of what we have achieved:

- The This Girl Can campaign, which supports women and girls to meaningfully participate in sport and recreation, moved online last year and included a Virtual Breakfast which was attended by 125 guests (with a further 134 people viewing the recording).

- Our Fee For Service programs have reached local and metro communities by adapting training needs online to deliver and educate communities in inclusive coaching, volunteer management, growing your club, facility activation plans, and large-scale COVID-response evaluation studies.

- Our Regional Sports Program has advocated 'Doing sport differently', partnering with Golf Australia to provide modified equipment to a local aged care homes so that residents could keep active in their rooms.

- Our Access All Abilities coordinator shared and supported individuals with online activities from a range of sporting bodies such as the FIDA Western Conference "virtual challenge" - a five-week challenge series keeping people active and connected.



- Our Mini Movers program, which teaches physical literacy to young children, produced interactive YouTube videos that have been shared on socials and with kindergartens during lockdowns. The program also produced parent engagement cards that gives families activities to do at home.







03

Our Impact

Building a strong foundation for Leisure Networks

Leisure Networks is committed to creating a positive social impact in communities and ensuring the well-being of individuals and families. Our purpose of connecting people with community is what drives our work.

We measure our impact through a sustainable business model, happy employees who are passionate about their work, and customers living their best lives.

Year in Review 2021

COMMUNITY CONNECTIONS



SUPPORT COORDINATION HOURS DELIVERED:

30,824

a 15% increase from last year

COMMUNITY CONNECTIONS CUSTOMERS AT JUNE 30, 2021:



704

a 25% increase from last year

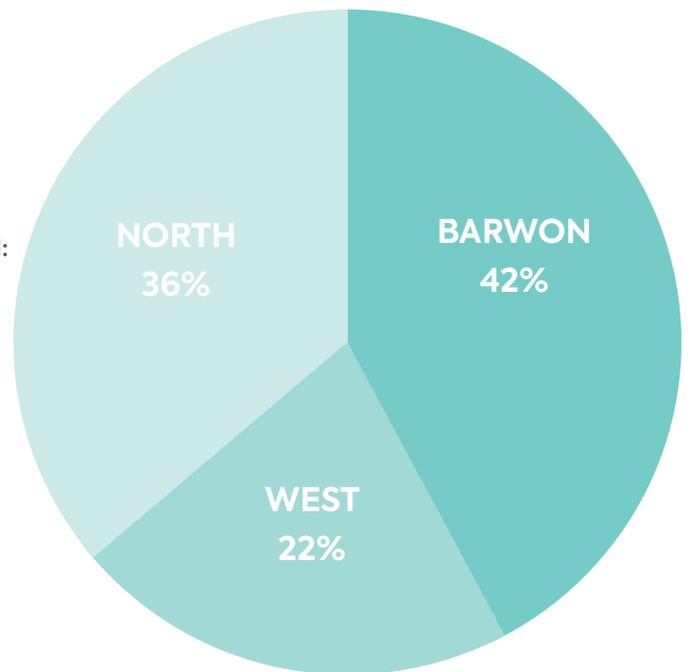
CUSTOMER SPLIT:



297 customers in Barwon

152 customers in the West

255 customers in the North



FINANCIAL PLAN MANAGEMENT

FINANCIAL PLAN MANAGEMENT CUSTOMERS AT JUNE 30, 2021:



2157

a 22% increase from last year



INDEPENDENT LIVING



CUSTOMERS LIVING INDEPENDENTLY ACROSS



HOUSES AT JUNE 30, 2021



With another two customers due to move into their new home in December 2021

IL IN HOME SUPPORT HOURS DELIVERED:



25,987

a 143% increase from last year

SPORT, RECREATION AND HEALTH



484

children participated in our mini movers physical literacy program for kindergartens and early learning centres. MiniMovers was also successful in obtaining an ILC grant
an 8% increase from last year

49

children participated in power 2 pedal, our bike riding program for kids and teens with autism
a 40% increase from last year

both programs are continuing to increase their regional presence

clubs, associations, leagues, and organisations were involved in the delivery of AAA initiatives

113



participants involved in programs that were supported or coordinated by Leisure Networks

395



25

virtual sessions were held in an effort to keep everyone connected through covid. these ranged from catch up chats to virtual training sessions

250

people accessed inclusive sporting environment training/workshops

older adults who participated in physical activity

29

responsible service of alcohol courses delivered

6

leisure networks has been engaged to deliver strategic plans with community clubs

8



2

virtual breakfasts were held for the 'This Girl Can' campaign

170

people attended the live online event and a further

204

people watched the recording afterwards

the fee for service team have been working with metropolitan melbourne councils running strategic workshops expanding their foot print further
a 71% increase from last year

12



clubs who participated in Leisure Networks' pilot project across the G21 region with Proud2Play around strengthening LGBTI+ Inclusion in Victorian Sport

6

COMMUNITY INCLUSION

INDIVIDUAL SUPPORT HOURS DELIVERED:



23,070

SLES SUPPORT HOURS DELIVERED:



7,276

GROUP SUPPORT HOURS DELIVERED:



9,485

EMPOWER ESCAPES SUPPORT HOURS DELIVERED:



2,800

TOTAL GROUP+INDIVIDUAL CUSTOMERS:



505

TOTAL SLES CUSTOMERS:



29

NB. many of our SLES customers' supports such as work experience were impacted due to COVID

GROUP + INDIVIDUAL CUSTOMER SPLIT:



customers in Barwon _____

390



customers in the West _____

86

SLES CUSTOMER SPLIT:



customers in Barwon _____

24



customers in the West _____

5

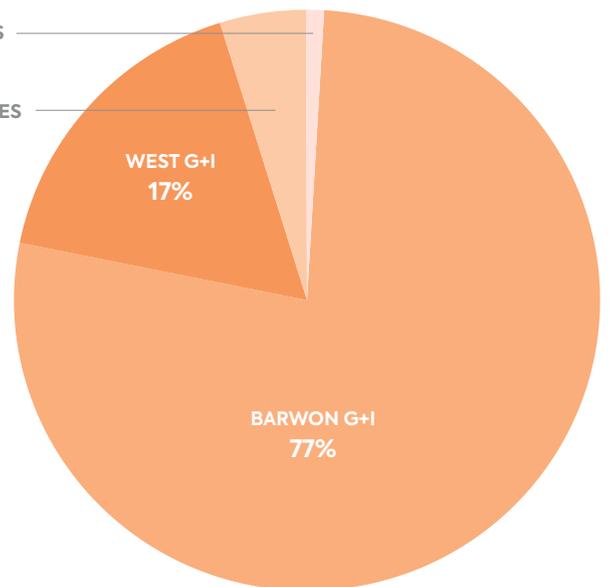


WEST SLES
1%

BARWON SLES
5%

WEST G+I
17%

BARWON G+I
77%



- BARWON GROUP + INDIVIDUAL CUSTOMERS: 77%
- WEST GROUP + INDIVIDUAL CUSTOMERS: 17%
- BARWON SLES CUSTOMERS: 5%
- WEST SLES CUSTOMERS: 1%

LN CONNECT PODCAST



TOTAL LN CONNECT PODCAST EPISODES RELEASED AT JUNE 30, 2021:

26



TOTAL LN CONNECT PODCAST DOWNLOADS AT JUNE 30, 2021:

2,362

MOST DOWNLOADED EPISODES:



192 July 14th, 2020
DOWNLOADS

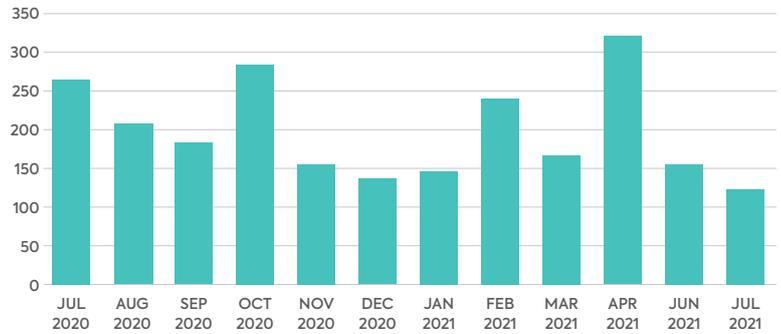
EPISODE 4: Mental Health - supporting ourselves and each other



180 June 16th, 2020
DOWNLOADS

EPISODE 2: Future proofing women and girls in sport

JUNE 30, 2020 TO JUNE 30, 2021 DOWNLOADS



ALL COMPANY

LEISURE NETWORKS HAS GROWN FROM **130**



TO **170** STAFF OVER THE PAST 12 MONTHS



a 31% increase from last year

A person wearing a blue puffer jacket, light-colored pants, and a wide-brimmed hat is fishing on a wooden pier. The pier extends into a body of water, and the sky is filled with soft, colorful clouds from a sunset or sunrise. The person is holding a fishing rod that is curved, suggesting they have caught something. In the background, a city skyline is visible across the water.

Our customers are at the heart of everything we do at Leisure Networks. Supporting people to continue to grow and reach their potential, extend their social networks and develop resilience during the challenging times of COVID is incredibly rewarding. We learn and grow alongside our customers, and have our fair share of laughter and friendship along the way.

Here are some of their stories...

Stories from our Customers



Gary and Terry

Gary and Terry

Living their Best Lives

Gary and Terry are brothers who have been part of the Leisure Networks community since 2014, accessing camps and both individual and group services over this time. For the past two years, Leisure Networks supported Gary and Terry to live independently in their family home after their mum, Betty transitioned into an aged care home.

COVID has provided many challenges for both men over the last 18 months, in particular, not being able to see their mum (and extended family) on a regular basis and having to navigate the rules and restrictions of Victoria's lockdowns. To further compound this, both men needed to temporarily relocate to Portarlington while repairs were being carried out at the family home. This move also happened to occur in

the week of their 57th birthday, which didn't initially dampen their enthusiasm for their special day... that is, until lockdown restrictions came into effect on the eve of their birthday! It was here that the creative and committed support team swung into action by organising an early birthday dinner at the pub. On the special day itself, the brothers woke up to streamers, banners, badges, cake, cards, a takeaway meal and lots of birthday wishes from their family and the Leisure Networks Team.

Gary and Terry are resilient, funny, stubborn and two of the most interesting men we have met. We are fascinated by their wonderful stories of Geelong, the people they have worked with and the jobs they have had over the years. It is an absolute privilege to be part of their lives and support them to continue to live independently in the Geelong community.

Charlie

Going for Gold

When Charlie began attending the Inclusive Sport Training (IST) program every Saturday, his family knew this would have a positive and everlasting impact on his life. Not only did this newfound passion improve his physical and mental health, it also helped him to build lifelong friendships and most importantly, a sense of belonging.

With the support of IST Head Coach Liz Gosper, Charlie developed a passion to train and compete in Multiclass mainstream events such as Triathlons, Duathlons and Cross-Country competitions. In 2018, he attended and trained for 10 days at the Thanyapura sports training facility in Phuket, Thailand. More recently, he placed first in the Victorian Duathlon Series – Race 2 Multiclass Yarra Boulevard and became a member of ‘Old Xaxier Running’ with Athletics Victoria. To keep himself in tip-top shape, Charlie also attends CoMotion Fitness weekly (an All-Abilities Personal Training organisation) as well boxing twice a week.

Having his NDIS plan managed by Leisure Networks for the past four years has gifted Charlie with more time to focus on doing what he loves – training and competing. It’s one less thing to think about when winning is on his mind! His parents (Carolyn and Wes) also feel that choosing to have Charlie’s plan managed by Leisure Networks has taken the pressure off them, allowing them to enjoy more time watching Charlie compete and live his best life.



Aaron

Movin’ on Up

Aaron has been a customer of Leisure Networks since 2013 and was one of our first NDIS customers. Both Aaron and his mother have been residing together in an Aged Care Residence in Geelong for some time with no other family in the state. Due to the COVID-19 pandemic the decision was made for Aaron to relocate to Brisbane to be closer to his family (a father, brother and sister), with his mother transferring to Brisbane in the near future.

In supporting Aaron and his goal to relocate, Aaron’s Support Coordinator (Kath) started the long process of making Aaron’s wish come true. She helped him obtain Specialist Disability Approval (SDA), found him suitable accommodation, and had Aaron approved for Supported Independent Living (SIL) funding. Aaron was excited about his new Queensland home, which he would occupy with two housemates his own age within a supported living environment.

Unfortunately, Aaron’s move has been delayed a few times due to COVID-19 lockdowns and mandatory quarantine laws. However, he was finally granted approval to quarantine with his father at his family home as opposed to in a hotel, or hospital which he wouldn’t have been able to do alone. Aaron is looking forward to watching plenty of sports and singing karaoke with his father during this time.

Aaron is excited to be moving into his new home and living independently once his quarantine is over – all while being a stone’s throw away from his loved ones.



Ron

Age is Just a Number

Ron is 90 years old and lives at Aveo Lodge. Ron enjoyed playing a bit of soccer and rounders in his younger years and was a football goal umpire during the 1980s in Geelong.

Along with other residents living at Aveo, Ron became involved with Leisure Network's Regional Sports Program, which supports active participation for older adults and promotes health and wellbeing in line with the principles of 'Doing sport differently'. Leisure Networks partnered with Golf Australia's 'Get Into Golf' program to develop online golf activities that enable residents like Ron to participate during

COVID-19 restrictions. Golf Australia was able to deliver modified equipment for residents to use, which Ron described as being fun, reminding him of when played a bit of golf around Newtown years ago. Following the easing of restrictions, the online program was extended with the support of Golf Australia to the Barwon Valley Golf Club. The residents were invited to participate in a hit of golf at the range, followed by a cuppa and warm banana bread baked by the club president. Ron had a great time, expressing that he felt right at home. In his own words: "I wish we had a few more sessions before this. I didn't know they existed".

This outing was filmed as part of Regional Sport Victoria's 'Doing sport differently' promotion and provided great insight into why doing sport differently matters to older adults. Ron and the other residents continue to enjoy their new interest in golf, with Ron keen to play again sometime soon!

Danni

Jumping out of her Comfort Zone

Danni is a bright, bubbly, kind young lady who has a real zest for life and adventure. Currently living in her family home with her grandmother Dotty, Danni has a clear vision of wanting to live independently in the future.

To help her reach this goal, Leisure Network's Support Worker Lauren has been assisting her to build the skills and confidence she will need to live independently, such as meal planning, cooking and nutrition, budgeting, general social skills, domestic skills and personal care. Danni sets the goals and Lauren supports her to achieve these – and WOW do they have a lot of fun and laughs doing this!

The enjoyment element that Lauren brings to their relationship is admired and appreciated by Dotty, who enjoys watching Lauren have fun with Danni whilst also getting things done. Lauren makes Dani feel valued and it is no wonder that both Danni and Dotty consider Lauren a member of their family.

Danni's growth in confidence has helped her to continually step out of her comfort zone and try lots of new experiences and adventures.

Recently, on a three-month caravanning trip up the East Coast of Australia with Dotty, Danni took the plunge and skydived for the first time in Mission Beach, Queensland.

When asked if there was anything she wanted to say to her family and friends before she jumped, she excitedly and confidently said, "Living the life and living the dream."







04

What's Ahead

Positioning for the future

At the end of last year we launched our Strategic vision to 2025 to support more people to make real connections in their community, creating real impact in their lives.

> To achieve our TED25 strategy, our four key pillars explain how we will reach our goals ...

- Transform - Innovate and grow our capability
- Excite - engage and succeed with our customers
- Deliver-greater impact and value
- Relentless focus on culture and purpose

TED25

strategic vision and intent for 2025

real connections, real impact

OUR STRATEGY will deliver impact. By 2025 we will support 8000 people, making real connections in their community creating real impact in their lives

OUR VISION | healthy, capable people and inclusive communities

OUR PURPOSE | connecting people with community

Our **TED25** key pillars explain how we will reach our goals:



TRANSFORM innovate & scale

Digital transformation will see us improve business processes and adapt our approach of tackling opportunities to include technology, design thinking and collaboration

OUR VALUES	<i>relevant</i>	<i>creative</i>	<i>trusted</i>
guide our staff. In all our customer interactions, we aim to be...	Being relevant means we are important to our customers; that we are valuable and helpful often in times of change and challenge	Being creative means we think differently; that by listening to our customers we turn new and innovative ideas into a reality	Being trusted means we are dependable; that our customers can rely on us to identify and anticipate their individual and family needs.



EXCITE
engage & succeed

We listen to our customers enabling them to determine and direct their supports. We collaborate to create programs building independence, connection and confidence

DELIVER
impact & value

A known industry leader we use our expertise to explore new ways to create value for customers and impact in the community. We adapt to changes in the market and we're responsive to customers needs

RELENTLESS FOCUS
culture & purpose

We are an employer of choice. Our people do great work, embrace change and support each other. Our people are valued and know they make a difference

<p>OUR IMPACT creates a positive social impact on communities and is measured against...</p>	<p><i>our customers live a good life</i></p> <ul style="list-style-type: none"> • People engaged with Leisure Networks • People feeling connected to others • People feeling in control and having choices in their lives 	<p><i>our people are engaged in their work</i></p> <ul style="list-style-type: none"> • Our people are proud to work for Leisure Networks • Our people know what they need to do to be successful in their role 	<p><i>our business model is sustainable</i></p> <ul style="list-style-type: none"> • Annual level of retained members funds • Retained funding invested in strategic initiatives and future growth
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TED25 STRATEGY UPDATE

Launching the TED25 strategy has been an exciting time for the organisation. With a focus on gaining momentum in year 1 we have made positive progress towards delivering on our commitments outlined in TED25.

Balancing our priorities across strategic themes has been a key focus area to assure we invest our efforts where we can

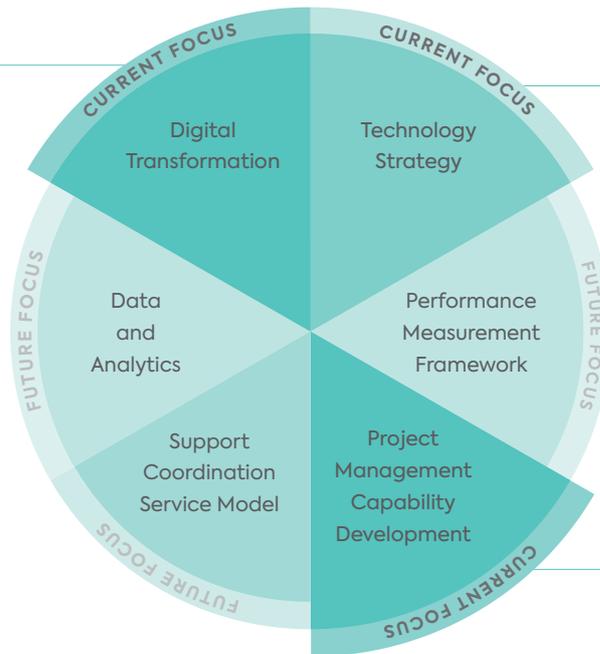
have the greatest impact, whilst also balancing the ever changing landscape of COVID 19.

Cascading TED25 through our corporate and team planning activities is having a positive impact, aligning our people, transformation activities and operational activities to our strategic goals.

TRANSFORM

DIGITAL TRANSFORMATION:

The first phase of digital transformation focused on our Financial Plan Management customers. Providing up to date accurate NDIS plan information and enabling LN FPM customers a choice how they would like to connect with us, giving customers visibility to support them to make decisions how they utilise their NDIA plan.



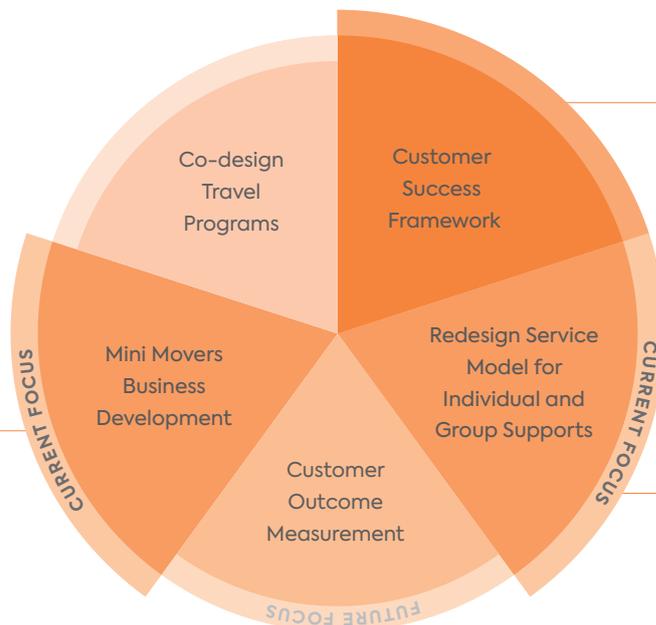
TECHNOLOGY STRATEGY: A focus on sustainability and currency of technology to support our people with tools that enable them to focus on community impact. Key strategies have been to get current and stay current, prompting a shift in our licensing and support models. Mitigating key risks of aging infrastructure is nearing completion with all data transitioning to a secure cloud model with ongoing support.

PROJECT MANAGEMENT CAPABILITY DEVELOPMENT: In line with our trademark behaviour of “always learning”, our Senior leaders in the organisation completed a certification in PRINCE2 foundation project management.

EXCITE

MINI MOVERS BUSINESS DEVELOPMENT:

The market placement and rollout of the mini movers program experienced disruption due to COVID. We remain committed to the program with pilot programs scheduled to commence in Wyndam, Geelong and Melbourne.



CUSTOMER SUCCESS FRAMEWORK: Leisure Networks SLT partnered with ORIMA to develop a customer impact framework that aims to focus our entire organisation on customer outcomes. Future focus is to embed the framework in the organisation and co-design measures that demonstrate TED25 is having the intended impact.

REDESIGN SERVICE MODEL FOR INDIVIDUAL & GROUP SUPPORTS: Balancing our objectives of customer impact and sustainability, our strategy of delivering high quality and safe services has been reflected in a new leadership and delivery model. With strategy and structure complete we are focused on maturing the model and delivering for Impact.

DELIVER

SRH FFS, MODEL ACROSS

VICTORIA: Fee for service has experienced growth throughout 2021, securing a key project to deliver 220 workshops across Knox City Council sports clubs. Building brand awareness and leveraging our reputation as a leader in the field has seen our reach expand interstate to trial delivering workshops in a remote setting.



FPM STRATEGY & BUSINESS

REDEVELOPMENT: Redesign of the FPM business model enabled by technology has delivered a sustainable scalable business model. Customers now have the option to engage with LN via digital channels. FPM continues to experience steady growth.

REVIEW & UPGRADE FINANCE

PLATFORM: The LN digital transformation program incorporates upgrades to the finance platform. The existing platform will undergo some minor improvements to assure stability of the solution in the immediate term.

RELENTLESS FOCUS

STRATEGIC WORKFORCE PLAN:

Strategic workforce planning is a key focus to assure we can deliver on our strategic goals. This is ongoing and will evolve as TED25 unfolds. Highlights include establishing the Executive Team and redefining Team Impact.

MARKETING STRATEGY & TECHNOLOGY ENABLEMENT:

Leisure Networks customer segments have differing needs, our marketing strategy has been developed to engage market segments around their needs. Using advanced analytical tools is driving evidence lead market engagement activities, yielding positive results.



HSW CULTURE & MONITORING

FRAMEWORK: A major focus has been a significant uplift in capability and HSW culture. Championed by the P+C Team Leader, HSW is deeply embedded in our culture. HSW governance has been established providing board level oversight.

SOCIAL MEDIA REACH & IMPACT:

Continued increase across all social platforms demonstrates our messaging is engaging with our existing audience and attracting new followers. Website users have increased by over 100% from 3k to 7k.

STAFF ENGAGEMENT & PERFORMANCE:

With a focus on listening to our employees and continuing to build on our high performing culture our employee engagement platform was extended to incorporate the use of industry benchmarking data and employee goal setting and performance management.



Transformation in Action

Our FPM Platform

Impact Through Engagement

PAUL DAVIES

*Executive Director Strategy,
Performance and Customer*

In October 2020 we redesigned our FPM operating model to create an engaging informative experience for our FPM customers. Building our relationships, we are supporting our customers to deepen their understanding and build capacity in managing their NDIA plans.

Adding digital options like SMS and Portals for our customers to connect with creates an opportunity to truly provide customers with the information and tools to be “in control” of their financial plan. Enabled by digital platforms we transformed our FPM business to align with our customers’ needs at different points along their FPM journey.

The changes in our model puts an emphasis on customer experience and has had a positive impact on our customers and partners, enhancing our service offering by including:

- Real time information available via online portals
- Automated delivery of monthly statements,
- Service Agreement expenditure tracking
- Ability to assign allocate budgets to dedicated providers
- Transition our workforce into flexible working arrangements

The FPM service has continued to experience steady growth and is now expanding in to Tasmania.

The advances in the service offer translate directly to customers having the right information at the right to time to make decisions about their plans that put them in control and provide long term financial visibility and certainty.

We are deeply committed to supporting our customers to be “in control of their own lives” and see this an opportunity to advance on our existing FPM service and take the next step in working with our customers to build their capacity to manage their own plan.

Thankyou to our valued partners



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Financials

Leisure Networks Association Inc

ABN 61 356 582 289

Financial Report

For the Year Ended 30 June 2021

Leisure Networks Association Inc

Directors' Report For the Year Ended 30 June 2021

The Board of Directors present their report on Leisure Networks Association Inc (the Association) for the period ended 30 June 2021.

Board Members

The names of the Association's Board members in office during the financial year and until the date of this report are as follows:

Damian Poel - Chair
Kate Russell - Deputy Chair
Adrian Hart
Vanessa Schernickau
Paul Chow (commenced 03/02/2021)
Gavin Heathcote
Melanie Twomey
Nadia Javni
Shannon Landers
Bryan Woodford (resigned 25/11/2020)
Simone Bellears (resigned 01/02/2021 after a leave of absence)

Committees were in office for this entire period unless otherwise stated.

Principal activities

The principal activities of the Association for the year ended 30 June 2021 included providing supports to customers with NDIS funding via Social & Development Associations, Weekends away and Individual supports. Also provided Supported Independent Living enabling people with a disability to live in a home. In conjunction with this Leisure Networks continues to provide Support Co-ordination and Financial Plan Management to NDIS customers whilst operating our Sport Recreation & Health programs in the community.

COVID-19

Leisure Networks and the services we deliver are considered essential activities by the Victoria Government. The impact of COVID-19 on Leisure Networks continues to be manageable and the health and wellbeing of participants and staff remains our highest priority. The people participating in our programs continue to receive support from key workers, with limitations on the range of activities able to be supported based on current restrictions. It is essentially business as usual, with modified practice to accommodate social distancing and reduce the risk of transmission among participants and staff.

Summary of financial outcomes

The Associations' Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2021 reflects a surplus of \$211,317 (2020: \$614,740).

The Associations' Statement of Cash Flows for the year to 30 June 2021 showed a net cash outflow of \$102,710 (2020: inflow of \$1,426,398).

The Statement of Financial Position reflects an increase in Net Assets of \$211,317 (2020: \$614,740).

Changes in the state of affairs

There were no significant changes in the state of affairs of the Association this year.

Subsequent events

No matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect:

- the Associations' operations in future financial years;
- the results of those operations in future financial years;
- the Associations' state of affairs in future years.

Indemnification and insurance of officers and auditors

The Association has not during or since the end of the financial period, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Association or of any related body corporate against a liability incurred while acting in capacity of an officer or auditor.

Committees' benefits

During or since the end of the financial period, no Committee has received or become entitled to a benefit as a result of a contract made by the Company with the Committee, a firm of which a Committee is a member or entity in which a Committee has a substantial financial interest.

Committees' meetings

The number of Board meetings held during the financial period, and attendance by Directors is shown in the table below:

Director	Eligible	Attended	Comment
Damian Poel	12	12	Chair
Kate Russell	12	11	
Adrian Hart	12	11	
Vanessa Schernickau	12	11	
Paul Chow	5	5	Commenced: 03/02/2021
Gavin Heathcote	12	12	
Melanie Twoney	12	10	
Nadia Javni	12	9	
Shannon Landers	12	11	
Bryan Woodford	5	5	Resigned: 31/10/2021
Simone Bellears	-	-	Resigned: 01/07/2021

Auditor's independence declaration

The Board of the Association appointed Crowe as auditors for the period ended 30 June 2021 in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act).

A copy of the auditor's independence declaration as required under the ACNC Act is included in this report on page 6.

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



Damian Poel
Chairman
Dated: 20th October 2021



Auditor Independence Declaration to the Directors of Leisure Networks Association Inc.

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021 there have been no contraventions of:

- 1) The auditor independence requirements as set out in the *ACNC Act 2001* in relation to the audit; and
- 2) Any applicable code of professional conduct in relation to the audit.

CROWE

Martin Thompson
Senior Partner

Geelong, Victoria
Date: 21 October 2021

Liability limited by a scheme approved under Professional Standards Legislation.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Melbourne, an affiliate of Findex (Aust) Pty Ltd.

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Leisure Networks Association Inc

**Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2021**

	Note	2021 \$	2020 \$
Revenue			
Recurrent grants		654,636	854,517
Fee for service		10,673,788	8,594,633
Contributions and recoupments		25,180	24,998
Other income		180,024	23,609
Gain on sale of property, plant and equipment		-	3,856
Interest income		7,658	16,187
Total revenue		11,541,286	9,517,800
Expenses			
Program costs		(101,449)	(294,763)
Administration		(1,281,671)	(874,130)
Employee benefits		(9,747,894)	(7,592,655)
Depreciation and amortisation		(198,955)	(141,512)
Total Expenses		(11,329,969)	(8,903,060)
Net surplus		211,317	614,740
Other comprehensive income		-	-
Total comprehensive surplus for the period		211,317	614,740

Leisure Networks Association Inc

Statement of Financial Position
As at 30 June 2021

	Note	2021 \$	2020 \$
Assets			
<i>Current assets</i>			
Cash and cash equivalents	4	1,841,880	2,013,437
Trade and other receivables	5	384,009	916,412
Financial assets	6	623,888	616,876
Total Current Assets		2,849,777	3,546,725
<i>Non-Current Assets</i>			
Property, plant and equipment	7	1,553,410	388,661
Intangible assets	8	21,035	31,353
Total Non-Current Assets		1,574,445	420,014
Total Assets		4,424,222	3,966,739
Liabilities			
<i>Current Liabilities</i>			
Trade and Other Payables	9	352,255	886,964
Provisions	10	661,378	512,935
Income in Advance	11	289,560	948,679
Lease Liabilities	12	67,876	-
Total Current Liabilities		1,371,069	2,348,578
<i>Non-Current Liabilities</i>			
Provisions	10	36,757	36,757
Lease Liabilities	12	1,223,675	-
Total Non-Current Liabilities		1,260,432	36,757
Total Liabilities		2,631,501	2,385,335
Net Assets		1,792,721	1,581,404
Equity			
Accumulated funds		1,792,721	1,581,404
Total Equity		1,792,721	1,581,404

Leisure Networks Association Inc

**Statement of Changes in Equity
For the Year Ended 30 June 2021**

	Accumulated funds	Total equity
2021	\$	\$
Balance at 1 July 2020	1,581,404	1,581,404
Surplus/(deficit) for period	211,317	211,317
Other comprehensive income for the period	-	-
Balance at 30 June 2021	1,792,721	1,792,721

	Accumulated funds	Total equity
2020	\$	\$
Balance at 1 July 2019	966,664	966,664
Surplus/(deficit) for period	614,740	614,740
Other comprehensive income for the period	-	-
Balance at 30 June 2020	1,581,404	1,581,404

**Statement of Cash Flows
For the Year Ended 30 June 2021**

	Note	2021 \$	2020 \$
Cash Flows from Operating Activities			
Receipts from operating activities		12,547,603	9,684,773
Payments to suppliers and employees		(12,657,971)	(8,274,562)
Interest received		7,658	16,187
Net Cash Provided by / (used in) Operating Activities	14	(102,710)	1,426,398
Cash Flow from Investing Activities			
Proceeds from sale of property, plant and equipment		-	39,000
Payment for intangible assets		-	(9,280)
Payments for term deposits		(7,012)	(15,326)
Proceeds from sale of non-current assets		-	(232,467)
Net Cash Provided by / (used in) Investing Activities		(7,012)	(218,073)
Cash Flow from Financing Activities			
Proceeds from borrowings		-	(92,104)
Payments for lease liabilities		(61,835)	-
Net Cash Provided by / (used in) Financing Activities		(61,835)	(92,104)
Net increase / (decrease) in cash and cash equivalents held		(171,557)	1,116,222
Cash and Cash equivalents at beginning of financial year		2,013,437	897,215
Cash and Cash equivalents at end of financial year	4	1,841,880	2,013,437

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

1 General information

The financial report covers Leisure Networks Association Inc (the Association) as an individual entity. Leisure Networks Association Inc is a not-for-profit Association, registered and domiciled in Australia.

The registered office for the Association is:
Leisure Networks Association Inc
Ground Floor, 4 Verner Street
Geelong VIC 3220

The principal activities of the Association for the year ended 30 June 2021 included providing supports to customers with NDIS funding via Social & Development Associations, Weekends away and Individual supports. Also provided Supported Independent Living enabling people with a disability to live in a home. In conjunction with this Leisure Networks continues to provide Support Co-ordination and Financial Plan Management to NDIS customers whilst operating our Sport Recreation & Health programs in the community.

The functional and presentation currency of Leisure Networks Association Inc is Australian dollars.

Statement of compliance

These general-purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the *Australian Charities and Not-for-profits Commission Act 2012*.

Leisure Networks Association Inc is a not-for-profit entity for the purpose of preparing the financial statements.

The financial statements of the Association comply with Australian Accounting Standards – Simplified Disclosures for For-Profit and Not-for-Profit entities as issued by the Australian Accounting Standards Board (AASB).

The financial report of the Association complies with Australian Accounting Standards to the extent noted above, which include Australian equivalents to International Financial Reporting Standards (AIFRS). Due to the application of Australian specific provisions for not-for-profit entities contained only within AIFRS, the financial reports and notes thereto are not necessarily compliant with International Financial Reporting Standards.

The financial statements were authorised for issue by the Directors on 20 October 2021.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

Basis of preparation

The financial statements have been prepared on the basis of historical cost, except for certain properties and financial instruments that are measured at revalued amounts or fair value at the end of each reporting period, as explained in the accounting policies below. Historical cost is generally based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

Critical judgements and key sources of estimation uncertainty

In the application of the Association's accounting policies, the Officeholders are required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the critical judgements that the Officeholders have made in the process of applying the Association's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements:

Long service leave provision

Management judgement is applied in determining the following key assumptions used in the calculation of long service leave as at balance date:

- future increases in wages and salaries;
- future on-costs and rates;
- experience of employee departures and periods of service; and
- amounts recoverable in respect of eligible employees covered by the Victorian Portable L Service Benefits Scheme under the Long Service Leave Act 2018 (Vic).

Estimation of useful lives of assets

The Association determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite-life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

Critical judgements and key sources of estimation uncertainty (continued)

Lease terms

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include: the importance of the asset to the Association's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Association reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Association estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Summary of significant accounting policies

The following is a summary of the material accounting policies adopted by the Association in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated:

(a) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Association and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

Government grants

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for under AASB 15 *Revenue from Contracts with Customers*, with revenue recognised as these performance obligations are met. If these conditions are not met, income is recognised under AASB 1058 *Income of Not-for-Profit Entities*.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(a) Revenue recognition (continued)

Sale of services

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers. The stage of completion of service contracts is measured based on the time frame over which the services are required to be delivered.

Donations and bequests

Revenue or capital assets arising from donations and bequests is recognised when control is obtained, as it is not possible for the Association to reliably measure these prior to this time. For example, cash donations are recognised when banked and other donations are recognised when title of possession transfers to the Association.

Dividend and interest income

Dividend and distribution income from investments is recognised when the shareholder's or unitholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Association and the amount of income can be measured reliably). Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

(b) Income tax

The Association is exempt under the provisions of the *Income Tax Assessment Act 1997*, and as such is not subject to income taxes at this time. Accordingly, no income tax has been provided for the Association in these financial statements.

(c) Cash and cash equivalents

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash, which are subject to an insignificant risk of changes in value and have a maturity of three months or less at the date of acquisition.

The Officeholders have reviewed the Association's term deposits in the light of its capital maintenance and liquidity requirements and have confirmed the Association's positive intention and ability to hold those assets to maturity.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(d) Financial assets

Investments are recognised and de-recognised on trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs.

All regular way purchases or sales of financial assets are recognised and de-recognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Financial assets at amortised cost

Trade receivables, term deposits and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest income is recognised by applying the effective interest rate.

Derecognition of financial assets

The Association de-recognises a financial asset only when the contractual rights to the cash flows from the asset expire or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Association neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Association recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Association retains substantially all the risks and rewards of ownership of a transferred financial asset, the Association continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

(e) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(f) Property, plant and equipment

Plant and equipment are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition or construction of the item. In the event that the settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

Depreciation is provided on property, plant and equipment. Depreciation is calculated on a straight-line basis so as to write off the net cost or other revalued amount of each asset over its expected useful life to its estimated residual value.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

The following depreciation rates and methods are used in the calculation of depreciation:

Asset Class	Depreciation Rate
Motor Vehicles	12.5%
Plant and Equipment	10% - 33%

(g) Right-of-use assets

For any new contracts entered into, the Association considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Measurement and recognition of leases as a lessee

At lease commencement date, the Association recognises a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Association, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Association depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Association also assesses the right-of-use asset for impairment when such indicators exist.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(g) Right-of-use assets (continued)

At the commencement date, the Association measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Association's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Association has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

On the statement of financial position, right-of-use assets have been included in property, plant and equipment and lease liabilities have been separately disclosed.

(h) Intangible assets

Intangible assets are only recognised if they meet the identifiability criteria that it is separable from the Association and arises from contractual or other legal rights. Intangible assets acquired separately are recorded at cost less accumulated amortisation and impairment.

Computer software

Computer software that is not integral to the operation of a related piece of hardware or plant is classified as an intangible asset (for example, accounting systems software), and is initially recognised at cost. Subsequent to initial recognition, computer software is carried at its cost less accumulated amortisation and impairment losses. Computer software has a finite life and is amortised on a systematic basis over its estimated useful life, being on a straight-line basis over three years.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(i) Impairment

The carrying values of tangible and intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount.

At each reporting date, the Officeholders review a number of factors affecting tangible and intangible assets, including property, plant and equipment, to determine if these assets may be impaired. If an impairment indicator exists, the recoverable amount of the asset, being the higher of the asset's 'fair value less costs to sell' and 'value in use' is compared to the carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed in the Statement of Profit or Loss and Other Comprehensive Income as an impairment expense.

As the future economic benefits of the Association's assets are not primarily dependent on their ability to generate net cash inflows, and if deprived of the asset, the Association would replace the asset's remaining future economic benefits, 'value in use' may be determined as the depreciated replacement cost of the asset, rather than by using discounted future cash flows.

Depreciated replacement cost is defined as the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. The current replacement cost of an asset is its cost measured by reference to the lowest cost at which the future economic benefits of that asset could currently be obtained in the normal course of business.

Impairment losses are recognised in the Statement of Profit or Loss and Other Comprehensive Income.

(j) Trade and other receivables

Trade receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

(k) Trade and other payables

Trade and other payables represent unpaid liabilities for goods received by and services provided to the Association prior to the end of the financial year. The amounts are unsecured and are normally settled within 30 days.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

(l) Volunteer services

The core principle of the recognition requirements in AASB 1058 is when a Not-for-profit entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives, the excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately. The Standard also prescribes specific accounting requirements for a transaction which is a transfer of a financial asset to enable an entity to acquire or construct a recognisable non-financial asset to be controlled by the entity (i.e. an in-substance acquisition of a non-financial asset) and volunteer services. The Officeholders have decided not to recognise volunteer services within the financial statements, given the true value of these services is not reliably measurable in financial terms.

(m) Employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably. Sick leave is non-vesting and has not been provided for.

Liabilities recognised in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement. Liabilities recognised in respect of employee benefits which are not expected to be settled within 12 months are measured at the present value of the estimated future cash outflows to be made by the Association in respect of services provided by employees up to reporting date.

(n) Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current period.

(o) Application of new and revised accounting standards

All standards have been adopted in accordance with AASB 1060 *General Purpose Financial Statements - Simplified Disclosure for For-Profit and Not-for-Profit Entities*.

The adoption of these standards has had no material impact on the financial statements, other than to bring leases to account in accordance with AASB 16 *Leases*. The material impact is limited to the recognition of right of use assets and lease liabilities on the balance sheet. A practical expedient was applied in the initial adoption so as to allow the Right of Use Asset to equal the Lease Liabilities. As such, there were no opening balance adjustments required to Retained Earnings. Changes in the expenses incurred under this standard did not have a material impact on the Statement of Profit or Loss and Other Comprehensive Income.

Leisure Networks Association Inc

Notes to the Financial Statements For the Year Ended 30 June 2021

New and revised Accountant Standards in issue but not yet effective

At the date of authorisation of the financial statements, the Association has not applied the following new and revised Australian Accounting Standards, Interpretations and amendments that have been issued but are not yet effective.

Standard/Interpretation	Applicable for annual reporting periods beginning on
AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current	1 January 2023
AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018-2020 and Other Amendments	1 January 2022
AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date	1 January 2022
AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19- Related Rent Concessions: Tier 2 Disclosures	1 July 2021
AASB 2020-9 Amendments to Australian Accounting Standards – Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments	1 July 2021

(p) Going Concern

This report has been prepared on the going concern basis, which contemplates the ultimate continuity of normal business activity and the realisation of assets and settlement of liabilities in the normal course of business.

In determining the appropriateness of the going concern principle the Officeholders have considered the level of cash held by the Association as at the date of this report and the level of fixed outgoings for the forthcoming period and is satisfied that the Association has sufficient resources available to meet these outgoings for a period of at least twelve months from the date of this report.

	2021 \$	2020 \$
3 Expenses		
Other items		
<i>Total expenses includes:</i>		
Depreciation of property, plant and equipment	188,637	108,259
Amortisation of intangibles	10,318	33,253
Interest expense	48,182	4,380
Auditors remuneration		
- audit or review of the financial report	10,000	7,700

Leisure Networks Association Inc

Notes to the Financial Statements
For the Year Ended 30 June 2021

	2021	2020
	\$	\$
4 Cash and cash equivalents		
Cash at bank	1,841,506	2,012,945
Cash on hand	374	492
Total cash and cash equivalents	1,841,880	2,013,437
5 Trade and other receivables		
Current		
Trade receivables	327,070	875,663
GST receivable	13,900	-
Deposits	16,315	16,315
Prepayments	25,450	23,160
Other receivables	1,274	1,274
Total current trade and other receivables	384,009	916,412
Trade receivables are amounts due from customers for services performed in the ordinary course of business and are generally due for settlement within 30 days and therefore are classified as current.		
6 Financial assets		
Current		
Term deposits	623,888	616,876
Total financial assets	623,888	616,876
7 Property, plant and equipment		
Right of use assets – Buildings		
At cost	1,353,386	-
less accumulated depreciation	(107,091)	-
	1,246,295	-
Motor vehicles		
At cost	320,705	320,705
less accumulated depreciation	(99,192)	(59,213)
	221,513	261,492
Office equipment		
At cost	268,140	268,140
less accumulated depreciation	(182,538)	(140,971)
	85,602	127,169
Total property, plant & equipment	1,553,410	388,661

Leisure Networks Association Inc

Notes to the Financial Statements

For the Year Ended 30 June 2021

7 Property, plant and equipment (continued)

Reconciliations of the carrying amount of each class of property, plant & equipment at the beginning and end of the current and previous financial year are set out below.

	2021	2020
	\$	\$
Right of use assets - Buildings		
Carrying amount at the beginning of year	-	-
Additions	1,353,386	-
Disposal/write-offs	-	-
Depreciation	(107,091)	-
Carrying amount at end of year	<u>1,246,295</u>	<u>-</u>
Motor vehicles		
Carrying amount at the beginning of year	261,492	164,505
Additions	-	165,215
Disposal/write-offs	-	(40,171)
Depreciation	(39,979)	(28,057)
Carrying amount at end of year	<u>221,513</u>	<u>261,492</u>
Office equipment		
Carrying amount at the beginning of year	127,169	135,092
Additions	-	67,251
Depreciation	(41,567)	(75,174)
Carrying amount at end of year	<u>85,602</u>	<u>127,169</u>
Total property, plant & equipment	<u>1,553,410</u>	<u>388,661</u>

8 Intangible assets

Intangible assets		
At cost	155,878	155,878
less accumulated amortisation	(134,843)	(124,525)
	<u>21,035</u>	<u>31,353</u>

Reconciliations of the carrying amount of intangible assets at the beginning and end of the current and previous financial year are set out below.

Intangible assets		
Carrying amount at the beginning of year	31,353	64,606
Depreciation	(10,318)	(33,253)
Carrying amount at end of year	<u>21,035</u>	<u>31,353</u>

Leisure Networks Association Inc

Notes to the Financial Statements
For the Year Ended 30 June 2021

	2021	2020
	\$	\$
9 Trade and other payables		
<i>Current</i>		
Trade payables	146,766	487,706
GST payable	-	3,121
Accruals	(162)	292,671
PAYG withholding liability	168,103	84,835
Other payables	37,548	18,631
Total trade and other payables	352,255	886,964
10 Provisions		
<i>Current</i>		
Annual leave	473,244	349,040
Other leave	2,723	7,542
Long service leave	185,411	156,353
Total current	661,378	512,935
<i>Non-current</i>		
Long service leave	36,757	36,757
Total non-current	36,757	36,757
Total employee entitlement liability	698,135	549,692
11 Income in advance		
Grants received in advance	289,560	948,679
Total income in advance	289,560	948,679
12 Lease liabilities		
<i>Current</i>		
Lease liabilities – buildings	67,876	-
Total current	67,876	-
<i>Non-current</i>		
Lease liabilities – buildings	1,223,675	-
Total non-current	1,223,675	-
Total lease liabilities	1,291,551	-
13 Contingencies		

In the opinion of those charged with governance, the Association did not have any contingencies at 30 June 2021 (30 June 2020: None).

Leisure Networks Association Inc

**Notes to the Financial Statements
For the Year Ended 30 June 2021**

	2021	2020
	\$	\$
14 Cash flow information		
Reconciliation of surplus to net cash flows from operating activities		
Net surplus/(deficit) for the period	211,317	614,740
<i>Non-cash flows in surplus:</i>		
Depreciation and amortisation	198,955	141,511
Net gain on disposal of property, plant and equipment	-	(3,856)
<i>Changes in operating assets and liabilities:</i>		
(Increase)/decrease in receivables	532,403	(303,524)
(Increase)/decrease in income in advance	(659,119)	490,420
Increase/(decrease) in trade and other payables	(534,709)	293,209
Increase/(decrease) in provisions	148,443	193,898
Cash flows from operating activities	(102,710)	1,426,398

15 Key Management Personnel Remuneration

Any person(s) having authority and responsibility for planning, direction and controlling the activities of the Association, directly or indirectly, including any director (whether executive or otherwise) of the Association is considered key management personnel.

The total remuneration paid to key management personnel (KMP) of the Association during the year was \$1,315,089 (2020: \$1,051,794).

16 Financial instruments

Fair values	2021		2020	
	Carrying amount	Fair value	Carrying amount	Fair value
	\$	\$	\$	\$
Financial assets				
Cash	1,841,880	1,841,880	2,013,437	2,013,437
Trade and other receivables	384,009	384,009	916,412	916,412
Term deposits	623,888	623,888	616,876	616,876
	<u>2,849,777</u>	<u>2,849,777</u>	<u>3,546,725</u>	<u>3,546,725</u>
Financial liabilities				
Trade and other payables	352,255	352,255	886,964	886,964
	<u>352,255</u>	<u>352,255</u>	<u>886,964</u>	<u>886,964</u>

The fair values of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

The fair values of other financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

Leisure Networks Association Inc

Notes to the Financial Statements

For the Year Ended 30 June 2021

17 Statutory information

The registered office and principal place of business of the association is:
Leisure Networks Association Inc
Ground Floor, 4 Verner Street
Geelong VIC 3220

18 COVID-19

There has been no significant change to organisational strategy and the principal activities during the financial year. However, the COVID-19 pandemic, whilst not impacting the organisation financially, did impact how the organisation operated over the last three months of the financial year. The organisation was able to adapt and capitalise on opportunities posed by the pandemic and in order to comply with Government imposed restrictions, started supporting customers in different ways in order to eradicate any potential loss of income. The organisation was entitled to one government support initiative being the ATO Cash flow Boost and due to strong performance no other government supports were applicable.

Although there remains uncertainty in regards to the extent and length of the pandemic, Leisure Networks has adapted its business models to operate in an ever changing and more restrictive work environment. The ability to continue providing critical support services to clients will enable the organisation to manage future risks from the pandemic.

Leisure Networks Association Inc

Directors' Declaration

In the opinion of the Directors:

- a. the financial statements and notes presented are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - (i) complying with Accounting Standards - Simplified Disclosure Requirements and other mandatory professional reporting requirements, and
 - (ii) giving a true and fair view of the entity's financial position as at 30 June 2021 and of its performance for the financial period ended on that date, and
- b. there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

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



Damian Poel
Chairman
Dated: 20th October 2021



Independent Auditor's Report To the Members of Leisure Networks Association Incorporated

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Leisure Networks Association (the Association), which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors declaration.

In our opinion, the accompanying financial report of the Association is in accordance with the Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Association's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information contained in the Entity's Annual Report for the year ended 30 June 2021, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

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Responsibilities of Management and the Board for the Financial Report

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

The Board is responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our 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 our opinion. 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 or 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, we exercise professional judgement and maintain professional scepticism throughout the audit. We 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 our 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.



We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

CROWE

A handwritten signature in black ink, appearing to read "Martin Thompson".

Martin Thompson
Senior Partner

Geelong, Victoria
Date: 21 October 2021

together
we are
connected

ANNUAL REPORT 2021



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