

HUNTER WETLANDS CENTRE AUSTRALIA

ANNUAL REPORT 2025



SHORTLAND WETLANDS CENTRE LTD TRADING AS
HUNTER WETLANDS CENTRE AUSTRALIA

TABLE OF CONTENTS

FROM THE CHAIR	1
FROM THE GM	3
VISION, MISSION & VALUES	6
STRUCTURE & MANAGEMENT	7
STRATEGIC PLAN	8
KEY OUTCOMES 2025	9
COMMUNITY ENGAGEMENT	10

OUR PLANS 2025	11
SUSTAINABILITY & WORKPLACE SAFETY	12
OUR PEOPLE	13
OUR VOLUNTEERS	14
OUR SPONSORS	15
ACKNOWLEDGMENT & FUNDING	16
AUDITED FINANCIAL REPORT	17

FROM THE CHAIR



**PETER
NELSON**

Chair, Board of Directors

The Board is pleased to present another positive annual report for the Centre. Membership has continued to grow, and visitor numbers remain strong. The Board acknowledges with sincere appreciation the substantial contribution of our volunteers, whose ongoing commitment and practical support are essential to the effective operation of the Centre.

While the Centre continues to operate in a challenging environment, its financial position remains sound and income has remained stable. The grounds continue to be well maintained, and the upgraded conference facilities are beginning to reflect the significant work undertaken by the General Manager, James Wilson. The Board records its continued confidence in James's leadership and acknowledges his achievements throughout the year.

His role requires the effective management of a large natural site, diverse physical assets, multiple tenancies, a revenue-generating business, and a substantial volunteer workforce. These responsibilities are considerable, and James continues to discharge them with professionalism, capability, and calm commitment, contributing materially to the Centre's ongoing progress.

The Board has welcomed Bayley Foley as a Director. Bayley brings valuable commercial management experience and has already made a meaningful contribution through his review of current leases and the preparation of a Sponsorship Strategy. The Board continues to identify and consider suitable candidates for existing vacancies, with particular emphasis on finance and fundraising capability.

At the previous AGM, the Board reported on the Urban Rivers and Catchments grant received from the Federal Government to support weed removal, water quality improvement, and tidal reintroduction. Progress has been variable. Low rainfall has resulted in water levels in the main ponds being insufficient to support the required circulation, although the solar pump has been installed and is ready for operation. Weed management works are progressing well. However, the proposed reintroduction of tidal flows has proven to be a complex regulatory and administrative matter, and the associated costs and procedural requirements may limit what can be achieved in the short term.

The four-year NHT Ramsar "Wetlands and People" program, managed by former CEO Louise Duff, continues to progress well. The program's education and capacity-building seminars and workshops over the past two years have been well received by participants.

A progress report, including an update to the Ramsar Information Sheet (RIS), was presented by Ramsar Officer Christine Prietto at the NSW Coastal Conference in Ballina last November. At the same conference, Director Pam Dean-Jones and I presented on the compliance challenges experienced by small community organisations undertaking coastal wetland restoration. This has been well received by government officers but changes will take time.

In keeping with our organisation's four-decade history of wetland advocacy and formal submissions where wetlands are at risk, submissions were made to governments in relation to proposed developments affecting sensitive wetlands at the Toondah Harbour Ramsar site in Queensland and Walka Waterworks in Maitland. Both proposals were ultimately refused.

The Scientific Advisory Group established last year has strengthened the Centre's engagement with the University of Newcastle, with several students undertaking academic experience on site. The Board also recognises the opportunity to further develop collaboration with the Hunter Bird Observers Club (HBOC) and the Australian Plant Society (APS), both of which maintain a strong association with the Centre.

The Education Committee is continuing to develop a comprehensive program of events, activities, and displays designed to increase public awareness and understanding of wetlands and the broader environment. The Board also acknowledges the work of Media Officer Linda Rowan in strengthening the Centre's media profile.

The Board extends its appreciation to the General Manager, staff, volunteers, members, partner organisations, and supporters whose contributions have sustained the Centre's work throughout the year. Their collective efforts continue to strengthen the Centre's capacity to protect and promote the wetlands, deliver meaningful education and community engagement, and advance its long-standing conservation objectives. The Board looks forward to building on this progress in the year ahead.

Dr Peter Nelson

Chair, Hunter Wetlands Board of Directors

As we reflect on another year at the Hunter Wetlands Centre, I am continually reminded that everything we achieve is made possible by the people who give their time, knowledge and passion to this remarkable place. Despite challenging weather conditions throughout much of the year, including prolonged rain and flooding that impacted visitor numbers and temporarily submerged sections of our walking trails, the Centre has continued to grow, evolve and deliver meaningful outcomes for conservation, education and our community.

First and foremost, I would like to extend my sincere thanks to our volunteers. Whether you are restoring habitat, maintaining infrastructure, welcoming visitors, assisting with events, monitoring wildlife, or supporting our administration and governance, your contribution is extraordinary. The Hunter Wetlands Centre simply would not exist without the dedication of our volunteers, and I remain continually inspired by the commitment and passion you bring to the Centre.

This year has seen significant progress across a range of conservation and restoration projects. Our Urban Rivers Project continues to move forward, with considerable work undertaken to progress the approvals required for the reintroduction of tidal flows into Ironbark Marsh. This process is difficult and complicated but as a team we are discussing our options with the relevant stakeholders and making progress. This project has the potential to restore important estuarine habitat and improve biodiversity outcomes across the site for generations to come

FROM THE GM



**JAMES
WILSON**
General Manager

Supporting this work, we have established a Scientific Advisory Group, bringing together experts to provide guidance on key environmental issues including water quality management and tidal restoration planning. We also completed a new Vegetation Management Plan, providing a clear framework to guide bush regeneration activities and ensure our volunteer efforts are focused where they can achieve the greatest impact.

Water quality remains a major priority. Through the BHP Pond Water Quality Project, new culverts have been installed and a solar-powered pump is now installed and being readied to transfer water between BHP Pond and Brambles Pond to improve circulation.

While the weather presented challenges, it also brought opportunities. The wetlands have been thriving, attracting an incredible diversity of birdlife. We were particularly excited to record a Regent Honeyeater on site, one of Australia's rarest birds and potentially the first recorded sighting within the Newcastle Local Government Area. We also welcomed a Black-necked Stork, along with increasing numbers of pelicans, black swans and many other species that continue to make the wetlands such a special place.

A major focus this year has been improving visitor facilities and accessibility. We completed the upgrade of our Sensory Trail, made possible through support from the Australian Government, Newcastle Coal Infrastructure Group and the Lions Club. The trail has been resurfaced, replanted and enhanced with new interpretive signage and an accessible audio tour, creating an engaging experience for visitors of all abilities.

We were also delighted to complete the refurbishment of the Centre's Theatrette, thanks to funding from BHP. The transformed space now features modern audiovisual equipment, improved acoustics, air conditioning, new furnishings and a stunning mural by local artists Lisa Stratigos and Sharon Salmi. This investment will significantly enhance our ability to deliver education programs, community events and public presentations.

Accessibility across the site has also improved with the arrival of two new utility vehicles funded by the Department of Communities and Justice and Port Waratah Coal Service. One vehicle is dedicated to visitor tours, helping more people experience the wetlands regardless of mobility, while the second supports our volunteers and staff with on-ground maintenance activities.

While much of our work focuses on conservation and community, ensuring the long-term financial sustainability of the Centre remains equally important. I am pleased to report that the Hunter Wetlands Centre remains in a stable financial position, reflecting the careful stewardship of our Board, staff and volunteers. However, like many not-for-profit organisations, one of our ongoing challenges is increasing unrestricted revenue that can be directed towards our highest priorities. Whether through corporate sponsorships, visitor admissions, venue hire, memberships, events or other income-generating activities, growing these flexible funding sources is essential to maintaining and improving the Centre, responding to emerging opportunities and ensuring we can continue delivering meaningful outcomes for our community and the environment well into the future.

Partnerships continue to play an important role in our success. We have strengthened our collaboration with the University of Newcastle through student placements and research projects, while a new partnership with the University of New South Wales and the Botanic Gardens of Sydney has seen more than 300 Melaleuca trees planted as part of a Myrtle Rust resilience study. These partnerships help ensure the Centre remains a living laboratory where conservation, education and research come together.

We have also continued to build community connections through events and outreach. Our Spring Festival was another great success, attracting between 1,500 and 2,000 visitors and showcasing everything that makes the wetlands unique.

Hundreds of families also joined us throughout the year for school holiday activities, guided tours and education programs, while our Twilight Tours proved extremely popular, offering visitors a unique opportunity to experience the wetlands at dusk.

We were particularly proud to welcome Gardening Australia to the Centre this year with the show due to be aired in 2026. This provided an opportunity to share the story of the wetlands with a national audience and showcase the incredible work undertaken by our volunteers over the past four decades.

Looking ahead, I am excited about the opportunities before us. The foundations laid over recent years are allowing us to focus increasingly on long-term conservation outcomes, stronger partnerships, enhanced visitor experiences and deeper community engagement. While there is always more work to do, the future of the Hunter Wetlands Centre is bright.

Thank you to everyone who has supported the Centre this year—our volunteers, members, sponsors, partners, visitors and wider community. Together, we continue to protect and restore one of the Hunter region's most important natural assets.

James Wilson
General Manager
Hunter Wetlands Centre Australia



VISION, MISSION & VALUES

VISION

Our vision is for everyone to understand the value of the wetlands through conservation, restoration, recreation and research.

MISSION

Our mission is to support the conservation, restoration and wise use of wetlands for people and nature.

OUR VALUES

COMMUNITY Our community is everything. Our community and our people are the driving force behind everything we do.

COLLABORATION We work together with like-minded individuals, organisations and government

LEARNING We are always learning. We strive to constantly learn, be curious and improve, getting out of our comfort zone.

PASSION We love the wetlands. We are passionate about everyone understanding the value of wetlands.

INTEGRITY We do the right thing. We always do what we say, we show respect and act with honesty



STRUCTURE AND MANAGEMENT

Shortland Wetlands Centre Ltd, now trading as Hunter Wetlands Centre Australia, was established as a Company Limited by Guarantee under the Corporations Act on 25 July 1985 (Registered No. 359055-26).

The company undertakes wetland management and conservation to provide accessible and engaging wetland experiences that promote the values of wetlands. Its primary activity arises from the ownership and management of an internationally significant wetlands complex in Shortland, in the northern suburbs of Newcastle, Australia.

The Shortland Wetlands Centre Ltd's Australian Business Number (ABN) is 59 002 975 144.

We are a community-owned organisation, the Company is governed by a Board of Directors in accordance with its Articles of Association. We currently employ one full time General Manager, and two part time employees and have 160+ volunteers that assist with our operations.

We are a Registered Environmental Organisation, and are endorsed by the Australian Taxation Office as deductible gift recipient in Item 1 of Section 30-15 of the Income Tax Assessment Act 1997.

HWCA is a registered charity with the Australian Charities and Not-for-Profits Commission.

The company has authority to fundraise under section 13A of the Charitable Fundraising Act 1991 (NSW), (charity fundraising number CFN/20478).



OUR STRATEGIC PLAN

STRATEGIC PILLARS

Education Be recognised as a leader of Wetland Education	Connected Community Our community is inspired through recreational activities	Financial Sustainability Operating expenses are covered by leases and entry fees	Conservation The Hunter Wetlands are a thriving, well functioning ecological system	Governance & Operational Excellence We have clear, robust and efficient policies and processes that are upheld effectively
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KEY STRATEGIC INITIATIVES

• Strong partnerships with Wetland Environmental Education Centres, Tafe's and Universities • Contributing to a global learning community about Wetlands conservation and restoration • Our community is educated and engaged with the Wetlands	• The Hunter community is connected through memorable annual events • Diverse range of recreational and cultural activities that inspire engagement with the environment • Strong partnerships within the local private, public and non-profit community to foster connection and engagement	• High Return on Investment for land leases • Revenue generating spaces are contributing significantly to operational costs	• An implemented and reviewed Site Management Plan • Site Management Committee operationalises SMP • Facilitate a catchment approach to Wetland conservation through partnerships with Government and community organisations • Position HWCA as a central site to demonstrating and showing the effects and possible solutions of climate change on Wetlands	• Develop best practice systems for policy and procedure implementation • Integrate technology solutions to enhance efficiency of governance and operational processes • Develop succession planning for key roles
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KEY OUTCOMES 2025

Thanks to our volunteers, members, supporters and partners we achieved some significant progress in 2025, including:



Refurbished Theatrette

- Refurbished the theatrette thanks to funding from BHP
- Upgraded the Sensory Trail through a fantastic community collaboration involving funding from the Stronger Communities Program, NCIG, Lions Club, and support from Australian Plant Society and Trinity Catholic College
- Purchased two new utility vehicles thanks to funding through the NSW Community Building Partnership Grant and Port Waratah Coal Services
- Repaired three bird hides thanks to funding from Orica
- Installed a new roof on the Freckled Duck enclosure

- Celebrated a number of amazing events, including:
 - Hosting another first Spring Festival with stalls, tours and family activities welcoming 1500+ people through the gates
 - Had another successful Easter Day helping generate funds of over \$10,000
 - Hosted our first Wetlands and People program including our Annual forum thanks to funding from LLS
 - Welcomed Gardening Australia to the site to film our volunteers and tell our story. Show to be aired in 2026



Annual Forum



Clarence Slockee from Gardening Australia with Michele Keith

- Continued to make progress on the Urban Rivers Project, including
 - Developing a vegetation management plan
 - Installing a new solar water pump to circulate water through BHP and Brambles
 - Removing more than 10+ Ha of weeds
 - Formed a Scientific Advisory Group

COMMUNITY ENGAGEMENT

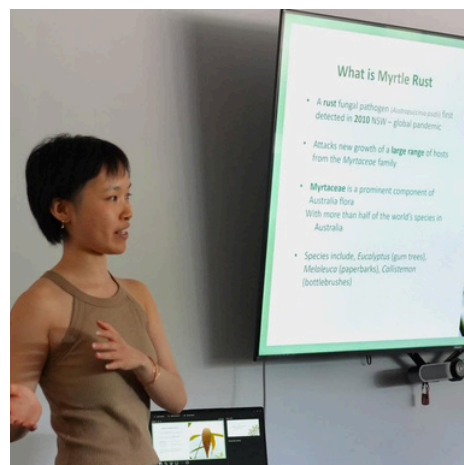
Thanks to our volunteers, members, supporters and partners we achieved some significant progress in 2025, including:



Easter Fun Day attracted over 1,100 visitors

- Easter Fun Day attracted over 1,000 visitors.
- School holiday programs were held in January, April, July and October holidays with themed self-guided tours introducing families to wetland species and various aspects of the Wetlands.
- OOSH groups visited in the holidays with hundreds of children enjoying a Wetland Adventure Day.
- World Wetlands Day featured Breakfast with the birds, guided canoe tours and guided walking tours.

- The Art Space attracted 12 exhibitions with a broad focus on Wetlands, supporting both local artists and the Centre
- Connected with University of Newcastle to host student placements on site
- Setup a scientific advisory group with partners from more than seven organisations
- Partnered with the University of Sydney to undergo a Myrtle Rust study on site and plant 350 Melaleuca Trees



Karina Guo, UNSW giving a talk on her Myrtle Rust study



Uni of Newcastle students completing water testing

- Special tours and programs targeting their interests were organised for the Country Women's Association, Probus Clubs and other community groups.
- Newcastle Students from UTS, Sydney and several groups from University of Newcastle made their annual visit to learn about wetlands from our experienced and knowledgeable volunteers.
- Animal Team completed a number of reptile shows both at the Centre and offsite through Wetlands on Wheels

OUTREACH



Carolyn Gillard speaking at an event for CWA

- Wetlands volunteers participated in the Rising from the Embers Festival held in National Reconciliation Week at the University of Newcastle.
- The Animal Care Team presented Wetlands on Wheels reptile talks at the You're Kidding Me Children's Festival organised by Lake Macquarie Council at Charlestown Square.
- Speakers from HWCA spoke at meetings of Probus, Rotary and other community organisations.

OUR PLANS 2026

We have a busy 2026 planned with a range of projects and initiatives proposed including:

- Initiate plans to restore tidal inundation to Ironbark Marsh
- Continue to engage contractors to tackle large amounts of invasive weeds
- Deliver another successful Wetlands and People program, focusing celebrating cultural heritage and wetlands.
- Connect with Wetland organisations both locally and internationally to lift our profile amongst conservation based organisations
- Launch new community programs including Birding for Beginners, Film Festival and new walks on site
- Implement new systems for memberships and ticketing
- Refurbish and refresh the gift shop and its offerings
- Launch new fundraising campaigns
- Develop new partnerships and sponsorships to help secure the centres financial sustainability

SUSTAINABILITY

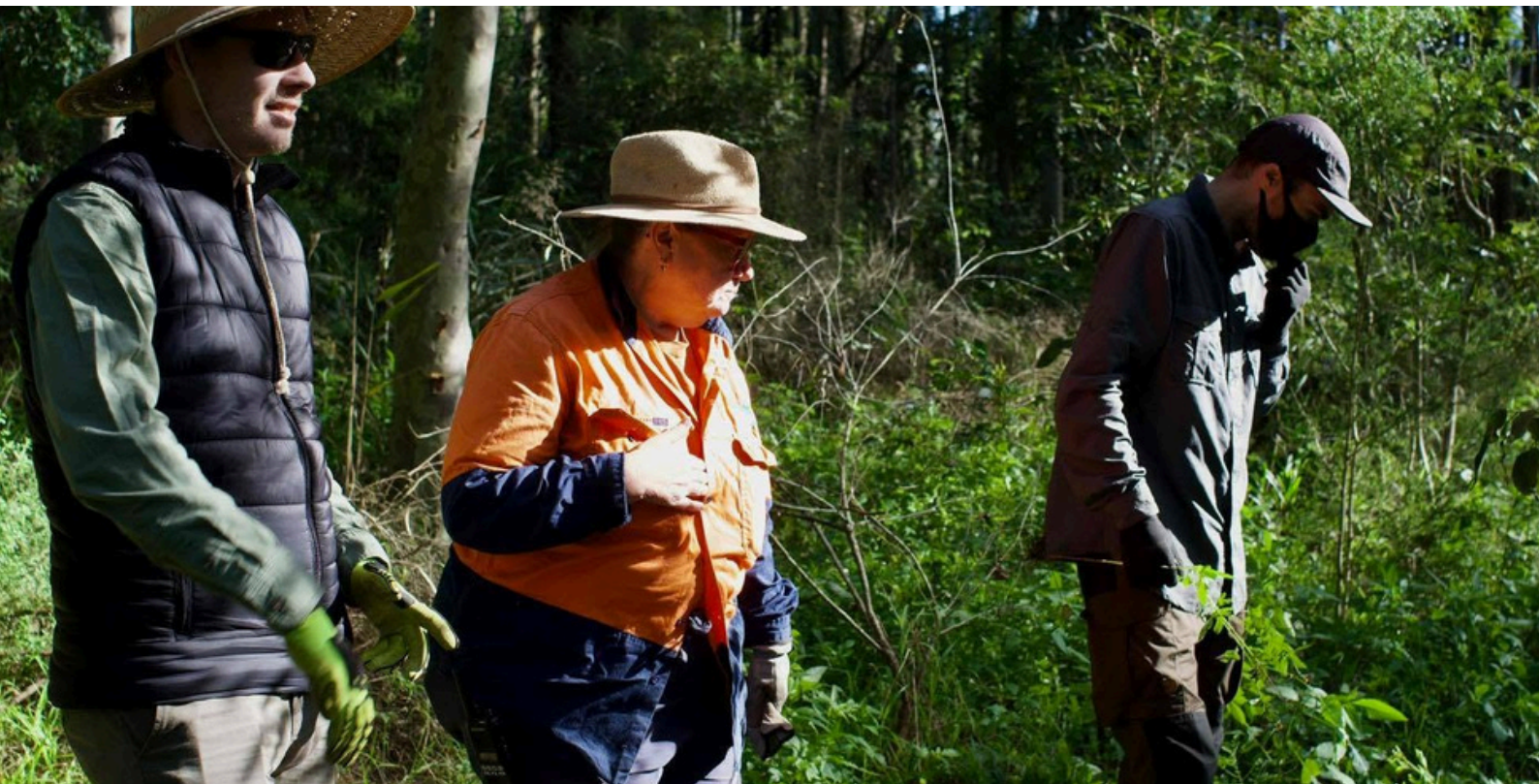
Sustainability matters were regularly addressed by the Board, Site Management Committee, and staff meetings.

- Utilities expenses have continued to be reduced through implementation of efficient practises, changing behaviour of volunteers to cut power and water use, and the previous installation of 90 solar panels and energy efficient appliances and fixtures.
- We purchased 100% renewable energy through Momentum Energy

WORKPLACE HEALTH & SAFETY

No major safety incident were recorded for the year. 16 minor incidents and near misses were reported and recorded in the incident register.

- Workplace Health & Safety matters were addressed through a range of meetings, including WHS Committee meetings, site management meetings, toolbox talks, and monthly Board meetings.
- Safety inductions were provided for all new volunteers, which totalled 166 in 2024. There were more detailed inductions provided in relation to the use of specific tools and vehicles.



OUR PEOPLE

Board Directors			
Name	Chair	Tenure	Meetings Attended
Dr Peter Nelson	Chair	Full Year	6
Dr Mary Greenwood	Deputy Chair	Full Year	2
Carolyn Gillard	Director	Full Year	6
Scott Redman	Director Chair, Finance Committee	Full Year	5
Michelle Keith-Maddock	Director	Full Year	7
Gayle Partridge	Director	Full Year	4
Pam Dean-Jones	Director	Full Year	7
Brigitte Michel	Director	Part Year	1

Employees			
Name	Position	Tenure	Hours
James Wilson	General Manager	Full Year	Full Time
Michael Burak	Weekend Duty Office	Full Year	Casual
David Frost	Cleaner	Full Year	Casual

OUR VOLUNTEERS

We are a community run organisation and without our volunteers the Hunter Wetlands Centre could not continue to exist. Special thanks to all those volunteers who help out at all our fundraising activities.

Total volunteer hours from Jan. 2025 to Dec. 2025 = 44,476

Abberton Cathy	Clarke Tom	Groen Janelle	Mayo Lorraine	Seifi Hussein
Adams John	Clement Elizabeth	Guo Lianna	McBriarty Lyn	Seskus Algis
Agnew Nathaniel	Cockerill-Pegg Freya	Guy Stephen	McBride Christopher	Sidhu-Disk Caitlin
Ainsworth Ethan	Collyer Phoebe	Haasdyke Rose	McDonnell Alice	Simpson-Kennedy Lily
Alabi Moyosore	Conlon Emily	Hamidi Samiullah	McGrath Tia	Smith Adrian
Albury Savannah	Cooper Jordan	Hanson Ashley	McKendry Carla	Smith Lynn
Amos Rana	Cossettini Oliver	Harding Julie-Ann	McMaster Angus	Smith Anthony
Anderson Imogen	Cowan Jamey Lee	Hardy Steve	McPhee Niamh	Smith Jennylea
Anderson Margaret	Crosby Bec	Harrison Greg	McVie John	Smithies Katy
Aoake Harrison	Cunningham Tallulah	Haythornthwaite Eva	Meadley Ken	Sneddon John
Askie Helen	Daffurn Sandra	Hickey Gail	Mee Lorna	Sowter Rebecca
Askie Helen	Danal Santosh	Hilder Denis	Melmeth Kelly	Speering Angela
Atkinson David	Davidson Paul	Holburn James	Mills John	Spencer Paul
Baldwin Marion	Davis Kim	Hollins Leonard	Moylan Michael	Steep Byron
Bamberger Claire	de Graaf Dominiek	Hope Robyn	Mudford Rodney	Stewart Finn
Bastian Sophia	Dickeson Libby (Elizabeth)	Horvath Barry	Mudford Sandra	Stratigos Lisa
Bates Jill	Dodd Kate	Horvath Lenore	Murry Melissa	Stuart Deanna
Bates Jordi	Done Vicki	Huteau Trevor	Nebart Hannah	Stuart John
Battye Andrea	Dunn Geoff	Ivanov Jolanta	Nelson Peter	Swinton Paul
Bayliss Ken	Easton Jennifer	Jackson Callum	Newbold Zac	Tape Steven
Bayliss Gail	Eather Bella	Jeffrey Merrita	Nicholls Geoffrey	Tarrant Renee
Beeston Scott	Edgerton Toby	Jenkins Stacey	Nigmatullin Niaz	Teske Cath
Bellamy Ashton	Edwards Trent	Johnson Kevin	Noake Val	Thomas Ingrid
Berry Amanda	Ekert Anneliese	Johnston June	Nugraha Iskandar	Tozer Bruce
Bevan Gary	Elford Paul	Judd Christine	O'Connor Darren	Tracy-Richards Emmer
Billingham Amanda	Elliott David	Kaney Caleb	Page Marie	Tracy-Richards Piper
Billingham Jupiter	Feldtman Wayne	Kavanagh Daniel	Patterson Kate	Van Stijn Zali
Boswell Narelle	Feltham Debbie	Keith Michelle	Paul Melissa	Van Wyk Josie
Bourke Jennifer	Feltham Ian	Kelly Courtney	Payne Hayden	Velecky Daniel
Bourke Lynn	Fenner Abigail	Kelly Jenny	Peterson Wendy	Vickers Colin
Boyd Alice	Field Emma	Kelly Jessica	Phillips Michael	Wade David
Bremmell Catherine	Flanagan Sophie	Kempton Mark	Piney Holly	Walker David
Brereton Nicole	Forrester Jake	Kingston May	Pirouznia Pirouz	Walker Matthew
Brewer Kay	Foy Julian	Kisi Marnie	Pitt Patricia	Walker Val
Brown Michael	Frangakis John	Knight Maddy	Poole Skyla	Wallace Lindy
Buckingham Richelle	Franklin Peter	Kurochkina Anastasia	Pozywio Christine	Ward Terry
Burak Michael	Fray Lachlan	Lakkundi Meghana	Prietto Christine	Watson Narelle
Burke Barbara	Fren Nicholas	Lawson Hannah	Pring Shiela	Webb Liz
Burnes Ella	Frost David	Lee Joyce (Chi Yan)	Ptolemy Priscilla	Webster Russell
Burnes Ricky	Gallagher Peggy	Leete Marion	Purcell Michele	Weimer Clare
Byrnes Debra	Gam Amelia	Leitch Virginia	Quinn Kerry	Weule Matthew
Callaghan Glenn	Gannon Noah	Leung Alfred	Raschke Isaac	Whalen Erin
Callaghan Paul	Gardner Paul	Levey Brendan	Ratley George	White Terrie
Cann Darby	Garnett Maggie	Lewis Courtney	Ratley Pauline	White Deborah
Cannon Tee	Gee Mark	Lightfoot Caryl	Redmond Danielle	White-Snell Hunter
Capomolla Faith	Giles Danny	Lightfoot Paddy	Reeves Kristen	Wigney Russell
Carlyle Sue	Giles Greg	Lockett Robert	Rivers Tarika	Wilkin Randolph
Cassey John	Gill Jenelle	Lowen Bill	Robards Imogen	Williams Jules
Chalker Steven	Gill Lucy	Lukkundi Meghna	Ross Geoff	Williams Phill
Charnock Jenny	Gillard Carolyn	Mackie Hamish	Rowan Linda	Wisniewski Stephen
Charnock Peter	Gordon Caitlyn	Mackie Michael	Rowe Nigel	Wood Peter
Charters Jill	Gore Ariyah	Malcolm Emily	Rudinsky Carolyn	Wroblewski Luke
Christakos Alexandra	Grandidge Frances	Manasseh Madison	Salmi Sharon	Xu Sunny
Christie Ashley	Grant Dylan	March Trevor	Sanderson Ian	Young Chelsea
Chung Anne	Gray Karen	Marin John	Sargeant Mia	Younger Ray
Clark Wayne	Griffith Gary	Marley Chris	Schafer Warren	Younger Sandra
				Zimmerman Erik



ACKNOWLEDGMENTS AND FUNDING

Grants and Funding		
Funding Body	Funding Program	Amount
DCCEEW	Urban Rivers Program	\$144,585
BHP	Theatrette Refurbishment	\$75,000
coNEXA	Sponsorship	\$5,000
Hunter Water	Sponsorship	\$5,000
NCIG	Sensory Trail Refurbishment	\$8,500
Department of Industry, Science and Resources	Sensory Trail Refurbishment	\$16,435
Lions Club	Sesnory Trail Refurbishment	\$3,500
Department of Communities & Justice	Purchase of two utility vehicles	\$30,000
Port Waratah Coal Service	Purchase of two utility vehicles	\$4,500
Department of Social Service - Volunteers Grant	New CB radios	\$1,500

2025 AUDITED FINANCIAL REPORT



CONTACT US



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SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

FINANCIAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

CONTENTS

	Page No.
Directors' Report	2
Auditor's Independence Declaration	8
Statement of Profit or Loss	9
Statement of Comprehensive Income	10
Statement of Financial Position	11
Statement of Changes in Equity	12
Statement of Cash Flows	13
Notes to the Financial Statements	14
Directors' Declaration	24
Independent Auditor's Report	25

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' REPORT

Your directors present their report on the company for the financial year ended 31 December 2025.

Directors

The names of the directors in office at anytime during or since the end of the year are:

Peter Nelson
Carolyn Gillard
Mary Greenwood
Scott Redman
Gayle Partridge
Brigitte Michel
Michele Maddock Keith
Pam Dean-Jones
Brigitte Michel (Retired June 2025)

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

Review of Operations

The profit of the company for the financial year after providing for income tax amounted to \$34,690 (2024: loss of \$75,326).

A review of the operations of the company during the financial year and the results of those operations are as follows:

The vision of the company is to continue as leaders in wetland management and conservation, to provide accessible and engaging wetland experiences that promote the values of wetlands.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' REPORT

Strategy for achieving objectives

Our focus is twofold:

Wetland Appreciation

Building a better understanding of how wetlands work and why they are important.

Land Management and Wildlife Conservation

Managing and restoring wetland habitat for wildlife and people.

The company focuses its strategies and business decisions on six key operational areas:

Education, Promotion and Communication

Increasing and sharing our experience, knowledge and understanding of wetlands and promoting the Ramsar Convention.

Community Participation

Building capacity through community participation in wetland management and conservation.

Networking & Partnerships

Playing an active role in the wetland conservation community.

Habitat Restoration & Wildlife Conservation

Managing and restoring wetlands for wildlife and people.

Research

Promoting and supporting wetland and related research and partnering with organisations to conduct research.

Corporate Governance & Financial Management

Implement modern and effective corporate governance, financial management and risk management systems.

Principal Activities

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

Education, land management, nature tourism, passive recreation and project management for the conservation of Wetlands

No significant change in the nature of these activities occurred during the financial year.

Performance measures and key performance indicators

The company measures its performance in a number of ways:

- Its financial performance relative to budget and previous years
- Investment across the six key operational areas
- Compliance with statutory requirements
- Number of volunteers hosted
- Number of new business development initiatives commenced or major grants secured
- The improvement in biodiversity on the site over the period under review
- Construction and maintenance of infrastructure assets
- The number of students attending the site for education purposes for the period under review

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' REPORT

Events Subsequent to the End of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

Likely Developments and Expected Results of Operations

Likely developments in the operations of the company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the company.

Environmental Regulation

The company's operations are regulated by federal and state environmental statutes, as occurs for similar business, including in relation to the site being a Wetland of International Significance as well as the conservation of threatened species and ecological communities.

Governance and Strategy

The company's Strategic Plan sets out its vision, focus and strategies for the period 2019 to 2024. The Plan was developed through consultation with Directors, staff, volunteers, partners and funders. The Strategic Plan is implemented in accordance with annual business plans approved by the Board and implemented by the executive. The Business Plan established actions and processes to ensure prudent management of the company, including Board committees addressing finance and governance. Financial reports and Work Health and Safety reports were provided monthly to the committee and the Board.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' REPORT

Information on Directors

- a. Dr. Peter Nelson
BSc (Hons) PhD, Chem. Cert. Assoc. Dip Art
Retired, formerly Senior Policy Officer, NSW Climate Change Office.
Former Chair of Lake Macquarie Catchment Management Committee and The
Premiers Taskforce for Lake Macquarie, Deputy Chair Central Coast Catchment
Management Committee.
- b. Carolyn Gillard
Dip Teach, Ass Dip Applied Science (Landscape), Cert Horticulture.
Retired, formerly teacher at Wetlands Environmental Education Centre
Australian Institute Landscape Designers and Managers, Australian Plants Society (NSW delegate)
- c. Dr. Mary Greenwood
BSc.Env (Hons), PhD, Environmental Science (Plant Ecology), Cert Horticulture (Hons), Life Member Society of
Wetland Scientists, Member Hunter Regional Weed Committee.
Program Manager (Lands) Worimi Local Aboriginal Land Council.
- d. Scott Redman
GD Strategic Leadership
AD Community Services (Disability)
MAICD
Recent experience includes:
 - Founder and Director of Clear Sky Australia PTY LIMITED - a Disability Service Provider (DSP) specialising in capacity building supports, including:
Supported Independent living (SIL), Short term accommodation (STA), Community participation (CP), Respite, Vocational training.
 - Founder and Director of BGR Retail group PTY Limited. A retail group with a difference providing employment pathways and opportunities for people living with a disability.
 - BGR Retail group brands include 'Clear Paws' and 'The Friendly Grocer'
 - CEO of Total Engraving- a manufacturer specialising in providing laser cut, engraved and fabricated metals and plastic solutions to the: Mining, Electrical, Construction and Architectural industries.
- e. Gayle Partridge
Master of Environmental Management (Charles Sturt Uni)
Twenty years working in environment public policy and project management (Australian Government Department of Climate Change, Energy, the Environment and Water). A long term focus of this work has been water policy and wetlands management and more recently, within this field, climate change vulnerability and adaptation.
For 15 years volunteer roles have included conservation officer for a bird observation group and occasional wetlands restoration.
- f. Michele Maddock Keith
BA Teaching/BA Arts (Psychology) (University of Newcastle)
Wetland Health and Vitality. Wildflower and Wetlands Trust UK
Formerly Deputy Principal Instructional Leader & Teacher K-6 (Environmental, Wetland & Technology Education) for 21 years
Foundation Member of the Hunter Wetland Centre and a lifetime of training from Dr Max Maddock and member of the Hunter Bird Observers Club
- g. Brigitte Michel
Bachelor of Commerce, Accountant, studying Diploma Landscape Design, regeneration volunteer for the Wetlands for 3 years.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' REPORT

h. Pam Dean-Jones

Pam has more than four decades experience in coastal zone management, natural resource management, impact assessment, land use planning and policy and program review in NSW, including senior roles in the public and private sectors. She has expertise and extensive experience in the preparation detailed technical studies in geomorphology, wetlands, soils, land capability, Aboriginal heritage, and the preparation of coastal management programs. She was a lead author of the NSW Coastal Manual 2018. She has also worked extensively in community and stakeholder engagement in the coastal zone and in social impact assessment, helping communities to understand how sea level rise, climate change, nature conservation and adaptive land use will affect their lives and properties.

Pam was a member of the NSW Coastal Council from 2020-2023, appointed by the Minister for the Environment to provide independent and strategic advice on the implementation of the Coastal Management Act 2016. In 2022 she led the Coastal Council's review of social, cultural, economic, governance and knowledge constraints to coordinated management of NSW estuaries. She is a current coastal expert member of the NSW Regional Planning Panels.

Pam first joined the Hunter Wetlands Trust in the mid 1980s and was President of the Trust for a time during the early years of the development of the Hunter Wetlands Centre.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

DIRECTORS' REPORT

Meetings of directors

The number of directors' meetings (including special meetings) and number of meetings attended by each of the directors of the company during the financial year are:

	No. of Meetings Attended	No. of Meetings Eligible to Attend
Peter Nelson	6	7
Carolyn Gillard	6	7
Mary Greenwood	2	7
Scott Redman	5	7
Gayle Partridge	4	7
Brigitte Michel	1	4
Michele Maddock Kelth	7	7
Pam Dean-Jones	7	7

The directors further attended the Annual General Meeting on the 30 June 2025.

Company Limited by Guarantee

The company is registered with the Australian Charities and Not-for-profits Commission and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding obligations of the company.

As at 31 December 2025 the total amount that members of the company are liable to contributed if the company is wound up is \$2,244.00, based on 1122 (2024: 954) current ordinary members.

Indemnification of Officers

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company.

Proceedings on Behalf of Company

No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

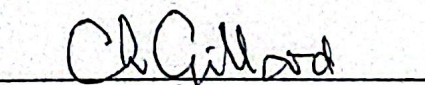
The company was not a party to any such proceedings during the year.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under s60-40 of the Australian Charities and Not-for-profits Commission Act 2012 is attached to this financial report.

This directors' report is signed in accordance with a resolution of the board of directors:

Director 
Peter Nelson

Director 
Carolyn Gillard

13 May 2026

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**AUDITOR'S INDEPENDENCE DECLARATION UNDER
SECTION 60-40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS
COMMISSION ACT 2012**

**TO THE DIRECTORS OF
SHORTLAND WETLANDS CENTRE LIMITED**

In accordance with section 60-C of the Australian Charities and Not-for-profits Commission Act 2012, I am pleased to provide the following declaration of independence to the directors of Shortland Wetlands Centre Limited. As the auditor for the audit of the financial report of Shortland Wetlands Centre Limited for the year ended 31 December 2025, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- i. the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- ii. any applicable code of professional conduct in relation to the audit.

**McGregor & McGregor
Chartered Accountants
271 Brunker Road
ADAMSTOWN, NSW, 2289**



DIRECTOR: W.I. RINKIN

ADAMSTOWN

18 May 2026

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 \$	2024 \$
Revenue	2	<u>797,497.18</u>	<u>574,218.27</u>
Gross profit		797,497.18	574,218.27
Administration and operating expenses		(325,899.64)	(246,183.11)
Depreciation expense		(124,464.95)	(122,671.80)
Employee benefit expenses		(225,695.62)	(212,898.70)
Maintenance costs		<u>(86,747.26)</u>	<u>(67,790.30)</u>
Profit (loss) before income tax	3	34,689.71	(75,325.64)
Income tax expense		<u>-</u>	<u>-</u>
Profit (loss) for the year		<u>34,689.71</u>	<u>(75,325.64)</u>
Profit (loss) attributable to members of the company		<u>34,689.71</u>	<u>(75,325.64)</u>

The accompanying notes form part of these financial statements.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025**

	Note	2025 \$	2024 \$
Profit (loss) for the year		34,689.71	(75,325.64)
Other comprehensive income:		_____	_____
Total other comprehensive income for the year		_____ -	_____ -
Total comprehensive income (expense) for the year		<u>34,689.71</u>	<u>(75,325.64)</u>
Total comprehensive income (expense) attributable to members of the company		<u>34,689.71</u>	<u>(75,325.64)</u>

The accompanying notes form part of these financial statements.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	527,276.99	605,929.28
Trade and other receivables	5	1,200.25	10,666.23
Financial assets	6	250,000.00	-
Inventories	7	7,923.00	12,339.49
TOTAL CURRENT ASSETS		536,400.24	628,935.00
NON-CURRENT ASSETS			
Property, plant and equipment	8	2,976,320.02	2,840,413.05
TOTAL NON-CURRENT ASSETS		2,976,320.02	2,840,413.05
TOTAL ASSETS		3,512,720.26	3,469,348.05
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	87,515.26	79,755.91
Provisions	10	5,112.61	4,189.46
TOTAL CURRENT LIABILITIES		92,627.87	83,945.37
TOTAL LIABILITIES		92,627.87	83,945.37
NET ASSETS		3,420,092.39	3,385,402.68
EQUITY			
Retained earnings		3,420,092.39	3,385,402.68
TOTAL EQUITY		3,420,092.39	3,385,402.68

The accompanying notes form part of these financial statements.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	Retained Earnings \$	Total \$
Balance at 1 January 2024	3,460,728.32	3,460,728.32
Comprehensive income		
Profit (loss) for the year	(75,325.64)	(75,325.64)
Total comprehensive income for the year attributable to members of the company	(75,325.64)	(75,325.64)
Balance at 31 December 2024	3,385,402.68	3,385,402.68
Balance at 1 January 2025	3,385,402.68	3,385,402.68
Comprehensive income		
Profit for the year	34,689.71	34,689.71
Total comprehensive income for the year attributable to members of the company	34,689.71	34,689.71
Balance at 31 December 2025	3,420,092.39	3,420,092.39

The accompanying notes form part of these financial statements.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers and funding providers		849,577.98	717,973.35
Interest received		4,493.42	6,930.90
Payments to suppliers and employees		(670,526.29)	(641,446.96)
Net cash provided by operating activities	18	<u>183,545.11</u>	<u>83,457.29</u>
Cash flows from investing activities			
Payment for property, plant and equipment		(264,015.58)	(83,456.20)
Proceeds from sale of property, plant and equipment		1,818.18	-
Transfers to held to maturity investments		(250,000.00)	-
Net cash provided by (used in) investing activities		<u>(512,197.40)</u>	<u>(83,456.20)</u>
Net increase (decrease) in cash held		(328,652.29)	1.09
Cash and cash equivalents at beginning of financial year		<u>605,929.28</u>	<u>605,928.19</u>
Cash and cash equivalents at end of financial year	18	<u><u>277,276.99</u></u>	<u><u>605,929.28</u></u>

The accompanying notes form part of these financial statements.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Shortland Wetlands Centre Limited is a company incorporated and domiciled in Australia. Shortland Wetlands Centre Limited is a company limited by guarantee.

The financial statements were authorised for issue on 13 May 2026 by the directors of the company.

Financial Reporting Framework

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and the Funding Agreements. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the Australian Charities and Not-for-profits Commission Act 2012 and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with those of previous periods unless stated otherwise.

Statement of Compliance

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the Australian Charities and Not-for-profits Commission Act 2012, the basis of accounting specified by all Australian Accounting Standards and Interpretations, and the disclosure requirements of Accounting Standards AASB 101: Presentation of Financial Statements , AASB 107: Cash Flow Statements , AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors , AASB 1031: Materiality and AASB 1054: Australian Additional Disclosures .

The Entity has concluded that the requirements set out in AASB 10 and AASB 128 are not applicable as the initial assessment on its interests in other entities indicated that it does not have any subsidiaries, associates or joint ventures. Hence, the financial statements comply with all the recognition and measurement requirements in Australian Accounting Standards.

Basis of Preparation

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs unless otherwise stated in the notes. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

(a) Income Tax

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the Income Tax Assessment Act 1997.

(b) Inventories

Inventories are measured at the lower of cost and net realisable value.

(c) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Property

Freehold land and buildings are carried at historical cost less accumulated depreciation and accumulated impairment loss. Historical cost includes its purchase price, construction cost and any directly attributable costs of bringing the asset to its working condition.

In the event the carrying amount is greater than the estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present.

Plant and Equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in the statement of profit or loss in the financial period in which they are incurred.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Depreciation

The depreciable amount of all fixed assets, including buildings and capitalised lease assets but excluding freehold land, is depreciated over the asset's useful life to the company commencing from the time the asset is held ready for use.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss when the item is derecognised. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(d) Impairment of assets

At the end of each reporting period, the company assesses whether there is any indication that an asset may be impaired. The assessment will include considering external sources of information and internal sources of information, including dividends received from subsidiaries, associates or joint ventures deemed to be out of pre-acquisition profits. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. in accordance with the revaluation model in AASB 116: Property, Plant and Equipment). Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(e) Trade and Other Receivables

Trade and other receivables include amounts due from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

(f) Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the nominal amounts expected to be paid when the liability is settled, plus any related on-costs. Both annual leave and long service leave are recognised within the provisions liability.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

(g) Provisions

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

The estimates of outcome and financial effect are determined by the judgement of the management of the company, supplemented by experience of similar transactions and, in some cases, reports from independent experts. The evidence considered includes any additional evidence provided by events after the reporting period. The future cash flows have been estimated by reference to the company's history of warranty claims.

(h) Government Grants

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating. Grants relating to assets are credited to deferred income at fair value and are credited to income over the expected useful life of the asset on a straight-line basis.

(i) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

(j) Revenue

The Entity is first required to determine whether amounts received are accounted for as Revenue per AASB 15: Revenue from Contracts with Customers or Income per AASB 1058: Income of Not-for-Profit Entities. Non-reciprocal grant revenue is recognised in profit or loss when the company obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the company and the amount of the grant can be measured reliably.

Funding arrangements which are enforceable and contain sufficiently specific performance obligations are recognised as revenue under AASB 15. Otherwise, such arrangements are accounted for under AASB 1058, where upon initial recognition of an asset, the Entity is required to consider whether any other financial statement elements should be recognised (for example, financial liabilities representing repayable amounts), with any difference being recognised immediately in profit or loss as income.

Operating grants

When the entity received operating grant revenue it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 .

When both these conditions are satisfied, the Entity: – identifies each performance obligation relating to the grant – recognises a contract liability for its obligations under the agreement – recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Entity:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards;
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

Revenue from the rendering of services is recognised upon the delivery of the service to the customer.

Interest revenue is recognised on receipt.

Donations and bequests are recognised when received.

All revenue is stated net of the amount of goods and services tax.

(k) Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the company that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(l) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

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 ATO is included with other receivables or payables in the statement of financial position.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

(m) Comparative Figures

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

(n) Critical Accounting Estimates and Judgements

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

		2025 \$	2024 \$
2. REVENUE AND OTHER INCOME			
Revenue from contracts with customers	(i)	797,497.18	574,218.27
(i) Revenue from contracts with customers			
Rendering of services		217,129.01	227,466.51
Donations and sponsorship revenue		76,520.88	51,377.82
Interest received		4,493.42	6,930.90
Grant revenue		334,305.50	129,889.21
Rent received		138,782.36	131,077.86
Other revenue		5,038.19	8,084.53
Membership subscriptions		21,227.82	19,391.44
		<u>797,497.18</u>	<u>574,218.27</u>
3. PROFIT (LOSS) FOR THE YEAR			
(a) Expenses:			
Depreciation and amortisation expense		124,464.95	122,671.80
Wages and superannuation		215,321.41	203,678.49
Audit and financial statements		<u>8,900.00</u>	<u>9,350.00</u>
(b) Significant revenue and expenses:			
The following significant revenue and expense items are relevant in explaining the financial performance:			
Net loss on disposal of non-current assets		<u>(1,825.48)</u>	<u>(2,460.34)</u>
4. CASH AND CASH EQUIVALENTS			
Cash on hand		300.00	300.00
Cash at bank		<u>276,976.99</u>	<u>605,629.28</u>
		<u>277,276.99</u>	<u>605,929.28</u>
5. TRADE AND OTHER RECEIVABLES			
CURRENT			
Trade receivables		<u>1,200.25</u>	<u>10,666.23</u>
6. FINANCIAL ASSETS			
CURRENT			
Term deposits:			
Westpac		<u>250,000.00</u>	<u>-</u>

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 \$	2024 \$
7. INVENTORIES		
CURRENT		
At cost:		
Gift shop stock	7,923.00	12,339.49
	<u>7,923.00</u>	<u>12,339.49</u>
8. PROPERTY, PLANT AND EQUIPMENT		
Freehold land	317,026.00	317,026.00
Capital works in progress - at cost	170,273.44	-
	<u>317,026.00</u>	<u>317,026.00</u>
Buildings	3,695,877.45	3,671,842.45
Less accumulated depreciation	(1,374,210.02)	(1,278,863.81)
	<u>2,321,667.43</u>	<u>2,392,978.64</u>
Total land and buildings	<u>2,808,966.87</u>	<u>2,710,004.64</u>
Plant and equipment	295,047.60	240,604.10
Less accumulated depreciation	(210,086.89)	(208,194.10)
	<u>84,960.71</u>	<u>32,410.00</u>
Furniture and fittings	259,865.32	259,865.32
Less accumulated depreciation	(177,472.88)	(161,866.91)
	<u>82,392.44</u>	<u>97,998.41</u>
Total plant and equipment	<u>167,353.15</u>	<u>130,408.41</u>
Total property, plant and equipment	<u>2,976,320.02</u>	<u>2,840,413.05</u>
9. TRADE AND OTHER PAYABLES		
CURRENT		
Trade creditors	54,547.57	9,066.87
Other creditors	17,913.31	23,442.52
Unexpended grants	15,054.38	47,246.52
	<u>87,515.26</u>	<u>79,755.91</u>
10. PROVISIONS		
CURRENT		
Employee entitlements	5,112.61	4,189.46
	<u>5,112.61</u>	<u>4,189.46</u>
11. UNEXPENDED GRANTS		
This funding is committed under contract for specific expenditure, specific projects or capital items. Accordingly such funding is not able to be expended upon core operating costs such as salaries and maintenance.		

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$

12. EVENTS AFTER THE REPORTING PERIOD

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

13. RELATED PARTY TRANSACTIONS

Related Parties

(a) Key management personnel

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

No director received remuneration for their role as a board member during the year.

(b) Transactions with related parties

Related parties include close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel, individually or collectively with their close family members.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

14. ECONOMIC DEPENDENCE

The centre generates income through entry fees, tenancy leases and receives grants for specific purposes. The centre is not dependent on grants for continued operations.

15. GRANT FUNDING EXPENDED

Grant funding expended during the year totalled \$340,308.14.

This amount is disclosed in the financial accounts as:

Profit and loss account	76,292.56
Balance sheet - capital expenditure	<u>264,015.58</u>
	<u>340,308.14</u>

16. MEMBERS GUARANTEE

The company is registered with the Australian Charities and Not-for-profits Commission and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding obligations of the company.

The total amount that members of the company are liable to contributed if the company is wound up is \$2,244.00, based on 1122 (2024: 954) current ordinary members.

SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

2025
\$

2024
\$

17. Entity Details

The registered office and principal place of business of the company is:

1 Wetlands Place
Shortland NSW 2307

18. CASH FLOW INFORMATION

(a) Reconciliation of cash

Cash at the end of financial year as included in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

Cash	300.00	300.00
Cash at Bank	276,976.99	605,629.28
	<u>277,276.99</u>	<u>605,929.28</u>

(b) Reconciliation of cash flow from operations with profit after income tax

Profit after income tax	34,689.71	(75,325.64)
Non-cash flows in profit:		
Depreciation	124,464.95	122,671.80
Employee entitlements	923.15	(496.97)
Profit/loss on disposal of plant and equipment	1,825.48	2,460.34
Changes in assets and liabilities:		
Decrease / (increase) in receivables	9,465.98	93,957.24
Decrease / (increase) in prepaid expenses	-	34.87
Decrease / (increase) in inventories	4,416.49	(6,499.76)
Increase / (decrease) in other creditors	(5,529.21)	(9,343.08)
Increase / (decrease) in unexpended grants	(32,192.14)	(46,293.99)
Increase / (decrease) in trade creditors	45,480.70	2,292.48
Net cash provided by operating activities	<u>183,545.11</u>	<u>83,457.29</u>

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

DIRECTORS' DECLARATION

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

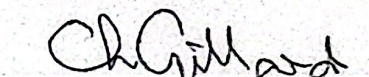
In accordance with a resolution of the directors of Shortland Wetlands Centre Limited, the directors of the company declare that:

1. The financial statements and notes, as set out on pages 9 to 23 are in accordance with the Australian Charities and Not-for-profits Commission Act 2012: and
 - a. comply with accounting standards; and
 - b. give a true and fair view of the company's financial position as at 31 December 2025 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable; and
3. Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022.

Director


Peter Nelson

Director


Carolyn Gillard

13 May 2026

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
SHORTLAND WETLANDS CENTRE LIMITED**

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Shortland Wetlands Centre Limited (the company), which comprises the statement of financial position as at 31 December 2025, the statement of profit or loss, statement of comprehensive income, statement of changes in equity and 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 Shortland Wetlands Centre Limited has been prepared in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the Funding Agreements including:

(i) giving a true and fair view of the registered entity's financial position as at 31 December 2025 and of its financial performance for the year then ended; and

(ii) complying with Australian Accounting Standards to the extent described in Note 1, Div 60 of the Australian Charities and Not-for-profits Commission Regulation 2022 and the Funding Agreements.

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 registered entity in accordance with the Australian Charities and Not-for-profits Commission Act 2012, 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Shortland Wetlands Centre Limited to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Information Other than the Financial Report and Auditor's Report Thereon

The directors of the company are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 31 December 2025, 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.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
SHORTLAND WETLANDS CENTRE LIMITED**

Responsibilities of the Directors for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 of the financial report is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine 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, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibility 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 company'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 company'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 company 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.

**SHORTLAND WETLANDS CENTRE LIMITED
T/A HUNTER WETLANDS CENTRE
ABN 59 002 975 144**

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
SHORTLAND WETLANDS CENTRE LIMITED**

We communicate with the directors 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 our audit.

**McGregor & McGregor
Chartered Accountants
271 Brunker Road
ADAMSTOWN, NSW, 2289**



DIRECTOR: W.I. RINKIN

ADAMSTOWN

18 May 2026