
Wallara
Grow. Work. Explore. Live.
ANNUAL REPORT 2021

CEO + Chair Report

Wallara was founded in 1959, meaning 2021 was Wallara's 62nd year of existence. Over those 62 years, thousands of people have worked at Wallara and thousands of clients and families have been supported to live the lives they choose. Every year has its challenges, but I am pretty confident that the global health pandemic we battled in 2021 made it one of the toughest years in Wallara's history.

Rather than go over the hardships of COVID-19 which is still with us, this report will instead focus on the Amazing Outcomes that were achieved through a year of true adversity.

- **Jobs were created.**
- **Goals were achieved.**
- **Our Online service was launched with national reach.**
- **Lives were changed.**
- **And Wallara was covered by the media more than any year in our history.**

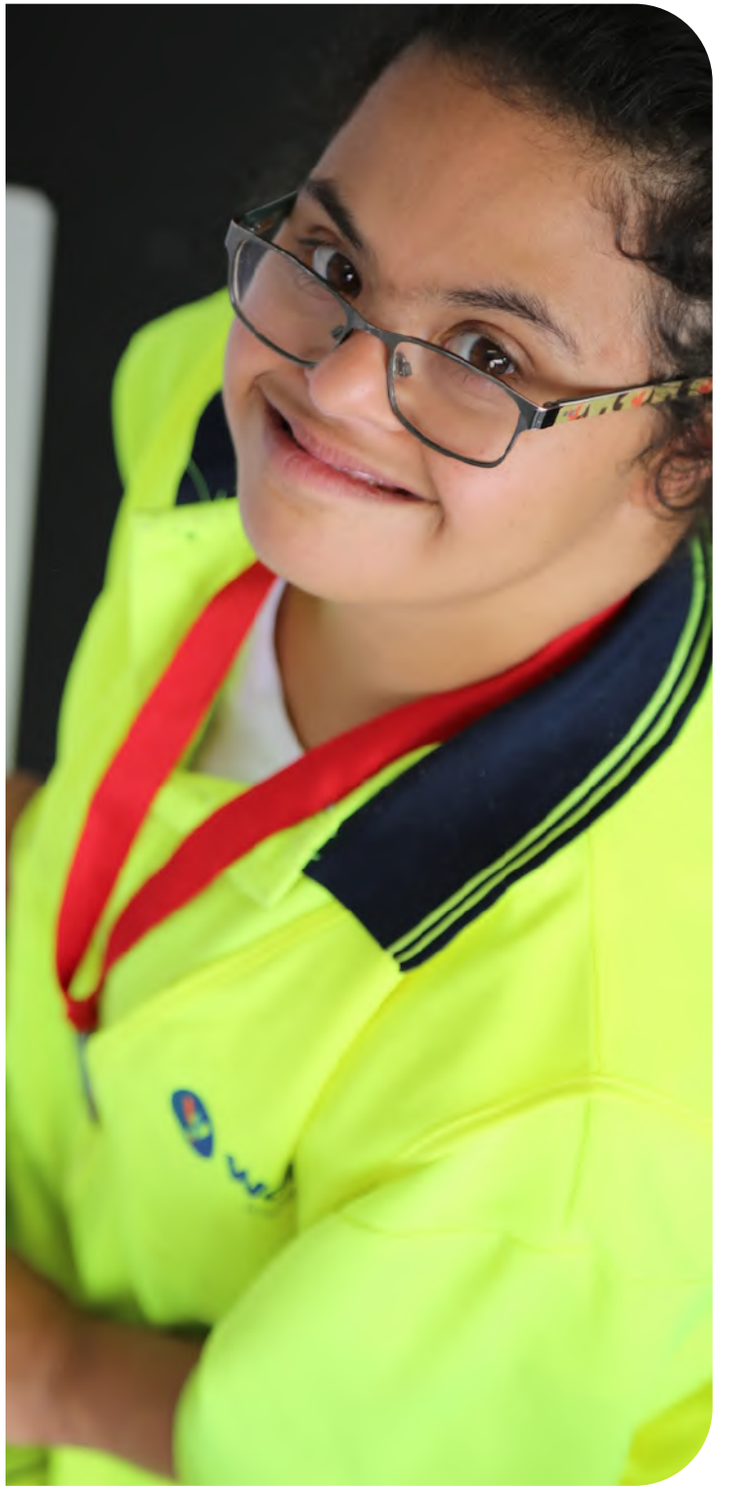
Amazing Outcomes is the theme for this Annual Report and we have selected 21 of the best stories from 2021 to share with the world. Many of these stories have video links, which you can click on to watch the story in greater detail. I hope you find them inspiring and joyful, and that they put a smile on your face, because we all need one.

Turning to the Wallara Board, it was a time of renewal with four new Directors joining to replace the vacancies left by Anne Tierney-Roberts, Sally Hines, Don Farrands, and Don Elgin who took on the lead role at Wallara Online. A big thanks to all those who served on the Board and Committees this year for their guidance and contribution. Special thanks go to:

- **Peter Hader who has been such a wonderful help as an advisor to our Risk Committee**
- **Michael Butler who took on the role of Deputy Chair this year**
- **Paul Garrett who will chair the Finance Committee**
- **Helen Keleher who is taking over from Michael Butler as Chair of Risk**

On the Management side there has been a similar renewal with Lisa Laing joining us from St Kilda FC to lead our Marketing, Communications and Partnerships team and our newly named Wallara Productions media team.

You can see both teams on pages 20 & 21 and once again, the chemistry between Board and Management has been excellent.





Phil Hayes-Brown



David Willersdorf

Despite the challenges, Wallara has delivered a strong financial result in 2020-2021 and committed this year to its largest ever capital investment, thanks to some assistance from some truly amazing donors. This investment will see facilities improved across the service and especially at Sages Cottage farm which continues to set a new benchmark in inclusion. The farm re-opened to the public on January 10, 2022 after being closed for a long period in 2021 due to COVID-19 restrictions. Excitingly, from January 2021, Wallara will be operating the farm 7 days a week, which will allow us to create even more employment for the people we support and to offer even more opportunities.

Another highlight this year is the commitment we have made to be a partner in the repurposing of the St Kilda Football Club site at Seaford which will reopen in 2023. Wallara will be one of 12 anchor tenants in the refurbished facility known as the Healthy Futures Hub. Other key tenants include Monash University, Everyday Independence, Allied Health providers and, of course, the Saints.

In 2022, the Board and Senior Leadership Team will meet to create a new 3-year strategic plan to build on the plan which steered us through the 5-year period from 2018. It is always challenging to set goals and targets for future direction, and we know there will always be surprises that present which were impossible to imagine at the time the plan was set. However, a strategic plan is a living thing which adapts and flexes as times change and this one will be no different. The process of reviewing the changing NDIS marketplace and thinking about how best Wallara grows is already underway. We will be seeking input from our clients and families in the months ahead because we exist to serve our community.

A huge thanks to all staff and volunteers who kept the Wallara train rolling through a year like no other. It was hard enough just doing business as usual through 2021, but somehow, we did much more than that and this report tells the story.

Best Wishes,

Phil Hayes-Brown + David Willersdorf

Riding to Independence

Sometimes people's lives are radically changed by seemingly random events. When Shane Van Dort, a Wallara Support Coach, rode his bike to work one day he never knew the impact it would have on one of his clients, Adam.

Achieving this goal has had a profound impact on Adam. His confidence has grown immensely and Adam's fear of trying new things has been replaced with a sense of adventure.

Adam was immediately drawn to Shane's bike and shared how he dreamed about riding again. It had been seven years since he last rode and he didn't own a bike anymore. Shane was taken by how animated his client became talking about riding, and immediately saw it as a goal they could pursue together.

That one conversation sparked an incredible journey of researching bikes online, discussions around bike safety, road rules and planning Adam's ultimate goal - riding to work independently.

Adam purchased a bike and began re-learning to ride, with Shane always close by. They began on local bike tracks and then progressed to riding around Melbourne as Adam's skills improved. Adam and Shane practised the route to work three to four times a week until Adam had confidently memorised the route. On March 31, 2021, after countless practise runs, Adam achieved his goal of riding to Wallara Logistics independently.

Adam's remarkable story was captured by Wallara Productions in a film called 'Riding to Independence' which was featured in five international film festivals and on SBS.

Thousands of people have watched the video and been touched by Adam's achievements. Adam takes great pride in this film and loves showing it to everyone he meets. He regularly plays it on YouTube and takes note of the positive comments people leave.

Adam and Shane spend most of their time together going on adventure rides around Melbourne or planning their next trip.

In October, Adam entered the Great Cycle Challenge and raised $323.98 for Kids with Cancer. Adam's next goal is to start an inclusive bike club.



Shane and Adam





Phil Most Outstanding CEO

Wallara CEO, Phil Hayes-Brown was nominated for the 'Outstanding CEO Award' at the inaugural Australian Disability Service Awards and we were pleased to find out late in 2021 that Phil was shortlisted as a finalist, being top 3 in his category.

Phil has been nominated for his outstanding work as an advocate for change in the disability sector and as being a leader committed to improving the lives of people living with disability. In 2021 Phil led in the areas of prioritising COVID-19 vaccination in the disability sector, creating conversation and educational resources around consent and healthy relationships, and expanding employment opportunities for people with disability. Phil is relentless in his pursuit of creating meaningful change.

Mulgrave

Wallara launched an exciting new site in Mulgrave. After much research, investigation and some internal renovations the site opened in October 2021.

It is situated close to public transport, shopping centres and swimming pools, and has plenty of indoor space for amazing programs and special events.

Mulgrave is a region not traditionally serviced by Wallara and the site opens up a great opportunity for connecting with local and special development schools, and expanding our unique service offering.

Sports Talk

Wallara Online's Sports Talk program moved from a digital platform to in person at Wallara Logistics for a special AFL Grand Final show.

The show was brilliantly hilarious and filmed in front of a live audience of clients that included special guests – Mike Brady, the voice of AFL Craig Willis, and St Kilda player and Hawthorn Football legend Russell Greene. The show included highlights from the 2021 AFL Season, a pie eating contest, interviews with Wallara clients and photos with a Hawthorn FC Premiership Club with Russell Greene.



Mulgrave



Sports Talk

Linda Henstock

Wallara Employee of the Year

Wallara: Tell us about your history with Wallara?
Linda: I joined Wallara in 2019. I started as a Support Coach at Frankston- Dandenong Road. Shortly after that I was promoted to a Senior Support Coach, then when the lockdowns forced Wallara's day services to close, I joined the team that pioneered Wallara Online.

Wallara: Tell us about an achievement that you're proud of.
Linda: Setting up Wallara Online was pretty amazing. We had two weeks to build a new team, to learn new technology and to re-invent our services to suit an online platform. Wallara Online is such a brilliant way to access support and training. It removes so many barriers to learning. You can do it anywhere around Australia at any time and you don't need to be a technological whiz to do it. It's amazing to think that something we created during COVID lockdowns is now changing lives right around Australia. Wallara Online is absolutely fantastic.

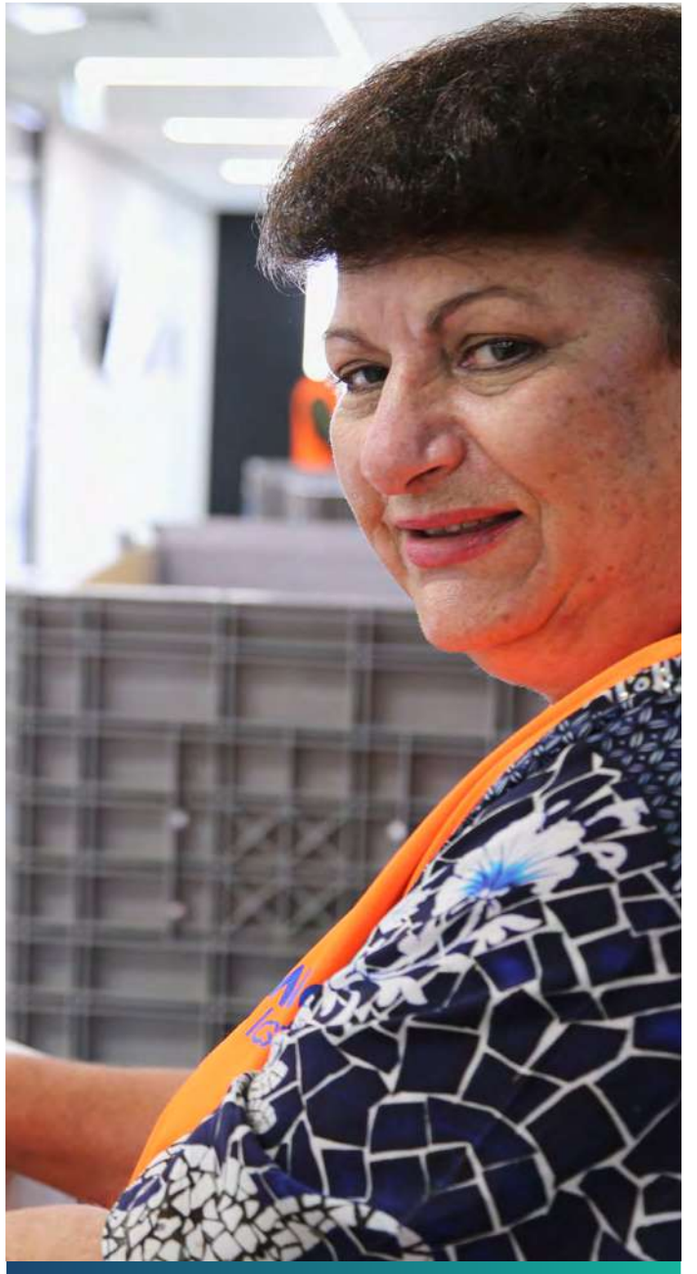
Wallara: You're very holistic in the way you support people, tell us about that.
Linda: I don't see people with disabilities as being any different from myself. We all have our own issues and we all need support to reach our full potential. Without encouragement we don't grow.

Wallara: One of Wallara's values is to have fun and celebrate awesomeness. That's something that you do every day.
Linda: I try to make every day fun for our clients and every time I talk to someone I want them to leave feeling encouraged. I love to laugh and I enjoy making our clients smile.

Wallara: You now head up a team of Job Coaches at Wallara Logistics.
Tell us about your new role.
Linda: We now have eleven Job Coaches at Wallara Logistics. Having the Job Coaches means there is greater support and more individualised training for our Supported Employees. This helps with their skill development and their productivity, plus they can learn a greater diversity of jobs in the warehouse.

Wallara: How did you feel being nominated for Employee of the Year?
Linda: I was blown away. I felt unworthy because I know how hard everyone works. To be short listed was just amazing.

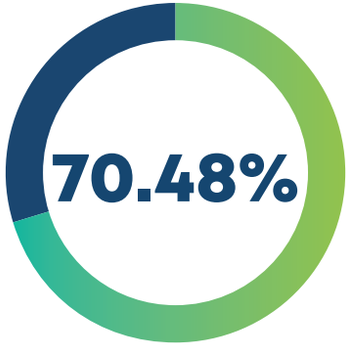
Wallara: How did you feel when you found out you won?
Linda: It was a big shock. I hadn't prepared a speech because I felt some else would win it. It was such an honour and thank you to whoever nominated me.



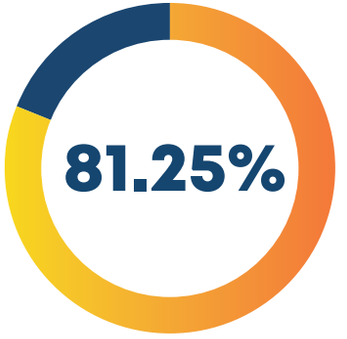
Linda

Staff Survey Results

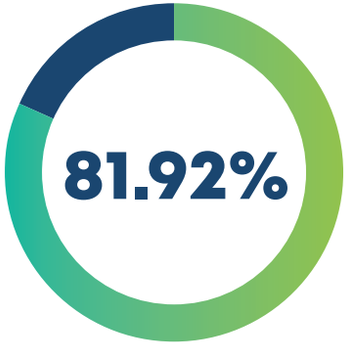
The below graphs highlight some outstanding results from Wallara's biannual Staff Satisfaction Survey. The results are a snapshot of staff surveyed that agree or strongly agree that:



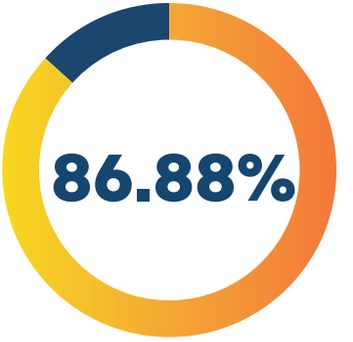
They get excited about going to work.



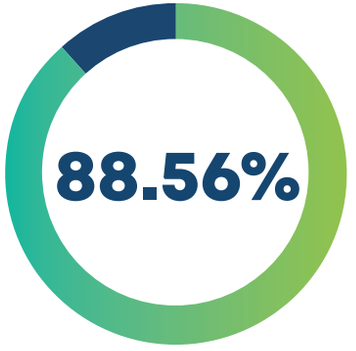
Their team treats them respectfully.



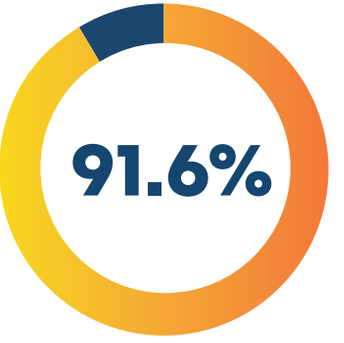
Employees treat each other with respect at Wallara.



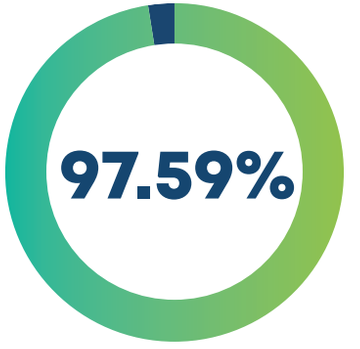
Wallara operates in a socially responsible manner.



They are inspired to meet their goals at work.



Wallara positively impacts people's lives.



They are determined to give their best effort at work each day.

Immersion

Wallara LIVE incorporates supported accommodation housing and short-term accommodation (STA). In 2021 Wallara expanded its STA with an Immersion program to bridge the gap in skills from moving out of home into shared, supported accommodation.

The immersion program was created to provide clients with intensive skill development for independent living. Flexibility was built into the program to meet the needs and desires of clients and offered in the following models:

- **Intensive, full two-week program focussed on independent living skills**
- **Hybrid model, with clients attending day services or supported employment and focussed on independent living skills in the evenings and on weekends**
- **Variability in the length of program was also offered**

Wallara's Immersion program content was developed around the 8 Domains of Life, an NDIS outcomes model, with clients improving skills around:

- **Planning personal commitments**
- **Daily personal needs**
- **Everyday living tasks**
- **Work / study / career planning**
- **Improving communication skills**
- **Meal preparation**
- **Domestic duties**

Two successful pilots were completed despite the complications of COVID-19 and we are looking forward to this program expanding in 2022, providing more clients with the skills they need to move out of home and live independently.

"The experience was positive for Mike and he still recalls it with pride, he is proud of all he accomplished there and the relationships he formed. He did make significant progress while living there and seemed more autonomous in his routines when he returned."
- Carolyn Henry (Mike's mum)



Mike

Wominjeka Hello!

Within the Cultural Awareness Program, our Ebdale team decided they would make an inclusive mosaic to celebrate our beautiful country. Clients contributed as a team and were invested in seeing the final product.

"I liked smashing the tiles and gluing the pieces on! I like seeing the flags when I come to Ebdale."
-Christopher

The inclusive masterpiece can be found at the Ebdale Community Centre.



Ebdale's Inclusive Mosaic

Logistics

Whilst 2021 continued to present challenges for our corporate customers impacted by restrictions and extended lockdowns, Wallara Logistics, as an essential service, remained open.

Strict COVID-19 safe conditions were implemented and enforced to ensure the safety of everyone on site. We were particularly pleased with the quick uptake on vaccinations by both staff and Supported Employees.

All eligible Supported Employees have now transitioned to ratio-based funding and an additional seven Job Coaches have been recruited to provide better support. Also pleasing is our rebranded 10-tonne tautliner truck, proudly displaying Wallara's refreshed brand, social trader and Wallara mission.

From a customer perspective, we welcomed back Princes Linen who temporarily left us due to the cancellation of elective surgeries in Victoria. In addition to this, we welcomed several new customers including DSmile, Strategic Flow Management and RoC. Our relationship with Visy expanded through undertaking a trial of assembling cardboard pallets on their behalf in order to help combat the global timber shortage subsequently affecting production of timber pallets.

Kao Australia were presented with a plaque of appreciation of our long-term partnership. This partnership is set to grow in 2022 with Bioré Nose Strip packaging including Wallara's logo and mission.

Wallara Café continues to grow and offers additional work choice to Supported Employees. They are provided with a wide range of hospitality skills including barista training, customer service, food and money handling.

Congratulations to the following Supported Employees who won Logistics employee awards:

- **Courtney Whalley – Quiet Achiever Award**
- **Cameron Turner – Employee of the Year Award**

As we look forward to 2022, we hope to welcome back our school work experience programs and develop employment pathways for school leavers. Supported Employment will continue to grow, as will our support staff numbers and the diversity of our corporate partners and employment channels, to provide varied and meaningful work opportunities for our Supported Employees.



Logistics rebranded truck



Wallara celebrates a 12 year partnership with Kao Australia

Wallara Land Management Services

Wallara Land Management Services (LMS) saw incredible growth in 2021 (pardon the pun!). Starting the year with one team, we rapidly expanded to three full time teams to meet the demand. Each team is comprised of a Job Coach and up to four Supported Employees.

Throughout 2021 teams worked non-stop on a variety of work sites including regular maintenance for St Kilda Football Club and LeMans GoKarts. We also completed work maintaining public spaces for Kingston, Casey, Stonnington, Yarra and Dandenong councils. New customers were secured including:

- **Ventura Bus Lines – maintenance of seven depots**
- **Consolidated Chemicals**
- **Aqua Metro**
- **Urban Maintenance Systems**
- **Skyline Landscapes**
- **Delcon**

The growth of LMS has been impressive, but what was more exciting was the growth of our Supported Employees. The work they achieved has proved to contractors, businesses and themselves that they provide above industry standards with their service, and work as hard as anyone.









Land Management Services Team

Wallara in the Media

It has been a strong and positive year in the media for Wallara.

From ABC 7.30 Report stories on Wallara Online's Respectful Relationships program to interviews on Supported Employment and being early movers on COVID-19 vaccination mandates for staff.

Wallara has received coverage on free to air television, print media, radio, podcasts and online news stories. With 17 pieces of coverage from July to December 2021 we are achieving well in our strategic goal of reach and impact and being a thought leader in the disability space.

James

I'm James, and this year I've been involved in the music production and expression classes.

We formed a band and Duc helped us with ideas and what songs to play. The first song we played was 'House of the Rising Sun' by The Animals. I practise every day at home and at Wallara.

Recently, we recorded the Coldplay song 'Clocks'. We learned how to use a midi keyboard to record in different software like Ableton, GarageBand and Mixer. I sang and we added effects to my voice to sound nice.



James

Darren

Long term Pakenham client, Darren, wanted to try bowling. His family were initially sceptical about his ability to participate, but they agreed to give it a try.

Darren has learnt to bowl using a ramp and he is growing in independence with every visit. When staff shared video footage of Darren bowling to his sister, his family couldn't believe his progress. His sister had tears of joy watching the footage of Darren.

> **"I can't believe he did it" she said, "and he was clapping his hands and enjoying himself"**



Darren

Wallara Online

Without doubt, 2021 was the year of Amazing Outcomes for Wallara Online participants across the country.

While most people know Wallara to be a great service provider for adults of all abilities in the South East of Melbourne, Wallara Online has forged new grounds and extended Wallara's reach Australia wide.

The successes of the participants from the more than 20 programs on offer varied greatly, from making new friends in the social connect programs to producing a podcast in a 1:1 tailored program.

In Wallara Online's literacy program, Bella with the support of her Online coach Brooke, wrote and published a book. Bella's Online programs also helped her acquire the skills to secure employment with Wallara's media team.

Another huge success was our 1:1 programs that are tailored to enhance accelerated learning outcomes as was witnessed with Adam in his Graphic Design program

Support workers and families have reminded us of some of the Amazing Outcomes they witnessed after attending our Respectful Relationships program. Outcomes including changed behaviours along with a real commitment to turn up to class on time each week. These skills are transferable to other areas of life and we continue to witness our online clients grow in confidence.

Wallara Online was selected as a finalist in the National Disability Sector Awards for best Rural and Remote service. This is a testament to the Amazing Outcomes the team have created and we look forward to growing and reaching even more people in the coming years.



Brooke and Bella



Tintu for Wallara Online

Con

Excelling Online

For a long time, Supported Employee Con wanted to extend his computer skills, but didn't know where to start.

Con didn't feel confident to enrol in a Tafe, because, in his own words, "I get stressed and don't learn well in a classroom situation."

Con heard about Wallara Online and using NDIS funding enrolled in a customised 1:1 training class using Microsoft Excel. "I was able to do it at home in a relaxed environment and I did not have to stop work."

Con gained the knowledge and confidence he needed to accurately input and manipulate data in a spreadsheet, skills that he now practises on the job at Wallara Logistics.



Con

Alex

Making Music Online

Alex enrolled in 5 online courses, and he scheduled alarms on his phone so he would never miss them.

Every day he was the first person to log in and the last person to leave. Alex's favourite online experience was learning how to use the software Garage Band.

It combined his love of music and his passion for technology. Alex had customised 1:1 classes where he learnt how to compose and record songs. He produced several original songs during the year and continues to build his skills.



Shayne & Alex

Adam

Digital Design Online

"Since joining Wallara Online I have grown in confidence using Adobe After Effects.

I have learnt valuable skills that I can use to gain industry experience. In my time with Wallara Online, I have been able to build a resumé, design a website, animate tiles and also apply for jobs.

I just want to say a huge thank you to Matt Andersen and everyone at Wallara in general for such a great course and a comfortable environment to be in."



Adam

Vicky

My Magic Makeover

Vicky was chosen by a Melbourne-based film production company to feature in a film campaign about the NDIS code of conduct.

With the help of translator Richeena, Vicky was able to share her personal experiences with the NDIS Quality and Safeguards Commission. Vicky was proud to be able to share her story and have an opportunity to advocate for herself.

Vicky loved being on camera, she said “I felt like a real movie star!” When asked what her highlight was, Vicky responded by signing “hair and makeup”; which was done by a professional makeup artist.



Bella, Brooke and a Book

Wallara Online was and still is a beacon of hope for myself and many others throughout 2020 and as restrictions continued through 2021 I was still able to access all my favourite programs online.

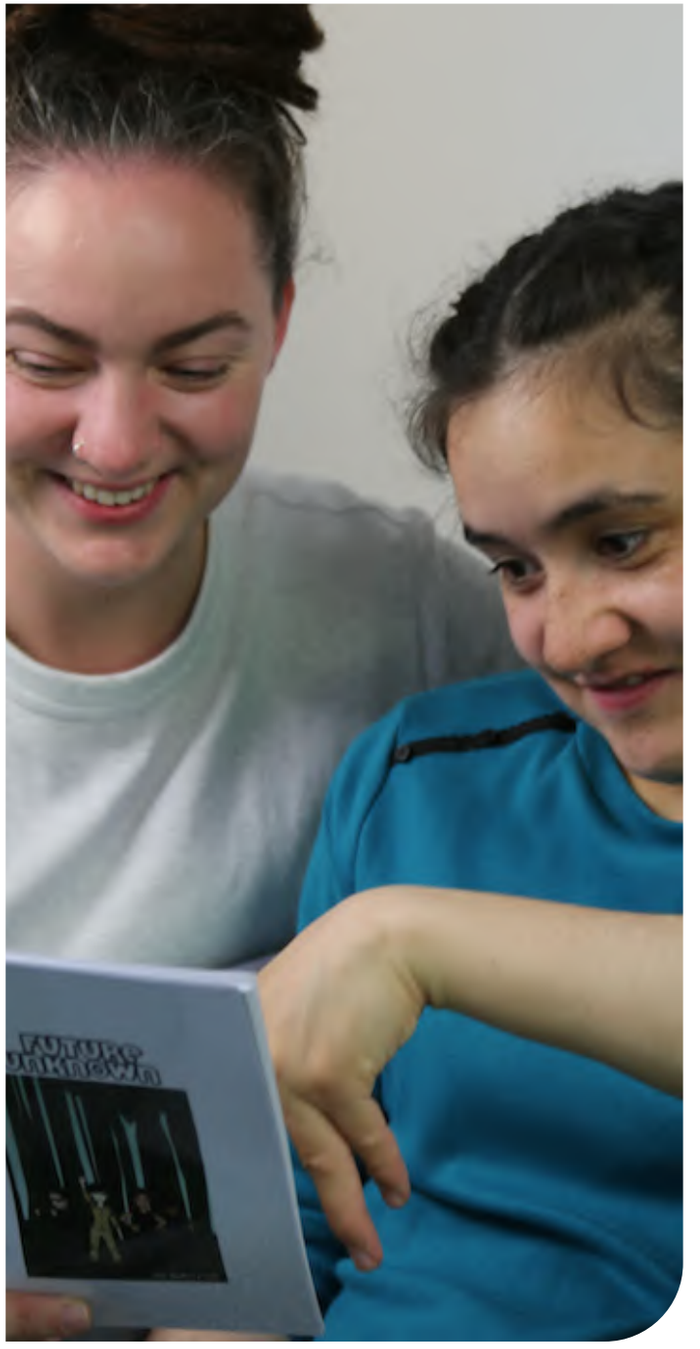
I felt really sad during the lockdowns, but being a participant with Wallara Online has been a huge support to me.

It was in my Literacy class that we came up with the idea of writing a book about Covid. It was our way of turning something horrible into something special.

Writing the book helped me with my literacy skills and helped me to release my feelings about Covid. When I think about the journey of writing the book, it was creating the ideas for the story that I loved the most. Every sentence, is intertwined with my imagination.

The book called “Future Unknown”, is a tale of a present pandemic society that follows four girls and their voyage through a “RONA” infected Melbourne. The four girls looking for a sanctuary, a place that may or may not be real but they are optimistic they can find safety and community. “Future Unknown” has it all, though it journeys through fear and sadness which parallels the real pandemic, it offers hope, friendship, and adventure.

This project was very challenging, but it became something I looked forward to every week. Brooke really wanted me to take the lead and she encouraged me throughout the process. Every time a class would finish we would laugh, wondering where the time went. I am very proud of what we achieved together. It’s a great story and I learnt a lot writing it. Perhaps we will work on a sequel, who knows.




FUTURE
UNKNOWN


FUTURE
UNKNOWN


FUTURE
UNKNOWN
By Bella Firth

Sages Cottage Farm

As always, 2021 was a busy year at Sages Cottage Farm! We welcomed chef David Lill to the team, and he has taken Harvest Cafē to new heights of deliciousness! David loves fresh produce, so more and more of the farm-grown vegetables, herbs, honey and fruits have been included in our meals.

Ben loves using our produce and products in the Harvest kitchen. When we asked him about the best part of using honey produced here on the farm he responded "Because it's pure, not processed or treated and it's delicious"

Sages Cottage honey and beeswax products have been made, bottled and labelled onsite at the farm. We also have farm-made lip balms, furniture polish and beeswax wraps. Clients have enjoyed the process of setting up the hives, building breeding boxes and suiting up to tend to the bees. The knowledge the clients are developing is impressive. Paula told us all about building breeding boxes and drone bees (they are harmless and very cute!) Paula said she loves working with the bees and isn't scared of being stung because she knows not to flap her hands or panic if one gets too close.

Our aquaponics system is fully operating and the clients who participated in this program had an incredible experience building the system from garden beds right up to planting the seedlings. The Pakenham Leader newspaper visited on the day fish were added to the water barrels and a fabulous article on the farm was published. Michael said he was very proud of his work in aquaponics and wanted to make sure mum saw his picture in the paper! This was an amazing achievement for the clients and hopefully in the future we will be able to include this system in our tours.

Over lockdown Sages Cottage Coaches supported some clients keen to get their learner's driving licences. Two very proud young men, Sully and Jordan W, achieved this and are thrilled with their outcomes. There may be some slightly nervous parents behind the scenes trying to organise driving lessons now!

We have a great team with specialised skills keen to work with people with disability. So the incredible outcomes at Sages Cottage Farm are only going to get more amazing!

Click to watch



Sevda



Paula



Milan

Board Members

Click the Linkedin icon to view



Helen Keleher



David Willersdorf



Paul Garrett



Katie Symonds



Mark Cowley



Phil Scorgie



Michael Butler



Steve Michelson



Jane McLennan

Wallara's Senior Leadership Team

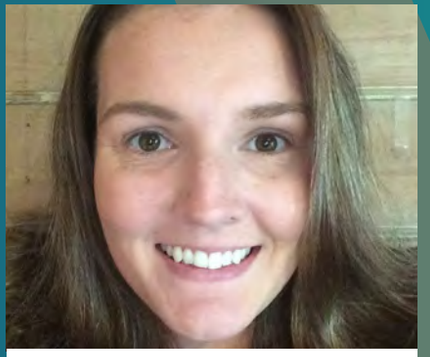
Click the Linkedin icon to view



Phil Hayes Brown
Chief Executive Officer



Jonny Lee
Chief Financial Officer



Zara Hallam
Sages Cottage Manager



Ray Lee
Land Management Services Manager



Simon O'Brien
General Logistics Manager



Janet Lloyd-McNelis
General Manager Service Delivery



Romaine Kakoullis
Senior Manager Quality, Practice and Safeguarding



Ellen Burns
People, Learning and Safety Manager



Lisa Laing
Senior Manager Media, Marketing and Partnerships

Contributers

Phil Hayes-Brown
Julie Cosgriff
Bella Firth
Lisa Laing
Jay Pinkster
Terry Cosgriff
Tara Lawless
Thera Storie
Adam Velo
Angela Fyfe
Shannon Cooper
Jordan De Witt

Financial Donations

Advanced Saw
Alpine Classic
Anne Butcher
David Willersdorf
Deborah Ratford
Gayle Rogers
Gladys Watkins
Pam & Bill Haddrell
James Bennett
Lynton Aldrick
Marita Crilly
Mary Kaiser
Meyer Timber
Murray Wrangles
Norma Walker
Ritchies Stores
Robert McGregor
Sue Prestney

Corporate Partners

2021 Financial Statement

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June

	2021	2020
	$	$
Revenue from Contracts with Customers	16,154,329	16,300,036
Other Revenue and Income	2,250,305	1,542,480
(Loss)/Profit on Sale of Non-Current Assets	(136,761)	3,900
JobKeeper Income	6,095,400	2,271,000
Total Revenue	**24,363,273**	**20,117,416**
Administrative Expenses	(351,779)	(208,610)
Bad & Doubtful Debts Expense	(31,949)	(0)
Contractor Expenses	(309,625)	(302,250)
Depreciation & Amortisation Expense	(976,384)	(915,733)
Employee Benefits Expense	(18,345,526)	(14,462,820)
Finance Costs	(206,334)	(223,700)
Fuel, Light & Power Expenses	(447,598)	(492,056)
Information Technology Expenses	(443,753)	(381,564)
Property Expenses	(826,533)	(835,596)
Transport Expense	(79,801)	(241,956)
Other Expenses	(633,123)	(554,447)
Total Expenses	**22,652,405**	**18,618,732**
Profit for the Year	**1,710,868**	**1,498,684**
Other Comprehensive Income	0	0
Total Comprehensive Income	**1,710, 868**	**1,498,684**

Statement of Cashflows

For the year ended 30 June

	2021	2020
Cashflow from Operating Activities	$	$
Receipts from Government Departments	15,072,932	15,363,281
Receipts from Customers and Non-Government Grants	5,093,873	4,709,097
Government Subsidies Received	6,095,400	2,271,000
Payment to Suppliers & Employees	(23,511,317)	(18,985,562)
Interest Received	7,557	5,241
Finance Costs	(206,334)	(223,700)
Net Cash Provided by Operating Activities	**2,552,111**	**3,139,357**
Cashflow from Investing Activities		
Proceeds from Sale of Property, Plant & Equipment	43,436	3,900
Payment for Property, Plant & Equipment	(490,537)	(185,959)
Net Cash used in Investing Activities	**(447,101)**	**(182,059)**
Cashflow from Financing Activities		
Principal Portion of Lease Payments	(694,885)	(425,746)
Net Cash Used in Financing Activities	(694,885)	(425,746)
Cash at Beginning of Financial Year	3,191,072	659,520
Net Increase in Cash Held	1,410,125	2,531,552
Cash at End of Financial Year	**4,601,197**	**3,191,072**

Statement of Financial Position

For the year ended 30 June

	2021	2020
Current Assets	$	$
Cash and Cash Equivalents	4,601,197	3,191,072
Trade & Other Receivables	1,222,184	751,537
Other Current Assets	509,448	925,619
Total Current Assets	**6,332,829**	**4,868,228**
Non Current Assets		
Other Assets	43,608	34,466
Property, Plant & Equipment	8,243,621	8,118,575
Lease Assets	4,901,077	5,521,178
Total Non Current Assets	**13,188,306**	**13,674,219**
Total Assets	**19,521,135**	**18,542,447**
Current Liabilities		
Lease Liabilities	732,265	649,058
Payables	808,380	635,147
Provisions	2,654,282	2,062,225
Other Liabilities	181,971	1,141,084
Total Current Liabilities	**4,376,898**	**4,487,514**
Non Current Liabilities		
Lease Liabilities	4,561,814	5,168,917
Provisions	97,191	111,652
Total Non Current Liabilities	**4,659,005**	**5,280,569**
Total Liabilities	**9,035,903**	**9,768,083**
Net Assets	**10,485,232**	**8,774,364**
Equity		
Reserves	1,149,250	1,149,250
Retained Earnings	9,335,982	7,625,114
Total Equity	**10,485,232**	**8,774,364**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