

Gould League of Victoria Inc

2005 Annual Report



Awards and Recognition in 2005

Winner, Eureka Prize for Sustainability Education

Winner, Education Category, Victoria's Awards for Excellence in Multicultural Affairs 2005

Finalist, Prime Minister's Environmental Award

Category Finalist, Banksia Environment Awards

Finalist, Pirelli International Awards

Supporters and Partners in 2005

Government

Australian Government Department of Environment and Heritage

Australian Government Department of Education, Science and Training

Australian Multicultural Foundation

Department of Victorian Communities

EPA Victoria

Multimedia Victoria

National Gallery Victoria NGV

Sustainability Victoria (formerly EcoRecycle Victoria)

Victorian Department of Education and Training

Victorian Multicultural Commission

Victorian Department of Sustainability and Environment

Project Partners

Australia Post

City of Manningham

Conservation Volunteers Australia

FM Recycling

E-Tech Group

Gippsland Area Consultative Committee

Gippsland Water

Latrobe City Council

mecu Limited

Monash University

Multicrop

National Centre for Sustainability (Swinburne University)

Nutrition Australia

Regional Waste Management Groups across Victoria

Rotary District 9820

Royal Botanic Gardens

VISY Recycling

Yates

Western Bulldogs

Trusts and Foundations

Equity Trustees

George Alexander Foundation

Helen Macpherson Smith Trust

Macquarie Bank Foundation

Melbourne Newsboys Foundation

Perpetual Trustees

R.E. Ross Trust

Telematics Course Development Fund

William Buckland Foundation

Our Solicitors

Landers and Rogers

Our Accountants

Lockwood & Co. Chartered Accountants
and Auditors

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Front Cover: Students from Sunshine North Primary School work together to mulch their new multicultural school garden. Sunshine North was selected as the pilot school for the Multicultural School Gardens (MSG) project which has now received major funding for delivery to 40 schools across Victoria. The Sunshine North MSG pilot won the Education Category of Victoria's Awards for Excellence in Multicultural Affairs 2005.

The story so far

The Gould League was established in 1909 in honour of John Gould. Its primary goal was to protect Australian birds and to prevent the unnecessary collection of wild birds' eggs, which eventually led to the Gould League implementing the first environment education programs in Australia. By the 1940s, the study of birds and nature was a key part of every school's curriculum across Australia. The organisation remained at the forefront of environmental education in Australian schools with the production of original and innovative curriculum materials and the creation of Field Studies Centres.

In 1989, the Gould League of Victoria created Australia's first Recycling Education Centre, one of the first initiatives in Australia to address education for sustainability. Through the 1990s, the Gould League led highly innovative outcomes-based sustainability-focused environmental education through the Victorian Waste Wise Schools Program, created for Eco Recycle (Victoria).

The Gould League produced a wealth of resources for schools including materials on biodiversity, energy use, water saving and waste reduction, and sustainable schools programs that emphasise organisational and systemic change. This program is producing measurable changes in energy use, water use, school ground biodiversity and reductions in waste to landfill in schools throughout Australia. It has created more permanent and effective individual behaviour change in schools and the community and has attracted national recognition in major environment awards.



Transition to Gould Group in July 2006

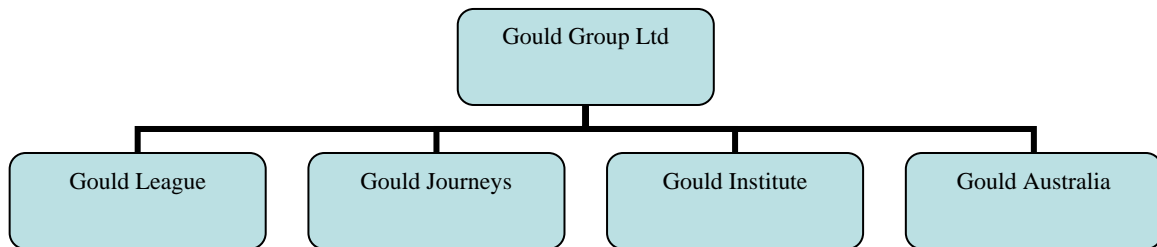
The Gould League has a strong history with its brand recognition and success, particularly in the education market. The Board and staff have recognised the need to continue to build on the core business of environmental education and, most importantly, the need to rebrand under the Gould Group in 2006 in order to widen its profile and business opportunities.

As part of the preparation process for this the organisation has focused on addressing key areas including strategic review, planning, restructuring, implementing business systems and fulfilling statutory requirements.

The Gould Group will continue to lead and implement innovative environmental education programs in its target markets throughout Victoria and across Australia.

The Gould Group will consist of the following business areas:-

- The Gould League remains a key business unit of the organisation and will continue to deliver schools programs in the primary schools market in Victoria and provide teacher professional development and resources;
- Gould Journeys will deliver school programs in the secondary and tertiary areas;
- Gould Institute will research effectiveness of programs, publish research papers and be a research reference area;
- Gould Australia is responsible for consultancies, community programs, training, delivery of all other programs and services including school programs interstate and overseas.



Our Vision for the Future is:

That by the year 2010 we will be recognised as one of Australia's leading environmental education organisations.

Our Purpose is:

To design innovative solutions that enable people to live sustainably. We do this through education frameworks and activities that create long-standing behaviour change in individuals, organisations and the community.

Our Values

The following values underpin our commitment to work towards achieving the vision and key priorities of the organisation:

We value integrity and respect for our heritage and history and will build on this strong foundation;

We value excellence and continuous quality improvement in all of our products and programs;

We value bold innovation and creativity in the design of unique products and programs; and

We value the development and maintenance of partnerships to achieve our vision.

President's Report

This year has been a year of major change for the organisation. We farewelled Jim Grant at the end of January and welcomed Ann-Maree Colborne to the position of Chief Executive Officer.

This year the Board has been focusing on the future direction and opportunities for the organisation. It has conducted a strategic review, developed a Strategic Plan and implemented a range of governance and risk protection policies to guide the future direction of the organisation.

As part of the positioning for the eventual move into the Gould Group, the Directors and staff have spent considerable time in discussion to determine our core business and to identify what are our business products and services. It was not easy identifying tangible outcomes as this has been a source of struggle for us for a number of years. The formulation of a dedicated committee to discuss and debate these key issues has been invaluable part of our planning process this year. Next year should see the results of our labour in transforming the Gould League into a more vibrant and sustainable organisation.

The number of Board Committees has grown this year with the establishment of the Business Development, and Governance and Performance Committees increasing the demands on the Chief Executive Officer and Minute Secretary. I would like to thank the Board and independent members of our committees for their generous contributions of time, support and advice on key issues during the year.

I would particularly like to recognise the outstanding contributions of the retiring Directors Rob Skinner, Scott Maclean and Richard Henderson for their many years of dedication and service to the Gould League. With departures from the board also brings new people into our organisation. I am pleased to welcome Linda Condon who brings a new range of skills to the Board.

I would like to conclude by acknowledging the staff of the Gould League, who have continued to provide dedicated service and loyalty under the leadership of our new Chief Executive Officer. Ann-Maree's clear focus, hard work and drive have seen the implementation of much needed changes to the organisation.

Graham Morris
President

Chief Executive Officer's Report

Since inception some ninety-seven years ago, the Gould League has gone through a number of major changes to keep abreast of community demands to cater for our clients and consumers. This year the organisation reached another critical crossroad. With the changes in government funding policies, it was apparent that the organisation needed to implement major changes in order to survive and grow.

The main priority has been to widen our government grant income and establish business structures that would carry the organisation into the future. Part of this process has seen the implementation of financial budgeting and planning, improvement in our business costings and the adoption of a business-like approach to our work.

We have focused on improving our services and developing a range of new projects that would attract funding support from government and trusts. This resulted in the successful procurement of substantial funding from government and trusts for some new project initiatives for the next three years.

It has been a very difficult, stressful and demanding year for the staff. They have responded well to the change in leadership, organisational culture and its operational management. As part of the future positioning a staffing restructure has occurred and will continue for at least another year, as a consequence there have been some staffing departures and new arrivals during the year. I would like to thank all of my staff for their outstanding contributions and hard work during a very tough economic year.

The highlights of the year include the successful completion of major contracts, winning the Eureka and Multicultural awards as well as being a finalist in the Pirelli, Banksia and Prime Minister's awards.

A considerable amount of work has been done to put the foundations in place for the organisation's future prosperity and final transition into the Gould Group. The future appears very promising however it will be challenging for us to complete the transformation of the organisation into a stronger, more financially viable business. The following sections highlight the activities, outcomes, achievements and performance of the Gould League.

Ann-Maree Colborne
Chief Executive Officer

Gould League Board

Board Structure

The Board is comprised of a maximum of 12 directors. No fees are paid for serving as a Director. The 2005 Gould League Board of Directors comprised:

President: Mr Graham Morris, Management Consultant

Vice President: Mr Barry Jackson, Principal, Rolling Hills Primary School

Vice President: Ms Kim Forte, Communications Manager, Enviromission

Directors: Mr Alan Mayberry, Publications Consultant

Mr Peter Brown, Chief Executive Officer, The People and Parks Foundation

Mr Joseph Corponi, Director Corporate Services, Museum Victoria

Mr Terry Cuddy, Managing Director, Mark Stone & Associates

Mr Neil McCarthy, General Manager, Resourcing and Communication, Parks Victoria

Ms Jennifer Steinicke, Divisional Director, Corporate Resources, Royal Botanic Gardens Melbourne

Ms Linda Condon, Head, National Centre for Sustainability, Swinburne University

Corporate Governance Statement

The Gould League is an independent non-profit organisation dedicated to environmental education. This includes conducting environmental education and sustainability programs and projects for schools, businesses and the community.

The Gould League is an incorporated association and its registered address is Genoa Street, Moorabbin, Victoria. It is a registered charity with income tax exemption and has deductible gift recipient status.

Board Responsibilities

The Board ensures that Gould League maintains the highest level of corporate ethics. It has adopted a formal charter and has a responsibility to:

- Set the strategic direction;
- Approve and monitor the annual budget;
- Appoint and evaluate the performance of the Chief Executive Officer;
- Appoint Board sub-committees; and
- Ensure compliance with laws and policies.

Board Committees

The Board has established a number of committees to assist in carrying out its responsibilities. Each committee has Terms of Reference and the Board conducts an annual review of these committees and their effectiveness. These committees comprise Board members and other invited individuals who can offer specialist expertise.

Audit and Risk Committee

The Audit and Risk Committee members are: Mr Joseph Corponi (Chairman), Mr Graham Morris, Ms Kim Forte and Ms Liza Maimone. This Committee's responsibilities include:

- Assisting the Board by providing an independent and objective review of the financial reporting and financial management processes, internal controls, audit function, risk management, and general compliance by providing an independent view;
- Evaluating the effectiveness of all internal financial controls;
- Strengthening the quality of the organisation's financial reporting;
- Providing a forum for continuous review of the internal controls, including risk assessment;
- Improving communication between the Board, management and the auditors, resulting in a more effective audit process; and
- Providing, through regular meetings, a forum for communication between the Board, senior financial management and external auditors.

Business Development

The Business Development Committee members are: Mr Neil McCarthy (Chairman), Mr Graham Morris, Mr Terry Cuddy and Mr Peter Brown. This Committee's responsibilities include:

- Defining business development model and assess possible business opportunities;
- Assisting growth of the business of the Gould Group Ltd in its business planning and marketing activities in the medium to long term;
- Assisting in the successful procurement of revenue streams to aid in financial growth, viability and ongoing sustainability of the organisation.

Executive

The Executive Committee members are: Mr Graham Morris (Chairman), Mr Barry Jackson, Ms Kim Forte and Mr Alan Mayberry. This Committee's responsibilities include:

- Attending to matters delegated to it by the Board from time to time;
- Where necessary, make decisions on behalf of the Board to be ratified by the Board at its next meeting;
- Assisting in preparation of strategic planning for the CEO and Board.

Governance and Performance

The Governance and Performance Committee members are: Ms Jennifer Steinicke (Chairman), Mr Graham Morris and Ms Linda Condon. This Committee's responsibilities include:

- Ensuring that the organisation has in place ethical standards and corporate governance policies and practices;
- Annual review of the Board's performance including annual performance reviews;
- The professional recruitment of the organisation's CEO and the terms and conditions under which the CEO is appointed; and
- Performance appraisal of the CEO, including review of the terms of the contract.

Governance Process

Planning and Control

The Gould League has developed, and now put in place, a four year Strategic Plan, annual action plans and detailed budgets. These have been approved by the Board and will be regularly monitored by the Board and its Committees.

Performance Indicators

Management and the Board monitor the organisation's performance. With the establishment of key planning and control documents a number of performance indicators are being developed for implementation, which will include performance targets and indicators against financial budgets and plans.

Risk Management

The Board's Audit and Risk Committee and Management Team are responsible for identifying, measuring and assessing business, legal, financial and other risks and activities of the Gould League. In particular, the Audit and Risk Committee and the Board consider all significant risks, their implications and strategies, as well as overseeing the financial affairs of the organisation.

The Management Team

The Chief Executive Officer is responsible for day to day management of the activities of the Gould League, with all powers, discretions and delegations authorised from time to time by the Board. The Board is responsible for regularly reviewing and ensuring that all necessary and appropriate delegations are in place to enable the Chief Executive Officer and the management team to meet this responsibility.

The Management Team meets on a regular basis to identify and develop business opportunities, monitor strategies, issues and performance. It consists of the Chief Executive Officer, the department managers and Business Development Manager.



Above: Students stencil environmental messages on stormwater drains to raise awareness of the 'drains to the bay' message.

Achievements and Initiatives 2005

Establishment of Gould Group Ltd

During 2005, we finalised all necessary legal steps and other requirements for Gould Group to become operational from July 2006. This included:

- Registration for taxation concessions and endorsement as deductible gift recipient;
- Board Review;
- Development of a Strategic Plan;
- Development of the Organisational Business Plan;
- Development of a Corporate Communications Plan;
- Development of a new Gould Group website to be launched on 1st July; and
- Securing funding for a number of major sustainability education projects over the next three year period.

Partnerships

E-Tech Group

Following many meetings with Multimedia Victoria, the Gould League explored opportunities of developing partnerships with skilled IT companies. We recognised the potential for on line learning to add value to our projects and program delivery with the growth of IT infrastructure in schools and the community. We have entered into a partnership with the E-tech Group and to develop a product called "Sustainability Wiz". Many new and existing Gould League programs will be developed and delivered with Sustainability Wiz over the next few years making sustainability education accessible to schools, families and school communities nationally and internationally.



SustainabilityWiz

Western Bulldogs

As a result of negotiations at the end of 2005, the Western Bulldogs will join the Gould League to support delivery of education programs to schools and the community. The Western Bulldogs Football Club has a significant community focus through its education, training and community development arm, SpiritWest Services. This new partnership will bring benefits to the growth of both organisations.

The Western Bulldogs will be promoting the Multicultural School Gardens project to schools, particularly in Melbourne's Western Suburbs. From time to time, their footballers will help Gould League with special events such as World Environment Day or promotions in the local community.

New Programs and Projects

In December Gould League received confirmation that it had secured major funding for several exciting new initiatives for the next three years.

Multicultural School Gardens Program

Gould League is linking 40 Victorian schools with ethnic volunteers to develop multicultural food gardens in their schoolgrounds. Students will work with a team from Australian Conservation Volunteers to excavate and develop paths and garden beds. Students will learn about the homeland of their ethnic buddies and the foods grown and eaten there. They will work with their volunteers to grow the special food plants, harvest the crops and prepare multicultural dishes. A celebration day highlights the foods grown and eaten. Extensive learning takes place between students and volunteers over the course of the project.

Gould League piloted the Multicultural School Gardens project at Sunshine North Primary School in 2005. This provided a firm foundation for the roll-out of the three-year program and went on to win the 2005 Victorian Award for Excellence in Multicultural Affairs (Education Category).



Above: Students at Sunshine North Primary School sampling and preparing food grown in their multicultural school garden.

The pilot was supported by a \$30,000 project planning grant from the Victorian Department of Communities. The full three-year project is supported by a \$500,000 grant from the Community Support Fund (Department of Victorian Communities) and \$300,000 grant from the Victorian Department of Education and Training. The project,

which is well underway, will involve thousands of students and community volunteers and includes volunteer training, curriculum development and extensive evaluation.

Enterprise Schools Program

The Enterprise Schools Program builds on Gould League's longstanding commitment to waste minimisation education.

This innovative project helps secondary students develop a range of valuable skills in business and entrepreneurship by planning and establishing a community-based recycling venture. In brief, students promote their venture to the local community, collect and sort household goods and then sell these to FM Recycling, which co-ordinates the distribution of recycled household materials to major charities in Australia and overseas. Students are mentored by Gould League and FM Recycling staff. As well as its educational and environmental value, the project aims to reduce the dumping of clothes and household goods around charity collection bins, which results in a loss of approximately \$1 million to charities, 50 potential jobs and contributes a further 1,500 tonnes of rubbish to landfill



Above: Students from St Monica's Catholic College, one of Gould League's Enterprise Schools, showoff the huge bundles of clothing collected by their school ready for distribution to charities.

The Enterprise Schools project is being funded by the Federal Department of Education, Science and Training (DEST) as part of its Enterprise Learning for the 21st Century Program. Project Supporter VISY Recycling has donated small grants of \$1,000 to each of the participating schools. The program has enormous potential for expansion and replication nationally and even internationally.

Gippsland Sustainability Project

Gould League was awarded a major grant from EPA Victoria's 2005 Sustainability Fund to develop a new community sustainability project in the City of Latrobe. The project builds on the success of the award-winning Sustainable Schools and Waste Wise Schools Programs. Its purpose is to develop, within the City of Latrobe, a model for community sustainability that can be replicated by councils and communities across Victoria.

Gould League has formed a local Advisory Group to develop the project. The Advisory Group includes City of Latrobe, mecu Limited, Gippsland Water, West Gippsland Catchment Management Authority, Gippsland Regional Waste Management Group, Monash University, Gippsland ACC, Gippsland Education Precinct, Department of Victorian Communities (Gippsland) and others.

Sustainable Communities Project

Gould League received funding from the Department of Environment and Heritage (DEH) 2005 Environmental Education Grants program to develop this new project for councils. The pilot project delivers a review and gap analysis of internal and external education and communications programs and training relating to environmental sustainability. The project is being offered to councils in Victoria and NSW with grant funding significantly reducing the cost to councils.

"The recommendations from the Gould consultancy have given Council a great opportunity to progress our environmental sustainability action plan. We can now focus on internal education and capacity building and establish a leadership role in our community."

Bayside City Council Environmental Manager,

Mr John Edwards

Ongoing Programs and Activities

Sustainable Schools News

The Victorian Sustainable Schools Pilot won the 2005 Allen Strom Eureka Prize for Best Sustainability Education Program. This is the third time in five years that a program or project managed by Gould League has received this coveted national award.

The Australian Sustainable Schools Initiative Pilot (combining the NSW and Victorian Sustainable Schools pilots) was a category finalist in the prestigious 2005 Banksia Environment Foundation Awards.



Above: Gould League CEO, Ann-Maree Colborne and Pat Armstrong with Eric Bottomley and Glenn Davidson from CERES proudly holding the 2005 Eureka Prize for Best Sustainability Education Project.

Release of the Victorian Sustainable Schools Initiative Pilot Evaluation

The Department of Environment and Heritage funded formal independent evaluations of the Australian Sustainable Schools Initiative (AUSSI) Pilot conducted in NSW and Victoria from 2002-2004. The Report on the Victorian Sustainable Schools Initiative Pilot was released in early 2005 and presented impressive outcomes and results and very favourable feedback on the Victorian project.

Fifty six schools were surveyed for the Victorian evaluation through interviews, questionnaires and data collection. Of these schools:

- 100% completed the State of the School Report;
- 96% completed the staff professional development;
- 100% formed a committee;
- 95% completed the introductory (Core) module;
- 93% completed a school sustainability policy;
- 93% completed a curriculum plan;

- 68% commenced or completed a resource theme
- 95% have or are planning to include Sustainable Schools in the school charter;
- 26 schools received prior recognition for a resource theme.

Schools also reported widespread Quadruple Bottom Line outcomes: economic (schools have saved up to \$10,000 through implementation of action plans); educational (90% of pilot schools reported educational benefits); social (89% of pilot schools reported social benefits) and environmental (65% of pilot schools reported 'a lot' of progress in resource management).

Sustainable Schools National Roll-out and Training

Gould League continued to work with Government during 2005 to develop a model for the national roll-out of the Sustainable Schools Program. In late 2005, Gould League was invited to present at a national round table discussion involving representatives from education departments across Australia.

Recognising its leadership in creating and delivering the Sustainable Schools' framework and practices, Gould League was invited to deliver Sustainable Schools training to the Queensland Department of Education and Training and will be providing further training to the Australian Capital Territory and other states.

The Victorian Sustainable Schools Initiative was highlighted in the National Environmental Education Statement for Australian Schools released by the Department of Environment and Heritage in November 2005. The statement sets out 'good practice' and incorporates many of the elements from the Victorian Sustainable Schools Initiative pilot as key features of effective environmental education in schools.



Above: Williamstown High School students planting at the Jawbone Marine Reserve as part of their Sustainable Schools activities.

Sustainable Schools Website

Gould League launched its Sustainable Schools Website in 2005 as part of its ongoing commitment to the Sustainable Schools Program. The website provides an overview of the program’s key elements, provides information for schools and access to case studies of leading Sustainable Schools. We are extremely grateful to the Telematics Course Development Fund and the William Buckland Foundation for supporting the development of this website.



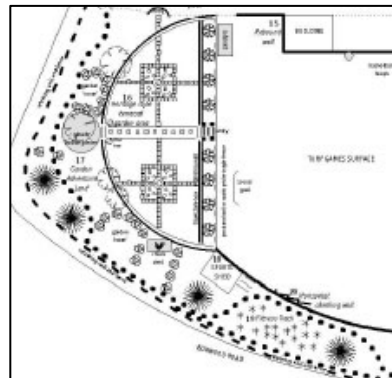
Above: A screen shot of the Sustainable Schools website developed by Gould League with support from the Telematics Course Development Fund and the William Buckland Foundation.

Schoolgrounds Projects

Schoolgrounds for Learning – Schoolgrounds Masterplanning

The Schoolgrounds Masterplanning Program recognises that the old “turf and tarmac” model of schoolgrounds no longer caters to the physical and social needs of students in the 21st century.

The Program employs an intensive coaching style approach to help schools develop master plans (see example right) to enrich learning and play resources and provide stimulating and authentic outdoor learning opportunities for students. It provides



opportunities for whole school communities to reduce their water use, produce less waste, and improve biodiversity in their schoolgrounds, bringing triple bottom line benefits to school communities.

Over 14 months, Gould League worked with 50 schools to develop detailed schoolgrounds master plans and action plans that have directly resulted in thousands of square metres of increased planting and biodiversity.

The program was supported by the Helen Macpherson Smith Trust and a further grant from the Trust received in 2006 is enabling Gould League to extend the Program for a further three years. It is currently being developed for online delivery.



"The consultative process was designed to develop a concept plan and strategy for greening the schoolgrounds, involving students and enriching the formal, informal (social, teamwork etc.) and hidden curricula - all the messages that the school environment conveys, such as valuing environmental protection and celebrating diversity."

***Helen Widdop-Quinton,
Schoolgrounds Masterplanning
Facilitator, Gould League***

Victorian Schools' Garden Awards

Gould League has managed the Victorian Schools' Garden Awards for three successive years. The 2005 Awards were again extremely popular with 155 entries from schools across Victoria, increased sponsorship and extensive media coverage. Over 1000 students attended the Awards celebration day at the Royal Botanic Gardens in early December. The Awards are an initiative of the Victorian Department of Education and Training. Award sponsors and supporters included: Australia Post, Rotary District 9820, Multicrop, Yates, Nursery and Garden Industry Victoria, Royal Botanic Gardens (Melbourne), City of Stonnington and Moira Shire Council.

Consultancy Activities

Waste Wise Schools

The Waste Wise Schools Program continues to drive waste and litter minimisation in Victorian schools. The Program has been managed by Gould League for Sustainability Victoria (previously EcoRecycle Victoria) since 1998.

Over 40% of Victorian schools are now part of the Waste Wise Schools Program and over 1500 teachers have attended Waste Wise Workshops since the Program began. This is an outstanding achievement.

The Waste Wise Schools Program was recently identified as an exemplary program in a KPMG report to the Victorian Department of Sustainability and Environment (DSE) and is featured as one of only two case studies in *Learning to Live Sustainably* – a DSE report providing a framework, directions and targets for working towards environmental sustainability from 2005-2020.



The Hon. John Thwaites, MP, Minister for Environment and Water with students from Croydon Hills Primary School (Waste Wise Primary School of the Year) at the 2005 Waste Wise Schools Awards. Joining the Minister and students on stage was Cr. Bill Larkin, OAM representing the City of Manningham, the category sponsor.

Wrigleys

Gould League was approached by the Wrigley Company to develop educational materials promoting environmentally and people-friendly disposal of chewing gum targeting schools students. A range of interesting resource materials and information including myths and facts about chewing gum have been developed as part of an education program for school students.

Links Group

During 2005, Gould League worked with the Links Group to undertake natural asset audits of its housing and golf course developments and to provide interpretive signs highlighting the natural features and wildlife found at various locations.

The Sustainables Challenge

In 2005 the Department of Sustainability and Environment launched a new community sustainability website with a super hero cartoon family called *The Sustainables* (pictured right). The idea behind the *Sustainables* is to encourage all Victorians to adopt 10 key sustainable behaviours. For the past 12 months, Gould League has helped DSE take *The Sustainables Challenge* into schools. Gould League has implemented a professional development program for teachers and written curriculum materials to integrate *The Sustainables Challenge* as a teaching tool. The Gould League also liaises with a performance troupe that visits schools with a theatrical presentation.



Box-Ironbark Community Education Resource Kit

The Department of Sustainability and Environment, Parks Victoria and the Northern Catchment Management Authority contracted Gould League to revise an existing education kit on the Box-Ironbark Forests of central Victoria. Gould League's brief was to update the existing resource materials in relation to changes in status of public land and recent research on this significant conservation area. Gould League worked with stakeholders to develop additional resources not only for schools but also for landholders, community education officers, indigenous groups and others involved in natural resource management and management of recreational activities in the Box-Ironbark forests.

Centre Programs and Activities

Face to face program delivery

Gould League delivered centre-based programs and incursions to over 31,000 Victorian students during 2005. Our teaching staff consistently received very positive feedback about these face to face programs and over 50% of schools booking centre programs and incursions in 2005 were repeat customers.

Integration of Victorian Essential Learning Standards

The Victorian Essential Learning Standards (VELS) Framework was implemented in Victorian schools from the beginning of 2005. Gould League has now integrated many of the elements from the new Victorian Essential Learning frameworks such as authentic interdisciplinary learning, building community links, whole school approaches and ICT and thinking skills into our programs and projects.

Professional Development

Gould League continues to offer leading professional development opportunities for teachers. During 2005 we conducted PD for in-service teachers and pre-service teachers at our education centre as part of our Waste Wise Schools and Sustainable Schools Programs. Staff also provided education sessions for University programs.

Raising our Profile

Gould League understands that to grow and continue its outstanding programs, it must build its profile. Gould League will be investing in a public relations strategy next year to lift its profile, acknowledge the great achievements of participating schools and communities and provide positive recognition to project partners and sponsors.

Our websites

Gould League's websites have received numerous national and international awards over the past five years.

During 2004 – 2005, the website consistently achieved an average of over 10,000 unique visits every week with quality interactive activities, a secure online Shop and trusted resources and information.

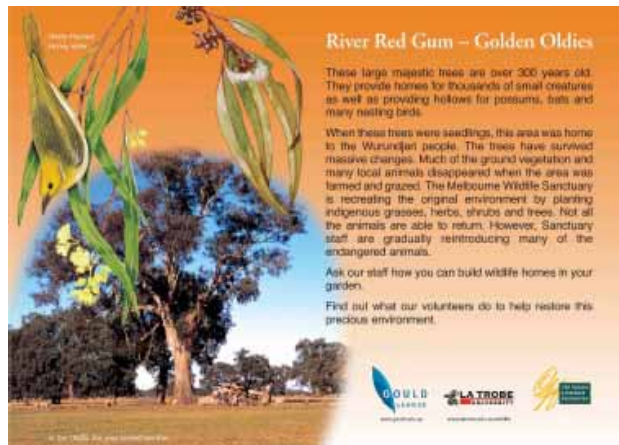
The following table shows the number of unique visits to our websites in 2005. The gould.edu.au domain or website includes all our program and project information along with teaching resources and was the most frequently visited site. Please note that an error in the collection of website statistics occurred in September.

2005	gould.org.au	gould.edu.au	futurescapes.com.au	wildscape.com.au
January	884	51,016	523	3,612
February	1,565	50,526	747	4,101
March	2,450	67,638	1,385	5,276
April	2,159	62,338	1,153	4,836
May	1,896	68,020	1,311	4,632
June	1,385	50,744	1,033	3,778
July	1,447	40,858	1,050	3,396
August	646	24,882	697	1,793
September	147	9,151	165	392
October	891	50,679	1,011	2,300
November	1,296	60,757	1,300	2,927
December	1,089	46,957	1,270	2,478

Community Partnerships

Interpretive Signs

During 2005 our staff have been involved in developing Interpretive Signs for clients including the Sandhurst residential development and golf course. In addition, the George Alexander Foundation provided a small grant to Gould League to develop a series of interpretive panels for Melbourne Wildlife Sanctuary, LaTrobe University. The signs are located along the main nature trail at the Sanctuary and introduce visitors to the native wildlife and plants to be found within the Sanctuary.



Above: One of the six attractive and informative interpretive panels prepared by Gould League for Melbourne Wildlife Sanctuary.

Contributing to the Predator Proof Fence at Melbourne Wildlife Sanctuary

Gould League secured a \$25,000 grant from the R.E. Ross Trust for a section of the predator proof fence at Melbourne Wildlife Sanctuary. This special fence is part of the Sanctuary's long term plan to reintroduce to the sanctuary, threatened and endangered wildlife that once occurred in the Melbourne area prior to human settlement.

Hosting Work Experience Students

Gould League readily offers work experience programs for secondary students. Over the past year, students have visited Gould League for general work experience and have taken part in day to day activities as well as observing programs. Gould League also supports the ICT Fellowship Program facilitated by the Victorian Department of Education and Training that provides onsite training and mentoring for Information and Communications Technology students during the schools holidays. These students are extremely capable and dedicated, committing several weeks of their school holidays to work in our office.

Practicing What We Preach

We have a small staff strongly committed to a culture of sustainability and we aim to integrate sustainable practices into everyday operations and activities.

Biodiversity

Gould League occupies the site of a 1960's high school in an industrial area of Melbourne. We share the site with a school for intellectually disabled students and other education services. We have recreated an indigenous forest on site through extensive planting. Many of the trees have nest boxes to provide bird and possum nesting sites. The natural leaf litter provides habitat for insects and other small creatures. The forest is used in our teaching programs. The wildlife-attracting trees and shrubs provide a pleasant refuge from surrounding industry and model an indigenous garden to the local community and business.

Water

We collect and store rainwater in a water tank for use on our garden. We have been working to secure grant funding to transform part of our garden into a demonstration water conservation site. We plan to install a further five water tanks, a tank to toilet flushing system, create a small wetland fed by rainwater tanks and demonstrate water wise behaviours to save at least 363,000 litres of water per year.

Waste Minimisation Policies and Practices

- Double sided photocopies and printing drafts on reused paper reduce paper use
- Discarded office paper is shredded for use as packaging material
- Purchasing toilet paper made from recycled paper
- Purchasing and utilising stationery that meet green practices
- Operating 10 compost bins to recycle food waste and maintain a healthy organic garden.
- Office recycling practices

Products sold through Gould League's Shop and Website

- Sourcing products where possible that are reusable and recyclable and support local industry
- Publishing documents such as Annual Reports and curriculum materials as pdf files to be downloaded from our website to reduce paper use and costs.

Energy

- Energy audit undertaken and recommendations being implemented.
- Computer shut down and lights off policy

- Plans to seek funding for solar installations to improve light and temperature control.

Social and Educational

Gould League:

- Provides opportunities for professional development
- Project contracts on a part time and fixed period basis
- Provides PR and fundraising consultants to mentor and work with key staff to increase capacity and skills.
- Provides a flexible working environment for employees
- Celebrates its successes and achievements.

Economic

Gould League has recently reviewed its project budgeting to ensure core overhead costs are covered to ensure organisational sustainability and employment security for staff.

Gould League Staff

Ann-Maree Colborne	Chief Executive Officer (from 24.01.05)
Jim Grant	Chief Executive Officer (until 30.01.05)
Jess Abrahams	Waste Wise Project Officer (until 01.04.05)
Pat Armstrong	Business Development Manager, Education
Mary Deakins	Accounts/Bookkeeping Clerk
Heather Drummond	Waste Wise Administration (until 22.04.05)
Sally Fierenzi	Education Centres Manager
Lesley Hagen	Reception & Administration
Jennifer Hoskin	Education Programs Bookings
Deanne Jones	Education Officer (from 04.05)
Anita Kosterlitz	Waste Wise and Sustainable Schools Delivery Manager
Andrea Lomdahl	Grants, Trusts and Awards
Deborah Mahy	Education Officer (until 14. 4.05)
Caroline Packham	Waste Wise Project Officer (from May)
Lloyd Rogers	Despatch and Storeman
Nikki Saleeba	Communications Manager
Bernadette Shanahan	Enterprise Schools Project Officer (from 29.08.05)
Jeff Su	Education Services Manager
Helen Widdop-Quinton	Projects Manager, Schoolgrounds for Learning; School Gardens Awards, Multicultural School Gardens Pilot
Bob Winters	Publications Manager (until 11.05)

External Independent Contractors

Ray Bullen - Accountant
 IT Revolution: Robert Gibbs and staff
 Marion Thomson – Board Secretary
 Mike Faulkner – HR Consultant
 Marg Isom – Projects (from 07.05 until 12.05)
 Jane Davies – Project (from 08.05 until 12.05)

Casual Project Staff

Carmel Fraser	Masterplanning (until 01.12.05)
Greta Muhleisen	Professor Waste Wise (until 15.12.05)

Sessional (Casual) Education Officers

Joshua Bull	(until 15.12.05)
Sarah Butler	(until 1.12.05)
Anna Cooke	(until 24.12.05)
Carmel Fraser	(until 1.12.05)
Sophie Gaballa	(until 15.12.05)
Kathryn Goyen	(until 28.01.05)
Don Johnston	(until 15.12.05)
Naomi Kimpton	(until 15.12.05)
Jessica Lazarus	(until 08.09.05)
Jolene Scoble	(until 01.12.05)
Luke Shelley	(until 01.12.05)
Kim Sinclair	(until 01.12.05)
Amy Stephenson	(until 01.12.05)
John Vince	(until 01.12.05)
Kim Westmoreland	(until 16.06.05)
Rebecca White	(until 19.11.05)

Volunteers

Margaret Bond	Dawn Bamford
Susan Heitman	Robyn Leszczynski

Life Members

Ms Alexis Beckett	Mr Cyril Bowden
Mr Harry Breidahl	Mr John Candido (paid)
Mr Bob Carroll	Mr Harry Cumming (deceased)
Mr Bill Davis	Ms Jane Edmandson
Ms Gaye Hamilton	Mr Barry Jackson
Mr Harold Harris	Mr Ray Hodge
Ms Heather Lanyon	Mrs Gill Lay
Ms June Loves	Mr Peter Mason
Mr Alan Mayberry	Mr Bruce McClish
Mrs Susan McInnes (deceased)	Mr John Molenaar
Ms Jody Plecas	Mr David Rattray (deceased)
Mr Alan Reid , OAM	Mr Brian Sharpley
Mr Noel Shaw	Mr Bert Sloane



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