

Northern Rivers

CATCHMENT

Management Authority

Annual Report 2007–2008



Maintaining our catchments, sustaining our future.

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01 October 2008

The Honourable Carmel Tebbutt MP
Minister for Climate Change and the Environment
Governor Macquarie Tower
Level 30, 1 Farrer Place, SYDNEY NSW 2000

Dear Minister

The Northern Rivers Catchment Management Authority (Northern Rivers CMA) has great pleasure in presenting its Annual Report for the period July 1, 2007 to June 30, 2008, for submission to Parliament.

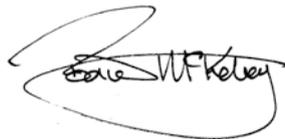
The report has been prepared in accordance with section 17 of the *Catchment Management Authorities Act 2003*, and the *Annual Reports (Statutory Bodies) Act 1998* and *Annual Reports (Statutory Bodies) Regulations 2000*.

The report details the activities and achievements of the Northern Rivers Catchment Management Authority and includes relevant statutory and financial information for the organisation.

Yours sincerely

Judy Henderson
Chairperson

Rod McKelvey
Board Member



About this document

This report has been prepared in accordance with section 17 of the *Catchment Management Authorities Act 2003*, the *Annual Reports (Statutory Bodies) Act 1998* and the *Annual Reports (Statutory Bodies) Regulations 2000*. It details the activities and achievements of the Northern Rivers CMA in terms of its operations and its contribution towards community-based regional CAP Targets. It includes statutory and financial information for the Northern Rivers Catchment Management Authority for 2007/08 as required under the Act and Regulations.

Acronyms

ASS	Acid Sulfate Soils
BMP	Best Management Practice
CAP	Catchment Action Plan
CMA	Catchment Management Authority
DCP	Development Control Plan
DECC	NSW Department of Environment and Climate Change
DIDCO	Dairy Industry Development Company
DLWC	Dept. of Land and Water Conservation
DNR	Dept. of Natural Resources
DoL	Dept. of Lands
DoP	Dept. of Planning
DPI	Dept. of Primary Industries
EAPS	Ethnic Affairs Priority Statement
EEC	Endangered Ecological Community
EEO	Equal Employment Opportunity
EMP	Environmental Management Plan
HCV	High Conservation Value
IBRA	Interim Biogeographic Regionalisation of Australia
IR	Industrial Relations
LALC	Local Aboriginal Land Council
LEP	Local Environment Plan
LGA	Local Government Area
MAHB	Maintaining Australia's Biodiversity Hotspots
MOU	Memorandum of Understanding
MPA	Marine Parks Authority
NCT	National Conservation Trust
NGO	Non-Government Community Organisation
NHT	Natural Heritage Trust
NMSC	National Marine Science Centre
NPWS	National Parks and Wildlife Service
NRBMP	Northern Rivers Biodiversity Management Plan
NRM	Natural Resource Management
NRPAMS	Northern Rivers Pest Animal Management Strategy
NSW	New South Wales
OHS	Occupational Health and Safety
RLPB	Rural Lands Protection Board
RSP	Results and Services Plan
TSC	Threatened Species Conservation (Act)
WSP	Water Sharing Plan

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Foreword from the Chair

Dr Judy Henderson



The 2007/2008 financial year brought new opportunities to the Northern Rivers Catchment Management Authority (Northern Rivers CMA) to build on past successes and to achieve, in partnership with the Northern Rivers community, further progress towards our targets for natural resource management (NRM) for the region. We were pleased to welcome the appointment of the then-Minister, the Hon. Verity Firth, and were encouraged by her enthusiasm and commitment to the provision of best practice in NRM.

The election of the Australian Government in November 2007 brought changes and inherent challenges in the way we are able to access funding under the new Caring for Our Country program. We continue to be confident that the established business model of the Northern Rivers CMA of working in partnership with our community will hold us in a good position to access new funding and keep us on track to meet our Catchment Action Plan (CAP) targets and its links to the State Plan.

Now in its second and third years of implementation, the Northern Rivers CAP is enthusiastically embraced by many sectors of our community as a tool for setting priorities and guiding individual effort in maintaining or improving the condition of our natural resources. It also guides the activities and investment of the Northern Rivers CMA, and in this Annual Report we outline the contributions towards the CAP *Management Targets* made by the Northern Rivers CMA during 2007/08.

As articulated in the Northern Rivers CMA Strategic Plan, our vision is to enable the communities of the Northern Rivers to be actively engaged in maintaining and restoring natural resources to sustainable levels. We are fortunate to have a regional network of community-based, highly skilled NRM professionals and practitioners. Because of this network, our business model is directed towards sustaining and further building this reservoir of expertise to enable the community to meet the challenges of the future. In 2007/2008 we continued our policy of working in partnership with community organisations, local government and other government agencies to deliver quality programs for managing our diverse natural resources.

The Northern Rivers CMA Community Program, which underpins all areas of the organisation's operations

and activities, has again been one of our strengths this past financial year. The Northern Rivers CMA Board closely monitors this program and our engagement with stakeholders through frequent reviews of Northern Rivers CMA operations and in undertaking its own regular contact with stakeholder groups within the community. Board meetings are held around the region on a monthly basis so that the Board can meet with local government, local landholders, Landcare groups and other stakeholders to discuss local issues and develop appropriate responses. As an example of the productive nature of this approach, in a meeting on the Tablelands concern was raised by local councils and communities spanning common CMA boundaries of the difficulty in dealing with multiple CMAs. The Northern Rivers CMA and Border Rivers-Gwydir CMA (BR-GCMA) took action by developing joint cross-border programs where the Northern Rivers CMA manages four contracts with Landcare organisations to deliver community capacity building, while BR-GCMA provides property planning programs for landholders. This proactive approach has been welcomed by local communities.

On the coast, biodiversity conservation remains a critical issue for the Northern Rivers CMA as the region experiences increasing pressure on its natural resources with rapid population growth. The Northern Rivers CMA is working closely with coastal councils to incorporate NRM issues into local planning processes and strongly supports moves to foster cooperation across council borders in NRM and floodplain management.

On the issue of governance, one of our Board members, Jack Beetson, stepped down from the Northern Rivers CMA in February 2008 due to other commitments. I would especially like to thank Jack for his strong commitment to the Northern Rivers CMA since 2004 and wish him well for the future. We were pleased to welcome two new Board members, Steve MacDonald and Lorina Barker and look forward to their contribution to the Northern Rivers CMA.

Finally, I would like to express my thanks to all Board members and to our highly professional and dedicated Northern Rivers CMA staff for their hard work and tireless commitment to the organisation and our common vision for protection of our diverse and valuable natural resources in the Northern Rivers region.

Message from the General Manager

Michael Pitt

It is with pleasure that I present to you the Annual Report of the Northern Rivers Catchment Management Authority for 2007/08.

The report provides an overview of our operational performance and our achievements in delivering on our responsibilities under the *Catchment Management Authorities Act 2003*. It also outlines the way forward for the organisation for 2008/09.

While 2007/08 brought below average rainfall for many parts of New South Wales, the Northern Rivers region was generally fortunate to have good weather; in fact, the Northern Rivers experienced floods while other areas of NSW were in the grip of ongoing drought. The rainfall was not only welcome relief for local primary producers, but also provided our community and NRM practitioners with the ability to continue on-ground NRM projects throughout the year.

Significant steps forward continue to be made by Northern Rivers landholders in the areas of vegetation maintenance and enhancement and soil erosion mitigation. The Northern Rivers CMA now has over 500 signed agreements with landholders partnering with us in resource management, many of those agreements in perpetuity. That commitment and dedication is acknowledged and commended, and will ensure the activities we undertake contribute to a larger and longer-term outcome.

I am pleased to report that the Northern Rivers CMA again met its NHT bilateral agreement obligations for 2007/08 - on time and in accordance with Treasury directives on Investment Cost of Service. The confidence of our investors in the Northern Rivers CMA as an organisation that can deliver sound results in a timely manner underlies the region's success in bidding for investment projects over and above core funding, especially in areas such as National Landcare Program, Cross Regional Strategic Reserves and State programs.

Another important contributing factor to the organisation's ability to obtain additional funding is the partnerships we have with local government, local agencies, universities, non-government community organisations (NGOs) and other community groups. The commitment we share to working together towards the CAP Targets, and therefore to State and Australian Government natural resource outcomes, provides

a strategic and cohesive approach to NRM delivery that ensures the return on investment that our investors seek. Success in the delivery of the Northern Rivers CMA business model continues. The model, which sees more than 75% of its investment in NRM projects externally contracted, enables the Northern Rivers community to be actively engaged in maintaining and restoring natural resources through a regional network of community-based, highly skilled NRM professionals and practitioners.

This business approach requires a great amount of professional contract and project management skill by staff, contractors, and landholders. The dedication of all involved is reflected in our ability to achieve the balance of spending on-budget and on-time, which is important to maintaining Investor confidence. I acknowledge that requirements were often delivered under the pressure of competing priorities and limited timeframes and I extend my congratulations to everybody involved for their outstanding performance in this area.

As General Manager, my highlight for the year is the many occasions in which the Northern Rivers CMA has been publicly congratulated by external observers on its NRM operational model, activities and positive relationships developed with the community over 4 years. It is a pleasure to have staff and Board working as a team and showing such enthusiasm to achieve real partnerships and outcomes for the region. I thank each of you for your efforts.

Pleased with our progress in 2007/08, the Northern Rivers CMA now focuses on meeting the opportunities and challenges of 2008/09. Significant challenges for this period include:

- Refining systems and developing new reporting relationships with community partners, to better capture the total achievements made and the value-adding that occurs due to these activities
- Refining and aligning systems to meet the needs of the Caring for Our Country program and the NSW State of the Catchments reporting
- Seeking new ways to continue to nurture and build on successful relationships with the community while extending our engagement activities with the resources available
- Continuing to meet the high standards we set, at the same time continuing to enjoy our work and maintaining the enthusiasm we share for NRM



2007/08 Performance Summary

Introduction

Since 2002, an estimated fifty nine million dollars has been invested by the New South Wales and Australian Governments, and third parties such as local government and utility managers, in the delivery of NRM outcomes in the Northern Rivers region. Achievements include:

- Increased capacity of the community to deliver sound NRM programs, projects and activities through the creation of a region-wide network of community-based NRM professionals and practitioners
- Raised awareness of the importance of engaging Aboriginal communities in NRM and provision of meaningful opportunities for Aboriginal people to contribute to NRM outcomes
- Increased capacity for sustainable development to occur, especially in peri-urban and rural residential areas as a result of working with local government on major planning instruments
- Improved condition of native terrestrial and aquatic ecosystems through securing long term management outcomes for more than 5 000 ha of habitat
- Targeted river and aquatic habitat restoration works via a program that is community-based and community-driven supported by the most up-to-date technical knowledge through the Northern Rivers CMA
- Increased capacity for long term stability and biodiversity outcomes in coastal and marine environments through actively working with and supporting coastal zone managers and resource-users groups
- Increased awareness and skill of land managers to improve soil health while increasing productivity, and a targeted effort to return unproductive land into areas where NRM outcomes such as biodiversity and soil health are improved

The Northern Rivers CMA has played an important role in this achievement by engaging regional communities in NRM priorities and directing investment into regional activities to restore and protect NRM values. In 2007/08, the organisation continued to deliver on its role and responsibilities under the *Catchment Management Authorities Act, 2003*, by implementing the regional CAP, providing financial assistance for catchment activities, facilitating catchment works, assisting landholders to achieve the objectives of the CAP and providing educational and training opportunities in connection with NRM.

2007/08 financial operating environment

In 2007/08, the Northern Rivers CMA had a total income of more than \$18M, comprising \$14.206M in funding and

\$4.805M of 2006/07 retained-earnings. The organisation expended nearly \$17M, of which \$12.97M was invested in regional NRM projects. \$3.900M (23%) addressed the operational costs of the organisation.

Income by Source of Funds

\$4 125 266 – State Recurrent funding
\$6 304 197 - Natural Heritage Trust
\$2 256 803 - National Landcare Program
\$1 131 132 – Other sources
\$388 422 – Interest
\$14 205 820 Total funds available

Expenditure by Source of Funds

\$3 900 970 – State Recurrent funding
\$7 857 239 - Natural Heritage Trust
\$2 181 814 - National Landcare Program
\$1 636 488 – State Sustainability Fund
\$1 298 185 – Other sources
\$16 874 696 Total funds spent

The division of expenditure per Northern Rivers CMA program

\$4 385 000 – Biodiversity
\$578 000 - Coastal
\$2 094 000 - Community
\$109 000 - Land Use Planning
\$3 610 000 - Soils and Land Resource
\$374 000 - Marine
\$1 823 000 - Water
\$12 973 000 – Total directly invested in NRM projects

The division of expenditure per stakeholder group

\$3 662 000 - Community Groups
\$59 000 - Industry
\$1 593 000 - Local Government
\$1 953 000 - State Government NRM Agencies
\$2 734 000 - Non Government and Landholders
\$2 972 000 - Internal NRCMA
\$12 973 000 – Total directly invested in NRM projects

Having adopted a ‘contract provider’ model in 2006, the Northern Rivers CMA expended the majority (77%) of its Investment Funding in this mode during 2007/08 to deliver on-ground activities. The organisation believes that this approach maximises leverage and partnership potential and builds capacity within the community to address NRM issues by supporting a growing local NRM industry. It enables many more projects to be undertaken at a single

point in time than if they were delivered by Northern Rivers CMA staff alone, generating a significant number of NRM outputs for the region.

For a full financial report please refer to P 74.

2007/08 Natural Resource Management achievements

In 2007/08, 556 NRM projects were delivered by the Northern Rivers CMA contributing significantly to the NRM achievements (Australian Government Standard Outputs) of the region.

- 11 235 ha Native vegetation enhanced or rehabilitated
 - 41 ha Management of significant species or ecological communities
 - 32 718 ha Pest plant and animal control work
 - 191 ha Works to improve management of surface or groundwater
 - 5 650 m Works for improving waterway health
 - 134 Off-stream watering sites established
 - 115 km In-stream habitat established
 - 48 Fish barriers modified or removed
 - 162 ha Land where improved irrigation practices have been adopted
 - 209 ha Wetlands with connectivity reinstated
 - 23 337 ha Works relating to soil treatment and management
 - 2 136 Awareness raising or training days and support to community projects
- Cummulative total since 2007*

Investment made during 2007/08 aimed at building on earlier organisational strategies to achieve a well resourced, competent community-based NRM industry, with access to incentive and market-based funding schemes and strong links to both local and state agency natural resource managers. This investment also enabled the Northern Rivers CMA to undertake regulatory responsibilities as prescribed in the *Native Vegetation Act 2003* and *Regulations 2005* along with significant operations prescribed in the *Catchment Management Authorities Act 2005* and *Regulations*, including delivery of the Northern Rivers CAP.

For further information on NRM achievements and performance against the Northern Rivers CAP, please refer to P 22.

Looking ahead

The Northern Rivers CMA performance in 2007/08 continues to build on the strong performance of previous years. The

organisation looks forward to continuing that trend, with plans to further invest a minimum of \$5.8M in NRM projects in the region during 2008/09.

Internally, the Northern Rivers CMA will also focus on reviewing and revising operational systems during this period in support of 'continuous improvement' of business practices and in NRM delivery.

Key operational challenges to be addressed in the coming financial year include:

- Adapting operations to meet the Australian Government's new Caring for Our Country program
- Continuing to seek additional funding through competitive programs
- Developing a new four-year Regional Investment Program and Investment Plan
- Improving contract record-keeping systems and associated links with financial systems
- Establishing a regular internal project review system
- Further developing the Northern Rivers CMA Monitoring Evaluation and Reporting system, including the refinement of NRM and operational performance measures

There are also several ongoing goals in relation to the delivery of the Northern Rivers CMA NRM program for 2008/09 that will continue to play a central role in the organisations business. These include:

- Continuing to build new partnerships and engagement in targeted areas and on targeted issues
- Continuing support of environmental education networks to share expertise, knowledge and resources across the region
- Further harnessing of opportunities brought by the diversity, skills and resources of the Northern Rivers NRM community
- Continuing to provide support to the region's communities via existing support structures and community capacity building programs
- Continuing to improve general awareness and understanding of key NRM issues and responsibilities in the community
- Greater planning for, and management of, the impacts of Climate Change
- Continuing to broaden the knowledge base of some NRM processes and issues
- Continuing the development of prioritisation systems for projects in the context of limited funds and competing needs

The Northern Rivers CMA Region



Section 1

Our Region | Our Organisation



Our Region

The Northern Rivers Catchment Management Authority region is located in the north-eastern corner of New South Wales and extends from the Queensland border south to the Camden Haven catchment and inland to the eastern slopes of the New England Tablelands including Armidale and Walcha. Covering 50 000 km², it is 60% freehold tenure and has 21 500 km² managed as Crown Land, National Park and State Forest. The region extends 3 nautical miles east of the coastline, incorporating both the Solitary Islands and Cape Byron Marine Parks. The region also includes the World Heritage-listed Lord Howe Island, 600 km east of Coffs Harbour.

Population

- More than 500 000 residents in 18 Local Government Areas
- Major population centres of Tweed Heads, Byron Bay, Lismore, Ballina, Grafton, Coffs Harbour, Kempsey, Port Macquarie, and Armidale
- Population growth of over 2% per year with significant urban development along the coast

Indigenous communities

- Aboriginal nations include the Bundjalung, Anaiwan, Birpai, Dunghutti, Gumbainggar, Gwaegal, Guyambal and Yaegl people (Andrews NSW DNR 2005)
- Very active communities embracing a spiritual connection to the land and interest in NRM issues affecting Country
- Home to the first Indigenous Protected Area, with the Banbai people at Wattleridge
- Includes the highly successful Indigenous Land Use Agreement at Arakwal National Park (including Byron Bay lighthouse)

Climate

- Climate varies across the region, ranging from cool temperate to subtropical
- Temperatures are equally varied from winter extremes of below 5 to summer highs of above 40°C
- Coastal areas typically experience a milder climate, while inland areas encounter more extremes of temperature

- Highest rainfall occurs during summer, with peak falls of 1 350–1 650 mm per year along the coast
- Inland areas receive less rain, with falls of less than 800 mm per year in some areas
- Variability in rainfall from one year to the next is high

River systems

- Major rivers include the Tweed, Brunswick, Richmond, Clarence, Bellinger, Nambucca, Macleay and Hastings
- Includes the highest discharge of all NSW coastal river systems, the Clarence River, discharging 5 million megalitres each year
- Many significant coastal lake and estuary systems along the coast

Land and water use

- Agriculture, timber and urban settlement landuses dominate
- Agricultural commodity production valued at \$514M
- Economic activity is centred on the agriculture, fishing, timber and tourism industries, although the retail trade, health and community services sectors directly employ more people
- 6 500 primary producers
- Main commodities produced are beef cattle, seafood, timber, dairy products, sugar cane, bananas, sheep, soya bean, macadamia nuts, vegetables, pork products and blueberries
- Water supply for rural use is mostly from unregulated rivers
- Toonumbar Dam in the Richmond River catchment is the only regulated water supply provided for irrigation in the region

Natural environment

- Several distinct landscape types:
 - New England Tablelands
 - Coastal Floodplains
 - Coastal Sandplains
 - Volcanic Plateaus Escarpments and Ranges
 - Midlands/Hills (Low Elevation)
 - Riverine Corridors
 - Marine environment

- Two Interim Biogeographic Regionalisation of Australia (IBRA) bioregions, including most of the North Coast Bioregion and the eastern interface of the New England Tablelands bioregion
- Several characteristic vegetation types, including:
 - Sub-tropical, warm temperate and cool temperate rainforest
 - Wet Sclerophyll e.g. flooded gum and forest red gum
 - Tablelands and escarpment Eucalypt forests
 - Tablelands and dry coastal valley woodlands
 - Dry Sclerophyll coastal, ranges and tableland forms
 - Coastal dune vegetation comprising a complex of grasses, coastal wattle and banksia
 - Coastal Littoral rainforest with associated Bangalow palms or Brush box forest
 - Coastal and tablelands heaths
 - Wetlands/paperbark swamp forest, and open water and reeds/rushes complexes
 - Estuaries dominated by mangrove and seagrass communities
- 4 Ramsar Wetlands and 25 nationally important wetlands
- 380 species, 5 populations and 13 communities (EECs) listed as endangered or vulnerable under the *NSW Threatened Species Conservation Act (TSC) 1995*
- 2 World Heritage Areas – the Lord Howe Island group and the Central Eastern Rainforest Reserves of Australia
- 196 reserves and conservation areas
- Other significant landscape features such as Solitary Islands and Cape Byron Marine Parks and the Mount Warning caldera

Key NRM issues

The Northern Rivers region of New South Wales has many of the same NRM issues as other regions along the coast of eastern Australia. Issues such as managing invasive species, wildfire, erosion, water quality and soil degradation are the focus of many of our NRM projects and initiatives, and are shared by local government, state agencies and NGOs .

What sets the Northern Rivers region apart, however, is its incredible biodiversity. As a National Biodiversity Hotspot,

the third most bio-diverse region in Australia and a region purporting to have the most threatened species and communities of all NSW CMAs, how to maintain those values in the face of increasing pressure from urbanisation and other landuse is the primary challenge for this region.



Our Organisation

Corporate Vision

Communities in the Northern Rivers are actively engaged in maintaining and restoring natural resources to sustainable levels within our catchments and marine environment.

Corporate Values

- Encourage stewardship of our natural resources
- Acknowledge and advocate our natural assets
- Value spiritual, social and cultural relationships with the land
- Operate with a focus on providing service to the community
- Manage funds to get the best results
- Make a positive difference in all we do
- Make fair and transparent decisions
- Be accountable for our words and actions
- Pursue excellence in the workplace
- Respect and value our team, our partners and our community

Legislative framework

The Northern Rivers CMA is constituted under the *Catchment Management Authorities Act 2003*, and has responsibilities under the Act that guide its day to day operations. The Northern Rivers CMA also has responsibilities under the *Native Vegetation Act 2003*, and *Regulations 2005*, and operates according to a range of other Acts and Regulations relating to NRM and public sector governance. The organisation also applies, as required, a range of State and Australian Government policies and guidelines to its operations.

Role and function

The Northern Rivers CMA is one of thirteen CMAs established in NSW in January, 2004, to engage regional communities in NRM priorities and direct investment into regional activities to restore and protect NRM values.

The role and function of all NSW CMAs are prescribed in the *Catchment Management Authorities Act 2003*, and includes:

- Development and delivery of a regional CAP
- Provision of loans, grants, subsidies or other financial assistance for catchment activities

- Provision of contracts or undertaking of works for the purposes of catchment activities
- Assistance to landholders to achieve the objectives of the CAP
- Provision of educational and training courses and materials in connection with NRM
- Any other function relating to NRM as prescribed by the *Catchment Management Authorities Regulations 2005*

Each NSW CMA is required to:

- Facilitate State-funded NRM programs at a regional level that will achieve targeted State NRM outcomes
- Undertake regulatory responsibilities as prescribed in the *Native Vegetation Act 2003* and *Regulations 2005*

The Northern Rivers CMA is one of 57 regional organisations across Australia which are a conduit for Australian Government investment in NRM at a regional level.

Clients, stakeholders and partners

The clients, stakeholders and partners of the Northern Rivers CMA come from all sectors of the regional community, which include:

- Local government
- Utilities and county councils
- State Government and agencies
- Adjoining regional NRM bodies
- Australian Government and agencies
- Aboriginal organisations and groups
- Peak industry and environmental organisations
- Community interest groups
- Industry production groups
- The individual operator
- Education and research institutions
- Tourism industry

Organisational structure

The Northern Rivers CMA Board

As a Statutory Authority, the Northern Rivers CMA is guided by a Board, made up of a Chair and up to six Board members.

The Northern Rivers CMA Board is accountable to the State Minister for Climate Change, Environment and Water and is responsible for the implementation of the Northern Rivers CAP, associated investment strategies and corporate governance compliance.

The Chair and Board members all reside within the region and possess an affinity with and knowledge of the area. Together, the Board have skills and knowledge across the fields of primary production, environment, social and economic analysis, State and Local Government administration, negotiation, consultation, business administration, community leadership, biodiversity conservation, Aboriginal cultural heritage and water quality, as required in Part 2 of the *Catchment Management Authorities Act 2003*.

The Board has an independent role, and members participation often reflects their identified skills. The Board is responsible for:

- Review and monitoring of financial and corporate governance activities
- Facilitating compliance with key NSW Treasury and Australian Government financial policy and Australian Accounting Standards
- Supporting the targeted delivery and reporting of projects supported by the Australian and State governments and other funding bodies
- Facilitating and overseeing internal reviews of Investment Strategy projects and the administration of external contracts
- Development and monitoring of Complaints Management Policy and Corruption and Fraud Control Policy
- Review of recommendations and advice from the NSW Audit Office and Natural Resources Commission

The Board also has an important role in stakeholder liaison and maintaining open channels of communication with the community that enable informed decisions to be made with regard to NRM priorities, investment and activities within the region.

For further information on the Board Chair and Members please refer to P 12–17.

Our Staff

The Northern Rivers CMA currently has 28 permanent staff working across the Northern Rivers region based at 6 locations. Staff belong to one of 5 programs that reflect the division of natural resources in the region, the NRM themes contained within the Northern Rivers CAP and the grouping of expertise within the organisation.

The Northern Rivers CMA programs are:

- Soil/land resource
- Landuse planning
- Water
- Coastal management
- Marine
- Biodiversity

The Community Theme contained within the Northern Rivers CAP is an overarching program which all staff and Board members have a responsibility to deliver.

Each theme-based program is delivered by a Theme Leader and a Theme Team, who develop a detailed program and method of delivery each financial year in accordance with Northern Rivers CAP *Management Targets* and Northern Rivers CMA investment program.

The Northern Rivers CMA also has a business team that is responsible for finance and administration, and human resource management support.

Organisational reporting is via a flat management structure consisting of a General Manager, and 3 Program Managers. All staff report to one of these 4 managers.

For the Northern Rivers CMA corporate structure, please refer to P 18.

For the Senior Management profiles and other workforce data, please refer to P 100.



Dr Judy Henderson AO
Chair

Judy is a Paediatrician by training, and has had extensive involvement in national and international sustainability issues.

Areas of interest

- Sustainability assessment
- Social analysis
- Governance
- Community leadership
- Consultation and negotiation

Profile

Judy Henderson was appointed Chair of the Northern Rivers Catchment Management Authority in 2004 and her current term runs to 2011.

Judy has a long-standing interest in corporate social responsibility and is the former Chair and current Board member of the Amsterdam-based Global Reporting Initiative, which is setting global standards for sustainability reporting. She was former Chair of Australian Ethical Investment Ltd and currently is Chair of the Canberra-based Centre for Australian Ethical Research.

Judy was a former Board member of the NSW Environment Protection Authority, a participant in the 2008 Australia 2020 Summit and is a strong advocate for regional sustainable development.

She is a former Chair of Oxfam International and Commissioner of the World Commission on Dams. In 1998 Judy was appointed an Officer of General Division of the Order of Australia.

Judy has completed the Certificate in Directors Essentials training through the Australian Institute of Company Directors (AICD) and attended a refresher course in March 2008.



Robert Quirk
Board Member

Robert has been a cane grower since 1960 and has a long history of NRM advocacy in the cane industry.

Areas of interest

- Soil health
- Acid sulfate soil remediation
- Carbon sequestration in agriculture
- Water quality discharges from agricultural lands

Profile

Robert has served on the Northern Rivers Catchment Management authority as a board member since it formation.

Robert was a Tweed Shire Councillor from 1987–91 and still serves on two Tweed Shire council committees, the Tweed River Committee and Floodplain Committee, along with the Drainage Union, Tweed Cane Growers Executive and the NSW Cane Growers Council.

Robert has served on national committees including the Australian Cane Grower's, Farm Management Systems (FMS), Water Use Efficacy and the Sustainable Industries Initiative.

Robert serves on two international committees, the Round Table for Sugar Cane (The Better Sugar Cane Initiative), of which he was Chair for its first two years of operation and is a current member of the Steering Committee, and the International Union of Soil Sciences - Scientific Committee for Acid Sulfate Soils.

Robert has received numerous awards including Life membership of the International Senate for the Junior Chamber International, Churchill Fellowship in 2002, the Presidents Medal for the most useful research to the Australian sugar industry in 2002 and the 16th McKell Medal for excellence and achievement in natural resource management.

Robert has completed the Australian Institute of Company Directors essential training in corporate governance and attended a refresher course in March 2008.



Profile

Lorina joined the Northern Rivers CMA Board in May 2008. Lorina is a descendant of the Wangkumara and Muruwari people of North-west NSW.

Lorina is currently undertaking a PhD in family/community history. The key objectives of Lorina's research entitled People, Place and Time: The Weilmoringle Community, are to document peoples' connections to and memories of place and their associated water stories. As part of her research, Lorina is also endeavouring to record both traditional and contemporary Aboriginal land care management beliefs and practices.

Lorina Barker

Board Member

Lorina is a history lecturer at the University of New England where she teaches Australian History.

Areas of interest

- Water issues
- Landcare
- Oral history research on land and water management
- Community partnership



Profile

Sally has had a long term interest in land management and farming techniques. She continues to be excited by the developments in knowledge and understanding of the effect of management on both soil and above ground biodiversity, and how this can be harnessed on-farm to optimise production and returns to farmers.

An active member of Landcare since its early days, Sally has been involved at all levels (on ground, management and policy). She has chaired Local, District and Regional Landcare groups and is currently a Board Member of Southern New England Landcare Limited.

Sally has been involved in Regional NRM management for many years, with periods spent on the Clarence Catchment Committee, and the Upper North Coast Catchment Board before joining the NRCMA in 2004.

She has a passionate belief that the change management necessary to meet the demands of the future and of Climate Change will come from an informed and motivated community and that CMAs have a major role to play in facilitating such change.

Sally has completed the Certificate in Directors Essentials training through the Australian Institute of Company Directors (AICD) and attended a refresher course in March 2008. Sally was Deputy Chair from April to November 2007.

Sally Wright

Board Member

An Agricultural Scientist by training, Sally has had many years experience in Primary Production and has come to NRM through the Landcare movement.

Areas of interest

- Soil and pasture management
- Farm biodiversity and primary production
- Community engagement





Rod McKelvey

Board Member

Rod's lifelong interest in sustainability issues was ignited in the 1970s when working with Dr Edward DeBono (the father of Lateral Thinking) when they developed less wasteful packaging and the use of recycled paper.

Areas of interest

- Partnership facilitation between community, business, and government
- Coastal development (land use and vegetation/water issues)
- Landcare, primary production, business, local government
- Climate change, Peak Oil, Global Warming issues

Profile

Rod was appointed to the Northern Rivers CMA Board in 2005.

Rod was a Coffs Harbour City Councillor from 2004–2008. He was Deputy Mayor and Chair of the Land Use, Health and Development committee.

Rod was Chair and Project Officer for the Orara River Restoration Project, which won the 2002 National NHT Rivercare Award. He served on the NSW Coastal Envirofund Assessment Panel since its inception and has judged the NSW Landcare awards. He is currently an Executive Member of Coffs Harbour Regional Landcare, a member of Nana Glen Landcare and Arrawarra Dune Care.

Rod has recently been appointed Chair of the Australian Government's *Caring for our Country* Community Coastcare grants panel for NSW, the ACT and Norfolk Island. He is a board member of the Mid North Coast Area Consultative Committee, which supports sustainable business projects from Coffs Harbour to Great Lakes.

While farming in Inverell, he was an executive member of the North West CMB and chair of GWYMAC, the regional Landcare organisation. He was a member of the NSW Landcare Working Group and the NSW Vegetation Forum, which advised the Minister on the preparation of the *Native Vegetation Management Act*.

Rod has completed the Certificate in Directors Essentials training through the Australian Institute of Company Directors (AICD) and attended a refresher course in March 2008.

Rod is currently the Deputy Chair.



David Donnelly

Board Member

David, and wife Kathy, operate successful cattle breeding and finishing properties east of Glen Innes, practising rotational grazing and sustainable management since 1994.

Areas of interest

- Finance and governance
- Native vegetation management
- Productive agriculture/healthy soils/productive pastures
- Pest species management
- Healthy waterways
- Landuse planning/Retention of productive agricultural land

Profile

David has been an active Board Member since the formation of the Northern Rivers CMA in June 2004. David has performed the role of delegate to the Finance Committee along with the Chair, Dr Judy Henderson, since the Committee was established.

Natural resource management has been an integral part of David's life over the last 20 years with roles including member of the first Clarence total Catchment Management Committee, Deputy Chair of the Upper North Coast Catchment Management Board, North West representative to the State Landcare Working Group, Chair of the Border Rivers Flow Management Plan Community Reference Panel, Chair of local Landcare groups and district network (GLENRAC), Chair of the Upper North Coast Landcare Network and member of the Northern Tablelands Vegetation Committee.

Other community involvement has included 23 years service as Councillor on the Glen Innes Municipal Council with 10 consecutive years as Mayor, as well as numerous roles within the local, regional and state representative organisations. David has completed the Certificate in Directors Essentials training through the Australian Institute of Company Directors (AICD) and attended a refresher course in March 2008.



Profile

Steve was a former secondary high school Science and Agriculture teacher before swapping chalk for microphone to become a Rural Reporter with ABC Radio for 27 years. As a Broadcaster, Steve has covered an array of farming issues together with stories on the management of natural resources, compiling and presenting relevant interviews for air. From this experience, he gained a wide understanding of landholders' interests and concerns about their enterprises and projects.

Steve has witnessed, first hand, achievements of groups and individuals working towards achieving sustainable outcomes for the environment together with all the passion that comes from these efforts.

Steve's other involvements include past member of the Kempsey Main Street program for several years, parent member of Aldavilla Primary School Council, and parent member of Kempsey High School Council. He is a current Board member of the Macleay Vocational College as well as Secretary of the Macleay Valley Arts Council. Steve joined the Northern Rivers CMA Board in April 2008.

Steve MacDonald

Board Member

Steve is a former ABC broadcaster and currently runs a small citrus orchard on his woodland property in the Macleay Valley west of Kempsey.

Areas of interest

- Land Use and Primary Production
- Communications
- Coastal and Marine
- Renewable Energy



Profile

Jack is a Ngembaa man and is a highly respected member of the NSW Aboriginal community. With a keen interest in Aboriginal cultural heritage, education, community leadership and social analysis, Jack established the Aboriginal Philosophy Farm 'Linga Longa' at Rollands Plains in 1998, the world's first Indigenous Philosophy and Culture farm. Jack works in a number of national and international teams that focus on incorporating indigenous issues and views into government policy.

Jack was Deputy Chair from December 2007 to April 2008.

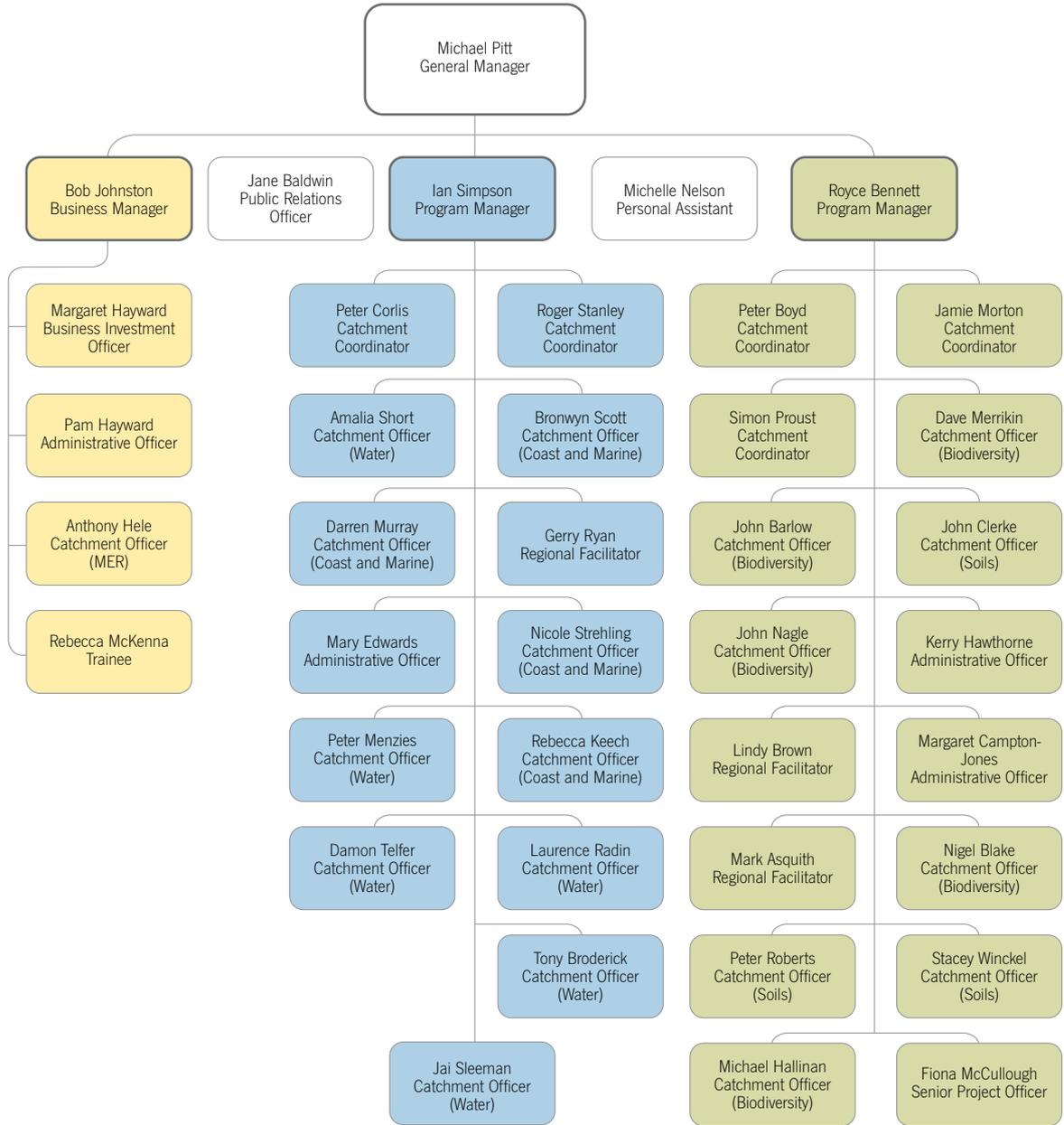
Jack Beetson

Board Member

Jack Beetson was appointed to the Northern Rivers Catchment Management Authority Board in May 2004 and was on his second term of appointment when he resigned from the Board in April 2008 due to personal and work commitments.



Corporate Structure



Service delivery

Strategic approach

Northern Rivers CMA business is largely guided by the Northern Rivers CAP, a statutory, non-regulatory, plan that guides priorities and investment in the Northern Rivers region.

A number of other strategic plans and guidelines also provide overall direction for the organisation's activities.

These include the:

- New South Wales State Plan
- Northern Rivers CAP
- Northern Rivers CMA Strategic Plan
- Northern Rivers CMA 2007/08 Investment Strategy
- A suite of organisational investment priorities and principles
- New South Wales Standard for NRM
- State and Australian Government Financial Head Agreements

Areas of focus

The Northern Rivers CMA takes an innovative approach to the delivery of its business and legislative obligations by:

- Specifically targeting the development of partnerships with community organisations and other agencies to deliver NRM outcomes
- Regularly brokering relationships and funding partnerships between external stakeholders to achieve regional NRM outcomes
- Outsourcing the majority of funded NRM activities under contract, creating a dynamic and versatile regional NRM industry and additional capacity within the community for ongoing NRM delivery
- Operating as a communication and advisory point for NRM information exchange between, organisations, agencies and the community in general through the funding of locally-based Community Support officers employed by community non-government organisations (NGOs)
- Providing financial incentives to the community to participate in NRM which will also strengthen the social fabric of the communities

Risk management

The organisation systematically assesses and manages all risks associated with its NRM decisions and activities, via a Risk Management Strategy. Risk Management forms an integral part of the organisation's Results and Services Plan and is standing item of business for the Northern Rivers CMA Board.

Ongoing risks to business include:

- Continuing landholder commitment considering uncertainties in future investment and the amount of follow-up or maintenance required for project sites
- Facilitating on-going maintenance of pest-plant control or follow-up works in previous project areas
- The high cost strategic structural river restoration works and other engineering projects
- Risk of decoupling landholder ownership of on-ground works through the use of contractor labour
- Adaptation of strategies and feasibilities in the face of Climate change impacts (i.e. increased frost and flooding events)
- Demonstrating change in 'condition' of Targets where change cannot easily be quantified and relating that change to investment made
- Prioritising future investment and program goals that will meet future needs when accounting for climate change, demographic change, rationalisation within the agricultural industry, and subsequent impacts caused by changes in landuse such as coastal development
- Balancing the achievement of meaningful NRM outcomes for limited funding, against the community expectation

The organisation systematically assesses and manages all risks associated with its NRM decisions and activities, via a Risk Management Strategy.

Standards compliance

The NSW Standard for Quality NRM is a set of seven inter-related components that define the characteristics of quality NRM practice. These characteristics are expressed as Required Outcomes which all CMAs and other natural resource managers are expected by Government to meet. These Required Outcomes provide consistent reference points to help organisations and individuals evaluate and improve their decision-making and management approaches at all scales and through all phases of the adaptive management cycle (plan-implement-audit-respond).

The Standard is a management standard rather than a technical standard – that is, it sets criteria for quality practice, but does not define strict steps to be followed or detailed specifications that must be adhered to.

The Northern Rivers CMA has established and implemented governance arrangements, business systems and strategies to ensure the components of the Standard are considered and addressed at all levels of its operations.

The Northern Rivers CMA has established a regular reporting process through the Northern Rivers CMA Board on system development and refinement to improve operational efficiency and in accordance with the principles contained within the Standard. An internal review process has been instigated and provides valuable assessment of the operational systems and an adaptive response loop for addressing any issues identified.

Monitoring Evaluation and Reporting

The Northern Rivers CMA is continuing to develop a Monitoring, Evaluation and Reporting strategy and associated business systems to track, report and improve the adequacy, efficiency and effectiveness of its actions.

The Strategy aims to meet the Natural Resources Commission's Standard for Monitoring and Evaluation. This Standard requires the Northern Rivers CMA to be able to quantify and demonstrate progress towards goals and targets by means of regular monitoring, measuring,

evaluation and reporting of organisational and project performance and to use results to guide improved practice.

The Strategy is also required to meet Australian and State Governments reporting requirements, including:

- Six-monthly reports on project outputs and financial performance to the State and Australian Governments
- Annual reports on resource condition trends to the Australian Government
- Six-monthly reports on native vegetation to the State Government
- Monthly financial reports to NSW Treasury
- Results and Services Plan reporting

To meet these demands, our approach needs to be robust so that changing reporting requirements can be accommodated. To help achieve this, the Northern Rivers CMA is engaged in developing and implementing the NSW Government whole-of-government Monitoring, Evaluation and Reporting Strategy for NRM.

The Northern Rivers CMA Monitoring, Evaluation and Reporting Strategy applies at the program and project design phase, where planned outcomes and outputs are linked to higher level CMA targets through the use of Program Logic. The Strategy also applies at the program and project administration phase, where business systems are in place to ensure outcomes and outputs are monitored, evaluated and reported by CMA staff. The adequacy, efficiency and effectiveness of these organisational design and administration systems are themselves monitored and evaluated through a system of internal reviews.

Section 2

Our NRM Performance



Our NRM Performance

Strategic Plan

The Northern Rivers CMA Strategic Plan, developed in 2005, focuses on engaging with the community to foster awareness of, and interest in, NRM regionally. Importantly, it also aims to foster trust in the community of the intentions and ability of the Northern Rivers CMA to support the community in its NRM goals.

The Strategic Plan identifies a number of objectives, strategies and actions for the Northern Rivers CMA to achieve in developing a relationship with the community, and in delivering on its role and responsibilities under the *Catchment Management Authorities Act 2003*. These include to:

- Build and maintain public trust
- Encourage community ownership of NRM
- Implement Investment Strategies through projects and partnerships and to monitor progress on Targets and Investments
- Develop new Investment Funding Opportunities
- Ensure financial, legal and regulatory accountability
- Promote optimal staff management practices and an ethos in the Northern Rivers CMA team of service to the Northern Rivers community
- Share knowledge and experience with other CMAs across the State and regional bodies nationally
- Implement other Government NRM related initiatives as identified by the Minister

The Strategic Plan has now largely been implemented, with a significant number of the actions forming an ongoing part of the Northern Rivers CMA operations. However, the organisation continues to achieve in key performance areas of the Strategic Plan. During 2007/08:

- \$1.29 M of additional competitive funding was secured to further support regional NRM
- \$10 M was expended on community-based NRM projects in the Northern Rivers region
- 397 community groups/projects were assisted
- 224 collaborative arrangements were negotiated
- 15 Memorandums of Understanding (MOU) with Local Government were continued or renewed, and important research linkages with Southern Cross University,

University of New England and the NSW DPI undertaken

- 10 Board field trips were undertaken involving direct interaction with the community
- 19 Community Support Officer positions were funded in local communities
- 589 awareness raising events with an audience of 13 000 were delivered, with 577 written products distributed to 55 939 people
- 414 skills development events comprising 5 967 participant days were delivered
- 87 education events in 12 Local Government areas, with 9 500 students were completed
- 3 specific activities incorporating Indigenous knowledge values and involvement were undertaken
- 451 media/multimedia opportunities were delivered

The Northern Rivers CMA Strategic Plan is due for review in November 2008 with a view to preparing a new plan that will build on the solid community relationships and NRM outcomes established over the last four years.

Investment Program

Income

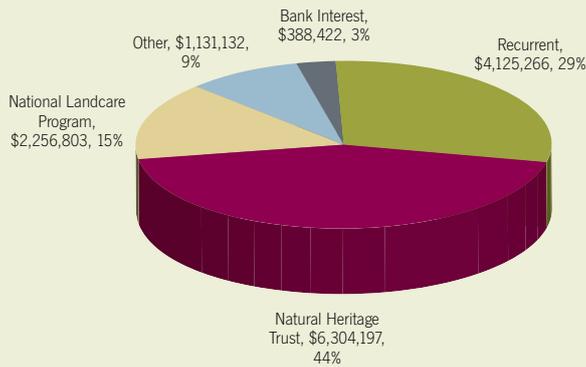
In 2007/08, the Northern Rivers CMA had a total income of more than \$18M, comprising \$14.206M in funding and \$4.805M in retained earnings from 2006/07.

Of the \$14.206M funding, \$10.430M was 'base funding' (comprising State recurrent funding and Natural Heritage Trust funding), \$3.776M was funded from a range of other programs and included interest earned.

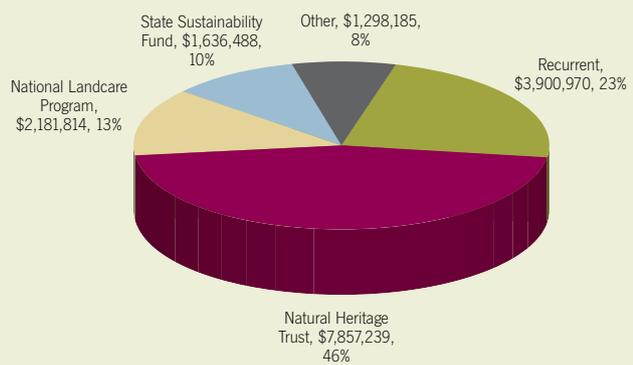
Expenditure

The organisation expended \$16.875M, of which \$5.116M was "opportunistic" investment, secured from programs including the National Landcare Program, State Salinity Program, Unallocated and Cross Regional NHT, NSW Environmental Trust and Envirofund. Sourced from competitive processes, this additional funding demonstrates the Northern Rivers CMA's ability to secure available additional NRM investment to assist the Northern Rivers community to achieve CAP and NRM outcomes. \$12.974M (total income excluding recurrent funding) was directly invested in regional NRM projects as shown on P 23

Income by Source of Funds



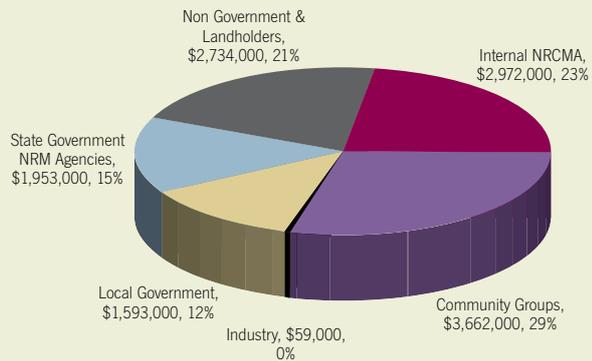
Expenditure by Source of Funds



NRM investment by Theme



NRM investment by Stakeholder Group



and \$3.900M (23%) addressed the operational costs of the organisation. During 2007/08, 522 NRM projects were undertaken in the Northern Rivers region, of which 420 were delivered under contract through the Northern Rivers CMA. Seventy seven percent (77%) of these contracted projects were externally managed by regional NRM providers, NGOs, state agencies, local government, utility providers and individuals, directly injecting \$10M into the regional economy. This contract-delivery model, purposefully adopted by the Northern Rivers CMA in 2006, maximises leverage and partnership potential by building capacity within the community to address NRM issues and supports a growing local NRM industry.

Investment made during 2007/08 aimed at building on earlier organisational strategies to achieve a well resourced, competent community-based NRM industry, with access to incentive and market-based funding schemes and strong links to both local and state agency natural resource managers. It achieved this by focusing on projects that brought:

- A continued emphasis on community engagement
- Continued development of partnerships with NRM providers and agencies
- Successful on-ground works and activities
- Successful landholder engagement and incentive programs



Investment in NRM activities also aimed to achieve both State-wide targets for change in resource condition and standard Australian Government outputs for NRM, by delivering on the *Management Targets* contained within

the Northern Rivers Catchment Action Plan. Key NRM outputs for 2007/08 are outlined below, along with performance in previous years.

NRM Indicator	Measure	NRM Outputs			
		2005/06	2006/07	2007/08	Cumulative Total
Native vegetation enhanced or rehabilitated	ha	3 783	19 645	11 235	34 663
Management of significant species or ecological communities	ha	147	272	41	460
Pest plant and animal control work	ha	13 691	50 349	32 718	96 758
Works to improve management of surface or groundwater	ha	325	41	191	557
Works for improving waterway health	m	990	860	5 650	7 500
Off-stream watering sites established	no	45	81	134	260
In-stream habitat established	km	2	0	115	117
Fish barriers modified or removed	no	30	0	48	78
Land where improved irrigation practices have been adopted	ha	0	0	162	162
Wetlands with connectivity reinstated	ha	649	21	209	879
Works relating to soil treatment and management	ha	7 550	624	23 337	31 511
Awareness raising or training days and community projects supported	no	2 202	29 432	2 136	33 770

Native Vegetation Act

The *Native Vegetation Act 2003*, is administered by the Northern Rivers CMA in the Northern Rivers region, with the organisation acting as the consent authority for vegetation clearing on non-urban lands.

During 2007/08, several hundred enquiries relating to clearing vegetation were received by the organisation from rural landholders, property developers, industry and local government. The majority of these enquiries were from those seeking advice on whether or not minor clearing for general rural infrastructure such as fence lines, roads, tracks, sheds and dwellings required approval under the Act.

Only a relatively small proportion of enquiries seeking approval for the clearing of vegetation were not covered by the exemptions provided for under the Act for Routine Agricultural Management Activities.

The Northern Rivers CMA also continued to engage stakeholder organisations, such as the NSW Farmers Association, with regards to native vegetation management, in accordance with the Act, and further developed collaborative arrangements, such as operating protocols with Local Government to streamline procedures in relation to native vegetation management and assist client information dissemination and approval processes.

The *Native Vegetation Act 2003*, also provides for Incentive Programs and Agreements for the conservation management of native vegetation on private land. During 2007/08, the Northern Rivers CMA delivered Round 3 of its Bush Recovery Program, to assist landholders with vegetation management in priority areas.

The primary funding program for vegetation incentives, the Bush Recovery Program provides a flexible market-based program for landholders. Landholders submit requests for funding to implement a site action plan under an agreement and term nominated by the landholder. A site-specific Action Plan is developed on site with the Northern Rivers CMA.

The Bush Recovery Program has proven popular with landholders, with a total of \$1.55M made available to landholders in 2007/08 over Rounds 2 and 3 of the Program. Almost 100 landholders in Round 3 of the Bush Recovery Program have developed Action Plans, assisting landholders to understand the native vegetation values of their property. Plans address the threats to native vegetation and what actions can be taken to ensure natural values are maintained and enhanced.

The Northern Rivers CMA also partnered with other organisations to deliver incentive funding programs to landholders committed to native vegetation conservation. In 2007/08, the Northern Rivers CMA teamed with Dept. of Environment and Climate Change (DECC) and the Nature Conservation Trust of NSW (NCT) to deliver funding to assist landholders managing lands under conservation agreements registered on title. These included Voluntary Conservation Agreements with DECC, Conservation Covenants with the NCT and Property Agreements with the former Department of Land and Water Conservation (DLWC). A total of \$100 000 was provided to 17 landholders under this Program.

Northern Rivers Catchment Action Plan (CAP)

The Northern Rivers CAP is an important strategic document that guides the priorities and investment of the Northern Rivers CMA. The CAP is a statutory,

non-regulatory, plan that:

- Identifies the pressures that impact on the region's natural resources
- Acknowledges the current condition of these resources
- Articulates the community response that can protect, repair and enhance the resources for current and future generations

The Northern Rivers CAP, approved by the NSW Government for implementation in January 2006, reflects the community's aspirations for the conservation and restoration of natural resources in the Northern Rivers region. Developed from three former *Catchment Blueprints* from communities across the region, the CAP articulates the wishes of the Northern Rivers community with regard to where NRM investment should be applied and the degree of change in natural resource condition desired.

The Northern Rivers CAP centres on seven broad themes – Community, Land-use Planning, Biodiversity, Water, Coastal Management, Marine and Soil/Land Resources. For each theme there is a high-level *Resource Condition Target*, an aspirational goal to either maintain natural resources that are in good condition, or improve those that are degraded. For each *Resource Condition Target*, several underlying *Management Targets* described the degree of change in condition to be achieved. It is these *Management Targets* that direct NRM investment and activity in the region and are the focus of the Northern Rivers CMA Theme-related programs.

The Northern Rivers CAP is a comprehensive plan for the region that not only guides the efforts of the Northern Rivers CMA, but also the investment and efforts of other regional NRM agencies, NGOs, groups and individuals in the Northern Rivers community.

While the CMA orchestrates and undertakes a significant proportion of NRM activities in the region that align with the CAP, there are a myriad of other initiatives, projects, activities and efforts belonging to other NRM agencies, stakeholders, local government, community groups and individuals that aren't currently recorded or able to be reported by the Northern Rivers CMA.

However, capturing and reporting on the efforts of others in our community remains difficult and is a key business issue for the Northern Rivers CMA. As the Northern Rivers CMA is not in a position to wholly report on the achievement of the regional community towards the CAP, the NRM performance reporting in this Annual Report reflects only the direct contribution or association of the Northern Rivers CMA in projects that contribute to the *Management Targets* of the Northern Rivers CAP.

Adding to our reporting challenges, is the situation whereby a number of the CAP *Management Targets* do not have clearly articulated indicators of performance. This largely reflects one or more issues, including:

- The unquantifiable nature of the target that was set by the community
- The nature of the management target does not lend itself to the creation of yearly milestones
- That the science and understanding required to set a quantifiable indicator of performance was not available at the time of preparation of the CAP
- That the need to have yearly reporting milestones for each and every target for performance reporting purposes was not fully appreciated at the time of CAP preparation

For this reason, this Annual Report also uses the milestones contained in its 2007/08 Results and Service Plan and Investment Strategy to provide a yearly performance indicator.

The difficulties of capturing and reporting on performance issues are common to all of the NSW CMAs and a challenge for each in reporting performance against their respective Catchment Action Plans. Data capture and reporting is recognised as a State-wide issue and is currently being addressed through a cooperative project to develop State-wide, State of the Catchment Report Cards which will in future indicate the in quantifiable terms change in natural resource condition measures required. Once these parameters are set, a review and refinement of the CAP *Management Targets* can occur.

The following section of the Annual Report provides an account of the Northern Rivers CMA's contribution, either direct or indirectly, towards the CAP targets for the 2007/08 period.

The following section of the Annual Report provides an account of the Northern Rivers CMA's contribution, either direct or indirectly, towards the CAP targets for the 2007/08 period. The CAP performance tables P 27–69 also include Northern Rivers CMA 2007/08 Investment Strategy and Results and Services Plan Milestones. These milestones relate to State-wide targets for resource condition and form part of the Northern Rivers CMA contractual obligations with NRM providers, partners and grant recipients and are delivered through that process. The milestones provide a yearly measure of performance and their inclusion serves to further demonstrate achievement, particularly where individual CAP *Management Targets* do not specify yearly indicators of performance.

The Community Program

‘By 2016, the capacity of the community to contribute to regionally relevant NRM is increased’

The Northern Rivers CAP Community Theme aims to build capacity within the community, as well as encourage and support the spiritual, cultural, social, economic and environmental values of the region. Capacity to participate in NRM activities underpins the community’s ability to contribute to the *Resource Condition Targets* it has set for the Northern Rivers region.

Program delivery

The Northern Rivers CMA Community Program overarches all other areas of Northern Rivers CMA activity and operates at all levels throughout the organisational structure and external delivery processes. The Northern Rivers CMA recurrent budget provides considerable investment in achieving the deliverables of the Community Program through the running costs of the Board and staff.

The strategic direction and engagement strategy is driven via the Board and management team. The Board represents community interests and brings this attribute into strategic planning and development processes to ensure operational aspects of the Northern Rivers CMA are in tune with community views and aspirations. The Board develops, monitors, continually reviews and refines the engagement strategies for regional stakeholder groups as well as key Australian and State stakeholders.

The staff of the Northern Rivers CMA are an important component of Community Program delivery, as they provide an integral point of access for the community through the 6 local Northern Rivers CMA offices, and various mechanisms including field visits, workshops, presentations, networks and partnerships attendance.

The program includes a team of external contractors operating through partnership arrangements to deliver community capacity building projects. The external contractors (Community Support Officers and Aboriginal Extension Officers) operate in 18 locations across the Northern Rivers region to support and build capacity within the community to engage in NRM activities.

All Northern Rivers CMA contracts and partnerships implemented in 2007/08 further enhanced the delivery of the Community Program by providing support for building capacity within the community as part of each project delivered.

Clients, stakeholders and engagement approach

The Community Program encompasses all our key stakeholder, client and partner groups including:

- Local government
- Utilities and county councils
- State Government and agencies
- Adjoining regional NRM bodies
- Australian Government and agencies
- Aboriginal organisations and groups
- Peak industry and environmental organisations
- Community interest groups
- Industry production groups
- The individual operator
- Education and research institutions
- Tourism industry

Methods of engagement are varied and range from one-on-one advice and consultation, to field days and workshops, to web-based interactive educational tools. There are established channels of communication which are used regularly and these include extension through our Community Support Officers and Aboriginal Extension Officers, media, newsletters and network meetings.

Initiatives delivered during 2007/08 to facilitate the level of engagement include:

- Decentralised monthly program of Board meetings which provided the opportunity to meet with Local Government, Landcare, local landholders and other stakeholder groups via formal agenda items or field tours of specific local works or issues
- Development of stronger links at Board level with Local Government Regional Organisations of Councils and the establishment of operation level networks and partnerships
- Partnership development with NGO organisations to streamline operations and ensure greater NRM achievements for the region



- Building a stronger relationship with Australian and State Government Ministers and Agency operational structures
- Collegiate State CMA partnerships
- Relationship with neighbouring regional Bodies strengthened and the collegiate Coastal CMA partnership further refined and developed
- Further building of the relationship with the Northern Rivers Aboriginal community
- Arrangements with Education Institutions further developed, with partnership mechanisms well advanced
- Collaborative funding arrangements developed with partners on identified priority projects

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- Community engagement and support program implemented with Aboriginal Extension Officers, Community Support Officers, Community Landcare Officers, Regional Facilitators and an Education Officer
- Continuation of Indigenous Green Teams (IGTs), with 4 IGT's supported in communities located at Macksville, Coffs Harbour, Ballina and Mulli Mulli (upper Clarence Catchment)

2007/08 Program Performance

Total investment

\$2.094M

Major program components

- Natural Heritage Trust (NHT) *Investment Strategy* to fund 5 Aboriginal Extension Officers under external contract, 13 Community Support Officers under external contract, 4 Aboriginal Green Teams under external contract and 1 Education Officer operating as an Northern Rivers CMA employee (\$1.340M).
- National Landcare Program (NLP) which funded Community Landcare Coordinators under 7 external contracts (\$202.5k).
- NHT to fund 3 Regional Facilitators which operated as Northern Rivers CMA employees (\$225k)

Contribution made to Regional CAP targets

The Northern Rivers community is extremely active in NRM and the Northern Rivers CMA has played a key role in supporting that activity and engagement. The community was able to secure considerable additional investment for NRM during 2007/08 through the Northern Rivers CMA from a range of sources including Envirofund, National Landcare Program, State Salinity Program and the Environmental Trust. The Northern Rivers community has repeatedly submitted the highest number of applications and secured the greatest level of investment from Envirofund of any regional body which clearly indicates the level of activity and community engagement in NRM across this region.

Achievement highlights

- Establishment of a new team in Coffs Harbour of 4 Aboriginal trainee bush regenerators
- The Ballina team received TAFE Certificate III in Conservation Land Management through their high profile management of sensitive sites around Ballina
- The Macksville 'Nyambaga Green Team' completed major environmental works that included board walk construction along the Nambucca River
- The Mulli Mulli team are a well established riparian restoration team tackling the privet problem around their community and surrounding areas
- A targeted school education program implemented with the establishment of two regional networks of NRM education providers
- Development of collaborative arrangement with Charles Sturt University to gain a better understanding of landholder attitudes to incentive mechanisms through broadscale survey of Northern Rivers landholders

For detailed measures of performance please refer to the tables on P 29-30.

Contribution towards CAP Management Targets – for the Community Program

Management Target CCB1 – Awareness, Knowledge and Skills				
By 2016, there is an increase in community awareness, knowledge and skills in relation to NRM				
There are no singularly accepted measures that can adequately describe the extent of awareness, knowledge and skills in relation to NRM in the community				
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 550 skills and training events • 635 community awareness-raising events • 663 media opportunities • 47 education events and projects reaching more than 3000 students 	<ul style="list-style-type: none"> • 414 skills and training events • 468 community awareness raising events • 577 media opportunities • 87 education events and projects reaching 9500 students 	<ul style="list-style-type: none"> • 5 967 person days of participation at skills and training events • 13 000 person days of participation at demonstrations, field days, tours etc • 210 written products such as brochures, newsletters, posters and fact sheets developed • 110 displays at events • 21 websites developed, linked or enhanced • 124 workbooks, course notes and other materials developed 	<ul style="list-style-type: none"> • 75 Skills training and community awareness events • 18 500 products, materials distributed • 100 media opportunities 	<ul style="list-style-type: none"> ✓ ✓ ✓
<p>Statement of achievement The number of outputs delivered remains high and demonstrates an ongoing engagement by the NRCMA with the Northern Rivers community. Workshops events and products have been more targeted and refined to build on earlier processes.</p>				

Management Target CCB2 – Community Engagement				
By 2016, there is an increase in community awareness, knowledge and skills in relation to NRM				
There are no singularly accepted measures that can adequately describe what is considered an adequate level of engagement and collaboration and adequate trust		<ul style="list-style-type: none"> • * not recorded as specific data – unable to report 		
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 11 MOUs with Local Government in operation • 5 Service Level agreements signed with State agencies • 309 NRM projects funded in community 	<ul style="list-style-type: none"> • 15 MOUs with Local Government in operation • 67 formally documented collaborative arrangements • 556 NRM projects funded in community 	<ul style="list-style-type: none"> • The first phase of refinement of MOUs occurred with Clarence Valley Council (the first Council to sign an MOU) renegotiating a second term MOU • 6 key organisational documents developed • 157 new arrangements for effective collaboration negotiated • 9 governance tools developed • 45 significant knowledge evaluation events held • 48 organisational learning reviews completed 	<ul style="list-style-type: none"> • 135 community projects assisted • 50 regional forums/ meetings to engage aboriginal communities • 175 community contacts made • 12 on-ground Aboriginal projects • 45 Aboriginal people trained or engaged in on-ground NRM projects 	<ul style="list-style-type: none"> ✓ * ✓ ✓ ✓
<p>Statement of achievement There has been a substantial increase in the level of collaborative arrangements with key stakeholders, including the NRCMA, signifying trust in operating arrangements and institutions.</p>				

Management Target CCB3 – Community Support				
By 2016, there is an adequate level of community capacity building and support, including resources and infrastructure				
There are no singularly accepted measures that can adequately describe the extent of awareness, knowledge and skills in relation to NRM in the community				
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 6 decentralised NRCMA offices providing information and support to clients • 400 NRCMA contracts across region that required community capacity support • 12 Community Support Officers • 8 Aboriginal Extension officers • 8 Community Landcare Coordinators 	<ul style="list-style-type: none"> • 6 decentralised NRCMA offices providing information and support to clients • 420 NRCMA contracts across region that required community capacity support • 19 Community Support contractors in operation 	<ul style="list-style-type: none"> • Board member positions fully operational • NRCMA staff numbers maintained at maximum with all positions fully operational 	<ul style="list-style-type: none"> • Australian and State Govt policy and programs communicated • Community stakeholders accessing funding programs • Engage stakeholders in Regional Plans and in NRM implementation 	<ul style="list-style-type: none"> ✓ ✓ ✓
<p>Statement of achievement The high levels of support provided by the NRCMA during 2004–07 have been maintained during the 2007/08 financial year.</p>				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.





The Coastal Management Program

'By 2016 there is an improvement in the condition of Coastal Zone natural resources'

The intent of the Coastal Management Program is to improve the condition of coastal zone natural resources by focusing on the land-sea interface and incorporating the 3 main landscapes: the coastal fringe, including beaches, coastal dunes, and headlands; estuaries, including coastal creeks, lakes and lagoons; and islands, including the Lord Howe Island Group and other islands within NSW State Waters. The program targets the preparation of NRM plans and subsequent implementation of priority on-ground works.

Program delivery

The Coastal Management Program is primarily delivered through investment in projects in partnership with coastal land managers, engaged as contractors, but also through advice provided by Northern Rivers CMA staff, and support for both land managers and volunteers working to improve coastal zone natural resources.

Clients, stakeholders and engagement approach

Primary clients of the Coastal Management Program are the managers of the coastal zone.

The major terrestrial land managers include Local Councils (as trustees of the significant Crown Land reserves along the coastline), Department of Environment and Climate Change, Parks and Wildlife Group (as managers of the national parks estate), the NSW Department of Lands (as managers of the remaining Crown Land), and the Lord Howe Island Board. Aboriginal organisations managing land, and Crown Land Reserve Board Trusts, together with NSW DPI, NSW Maritime and the Marine Parks Authority (who each have management responsibilities in estuaries) are other important clients.

Provision of financial incentives through Coastal Program investment projects is an important means of engaging coastal resource managers. Technical advice, within the organisations capabilities, is also provided to these stakeholders through on-site visits, meetings, workshops and conferences, as well as electronic media.

Resource users, including local communities and visitors, and volunteer community groups such as Dunecare, Coastcare, school and other environmental groups, are engaged indirectly through their interactions with land managers implementing Northern Rivers CMA projects, and by attending Northern Rivers CMA project field days and events, training forums, workshops and presentations. Some may also be engaged more directly through the interaction of the Northern Rivers CMA's Community Support and Aboriginal Project Officers with local volunteers working to manage coastal zone natural resources.

Initiatives delivered during 2007/08 to enhance engagement processes include:

- A partnership with the National Marine Science Centre (NMSC), a collaboration of the University of New England and Southern Cross University, to deliver awareness and training opportunities to Coastal zone community volunteers and support officers. This undertaking also involved the Solitary Island and Cape Byron Marine Park staff, Aboriginal Organisations and volunteer Care groups as training partners
- A partnership with Wetlandcare Australia to deliver on-ground works in the coastal zone

2007/08 Program goals

One of the major constraints to the Coastal Management Program is the general lack of community awareness and understanding of the roles and fragility of coastal zone landscapes, including their susceptibility to natural and human impacts; while, another major constraint is the lack of staff and financial resources available to land managers, especially smaller Local Councils, to effectively manage these landscapes and impacts.

The focus of the Coastal Management Program during 2007/08 has, therefore, been to work in partnership with public land managers, in particular with local government, assisting them to address impacts on the coastline, especially to reduce the enormous threat to landscape stability and biodiversity values posed through infestation of native coastal vegetation by the weed, Bitou Bush.

The program has also actively sought to take advantage of the increased general awareness of Climate Change, to build greater understanding of the fragile nature and role of coastal zone landscapes, and of the impacts of natural coastal processes on them. This in turn should help increase overall understanding of the need to protect and enhance these landscapes to help reduce impacts likely under Climate Change.

2007/08 Program Performance

Total investment

\$0.578M

Major program components

- 10 contracts implementing coastline management plans of varying scale (\$102k)
- 6 contracts implementing estuary management plans (\$189.6k)
- 7 contracts implementing the Bitou Bush Threat Abatement Plan (\$136.6k)
- Investment in education in relation to the threatened Pied Oystercatcher
- Investment in training of coastal volunteer community groups and support staff (\$13.5k)

Contribution made to Regional CAP targets

Good progress continues to be made towards addressing the *Resource Condition Target*. Coastal Program investment has contributed directly towards improvements in the condition of the coastal fringe and estuary landscapes, through delivery of on-ground projects. The Program has also contributed towards the development by public land managers of broad-scale coastal zone management plans; supported a range of coastal zone management projects and project proposals; and supported capacity building activities for clients and stakeholders, including community volunteers, that will contribute indirectly to improving the condition and more sustainable use of the coastal zone's natural resources.

Achievement highlights

- Strengthened partnerships with the full range of coastal zone resource managers, especially smaller organisations

- Delivery of new NRM projects that provide these smaller organisations with greater opportunities to access Northern Rivers CMA-managed funds
- Continued support of the development and implementation of a range of coastal zone NRM plans that inject sound science into land management and strategically target investment to priority areas
- Continued support of the efforts of coastal zone volunteer community groups and their Northern Rivers CMA support staff by providing free awareness and skills training, subsidised attendance at State-level learning and networking activities, and small project funding opportunities to assist coastal management at the grass roots level
- Development and support of a range of projects seeking funds through the new Australian Government funding model, either as applicant or partner, including: major projects that aim to identify priority coastal zone 'hotspots' and to address these through more effective investment in land use planning, protection and enhancement; and projects to enhance existing Endangered Ecological Communities and to address Key Threatening Processes and Weeds of National Significance. Upwards of 20 projects totalling around \$2M have been developed and supported

For detailed measures of performance please refer to the tables on P 34–35.

Coastal Management Program

Snapshot of success

Implementation of the NSW Bitou Bush Threat Abatement Plan (TAP)

Location: 14 Priority sites located along the NRCMA coastline from the Tweed to Port Macquarie

Partners: DECC; Tweed, Ballina, Clarence Valley, Kempsey and Port Macquarie-Hastings Councils; Byron Shire Holiday Parks and Dirawong Reserve Trusts; other NSW Coastal CMAs

NRM Outcome: Bitou Bush controlled and impacts reduced over 160 ha, protecting threatened species, endangered populations and EECs; improved coastal zone biodiversity



Coastal education - reducing the impacts of beach-users on the Pied Oystercatcher (POC) in Northern NSW

Location: Pied Oystercatcher breeding sites at South Ballina Beach and Patches Beach

Partners: DoL, DECC NPWS Discovery Rangers (acting as POC Education Wardens), Empire Vale Public School

NRM Outcome: Greater beach-user understanding of breeding sites, protection and needs of POC and willingness to reduce recreational vehicle speeds to maximise beach fledging



Aboriginal Green Teams caring for coastal country

Location: NRCMA coastline from Byron Bay to South West Rocks

Partners: Ballina Council, Coffs Harbour LALC, Ngurralla Aboriginal Corporation, DECC, private employment providers

NRM Outcome: Coastal dunes, headlands, estuaries and cultural sites managed to mitigate human, weed and climatic impacts, by local, trained Aboriginal people



Tweed Heads Historic Site and Ukerebagh (Island) Nature Reserve weed control

Location: Ukerebagh Island and adjacent Historic Site at South Tweed Heads

Partners: Department of Environment and Climate Change, NPWS Murwillumbah

NRM Outcome: Improved condition of fragile estuarine foreshore vegetation and habitat through targeted weed control and increased stability over 700 m of foreshore



Implementation of Estuary Management Plans – Hastings River riparian rehabilitation

Location: 2 sites on the Hastings River Estuary

Partners: Port Macquarie-Hastings Council, private land owners, Hastings Landcare

NRM Outcome: Fencing, weed removal, planting and revetment works to stabilise the bank of the estuary, improve water quality and provide habitat to support biodiversity



Training and skills enhancement for coastal and estuarine care groups, volunteers and support officers

Location: NRCMA coastline, in northern, central and southern locations

Partners: National Marine Science Centre (NMSC), local government agencies, councils and care groups

NRM Outcome: Forums and field days improving awareness, understanding and skills in order to build capacity to address key issues and improve resource condition



Contribution towards CAP Management Targets – for the Coastal Management Program

Management Target C1 – Coastline				
By 2016, complete broad-scale management plans for the entire coastline (50% by 2009); and implement identified priority actions that contribute to improved natural resource condition				
Previous Performance (<2007)		Performance for 2007/08		<ul style="list-style-type: none"> * Estimate based on incomplete and/or unavailable data ** No baseline measure available; these two Performance Indicators are proposed to be replaced by first dot point in columns 2 and 3 below ✓ * unable to provide accurate % figure - milestone considered met
Percentage Broadscale Coastline plans completed*	35%*	Percentage Broadscale plans completed*	na**	
No of identified priority actions implemented**	na**	No of identified priority actions implemented**	na**	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 195 ha of high conservation value coastal native vegetation enhanced 140 ha of pest plant control measures implemented 	<ul style="list-style-type: none"> 480 ha of high conservation value coastal native vegetation enhanced 480 ha of pest plant control measures implemented 	<ul style="list-style-type: none"> 20 high priority actions from the relevant DECC Priority Action Statement implemented through the Bitou TAP project 18 local-scale resource condition monitoring programs established through the Bitou TAP project 7 ha of wetland native vegetation enhanced A Coastal Education program - reducing the impacts of beach-users on the Pied Oystercatcher (POC) in Northern NSW, developing greater beach-user understanding of breeding sites, protection and needs of the POC Aboriginal Green Teams caring for coastal country: The Ballina Council Aboriginal Bush Regeneration Team, Coffs Coast Aboriginal Training for Repair to Country Team, and Nyambaga Aboriginal Green Team projects trained and employed local Aboriginal people to protect and enhance coastal dunes, headlands, estuaries and cultural sites 6 formal training days provided through the National Marine Science Centre for coastal and marine group volunteers and their support staff, on coastal and estuarine ecosystems, processes and management activities 8 coastal issues field days 12 written products produced (brochures, newsletters, fact sheets etc) 	<ul style="list-style-type: none"> Implementation of a further 7% of high priority NRM activities in CMP and 10% of high priority activities in LPPS Implementation of high priority Activities of Coastal Education Strategy 	<ul style="list-style-type: none"> ✓* ✓
<p>Statement of achievement Progress towards completion of broad-scale coastline management plans is difficult to quantify due to incomplete and/or unavailable data, however there has been good progress made since 2006–07 with the NRCMA facilitating the enhancement of HCV coastal native vegetation, with double the achievement of the previous reporting period.</p>				

Management Target C2 – Estuaries and Coastal Lakes				
By 2016, complete broad-scale management plans for the entire coastline (50% by 2009); and implement identified priority actions that contribute to improved natural resource condition				
Previous Performance (<2007)		Performance for 2007/08		<ul style="list-style-type: none"> * Estimate based on incomplete and/or unavailable data # 100% of the 2009 target achieved ^ 100% of Sustainability Assessments achieved ** No baseline measure available; this Performance Indicator, and possibly the two above, proposed to be replaced by first dot point in columns 2 and 3 below
Percentage estuary plans completed	65%*	Percentage estuary plans completed	100% #	
Percentage coastal lake plans completed	55%*	Percentage coastal lake plans completed	100% ^	
No of identified priority actions implemented**	na**	No of identified priority actions implemented**	na**	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 15 ha riparian native vegetation enhanced along 7 km of estuarine shoreline 	<ul style="list-style-type: none"> 6 ha riparian native vegetation enhanced along 5 km of estuarine shoreline 	<ul style="list-style-type: none"> 30 ha of coastal wetlands with connectivity reinstated 400 m of estuarine shoreline stabilised with engineering works 6 formal training days provided through the National Marine Science Centre for coastal and marine group volunteers and their support staff, on estuarine and coastal ecosystems, processes and management activities The CMA's Coastal Lakes Assessment and Management (CLAM) Project, which was delivered in partnership with the Australian National University's Integrated Catchment and Management Unit, was reported on last year. The project developed Sustainability Assessments for 16 coastal lakes and lagoons within the region, and was this year recognised by Environs, the Local Government Environment Network, with the following awards at the Network's conference in Melbourne: <ul style="list-style-type: none"> Silver Environs Award for Outstanding Sustainability Partnerships Golden Environs Award for Outstanding Sustainability Leadership 	<ul style="list-style-type: none"> Implementation of a further 5% of high priority Activities in EMPs and 10% of priority Activities in LPPs Implementation of high priority Activities in Marine Education Strategy 	<ul style="list-style-type: none"> ✓ ✓
<p>Statement of achievement Completion of Estuary Management Plans is ahead of target, with 100% of the 2009 target achieved. Sustainability Assessments have been completed for 100% of coastal lakes and lagoons, although management plans are yet to be completed for the majority of these. The area of riparian native vegetation enhanced (ha) is less than half the previous year, reflecting the changing priorities of local government during the reporting period. However the length of estuarine shoreline treated is only slightly less than last year. The NRCMA continues to play and important facilitation role in the achievement of NRM outcomes in coastal areas.</p>				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.



The Marine Program

'By 2016, maintain and improve the health of the marine environment'

The intent of the Marine Program is to maintain and improve the health of the marine environment. To progress towards this goal, the program operates on several fronts, namely:

- Overcoming the lack of basic knowledge of the marine environment, including its condition and trend, through projects targeting research, mapping and monitoring
- Promoting development and implementation of best practice guidelines for marine resource user groups
- Improving awareness and understanding, amongst resource users and the wider community, of the marine environment and their impacts on it
- Supporting a comprehensive, adequate and representative system of marine protected areas

Program delivery

A paucity of information available to underpin sound management of the marine environment and its user groups is a key marine management issue for the region. Comprehensive maps showing accurate details of marine habitats and the distributions of marine flora and fauna do not exist, and there is a lack of awareness that the health of the marine environment is strongly linked to the health of the region's catchments, rivers, estuarine and coastal ecosystems, which all drain to the ocean.

While available information suggests that the region's marine environment can generally be considered healthy, it is under pressure from a number of factors including population growth and development, reduced water flows, increasing intensity of land use and the alarming and growing issue of marine debris and its impacts.

As yet there is no comprehensive and integrated information available to quantify the condition and health trends of the marine environment, which makes reporting on resource condition improvement a challenge. The Marine Program aims to assist in addressing these issues through investment in research projects in partnership with marine resource managers and

researchers, whom we engage as contractors, and through advice and support for both resource managers and volunteers working to improve the marine environment.

Clients, stakeholders and engagement approach

Primary clients of the Marine Program are the State agency managers of the natural resources of the marine environment, the NSW Department of Primary Industries and Department of Environment and Climate Change (including the Marine Parks Authority). Stakeholders include the NSW Department of Lands, coastal Aboriginal organisations, and users of the natural resources of the marine environment including marine industry groups such as commercial fishers as well as recreational fishers, boaters, surfers, divers, and tourism operators.

Provision of financial incentives through Marine Program investment projects is a critical means of engaging marine resource managers and researchers. The organisation also engages these stakeholders through on-site visits, meetings, workshops and conferences, as well as electronic media.

Initiatives delivered during 2007/08 to enhance engagement processes include:

- Collaboration with the National Marine Science Centre (NMSC), to deliver projects that enhance our knowledge of the region's marine environment and its condition, and, deliver marine awareness and training opportunities to community volunteers and support officers. The NMSC in turn partnered with the Solitary Islands and Cape Byron Marine Parks staff, Community care groups, Aboriginal people and other NGOs to deliver the training
- A partnership with the Burnett-Mary and South East Queensland Catchments regional organisations, in the early stages of a major knowledge gathering project – Seabed Mapping within the Tweed-Moreton Bioregion

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- Research, mapping and monitoring, and support of commercial fishers in the adoption of best practice fishing gear to increase the viability and sustainability of their operations

- Taking advantage of the Increasing awareness, understanding and confidence of marine resource managers and researchers in the Northern Rivers CMA region in order to work cooperatively with them and support those activities contributing towards Marine Program CAP targets and a more sustainable marine environment

providing free awareness and skills training, subsidised attendance at state-level learning and networking activities, and small project funding opportunities targeting marine systems

For detailed measures of performance please refer to the tables on P 39-41.

2007/08 Program Performance

Total investment

\$0.374M

Major program components

- 3 Marine mapping projects (\$100k)
- 2 commercial fisheries research projects (\$76k)
- 2 best-practice commercial fishing gear projects (\$54k)
- Investment in a long term monitoring program (\$30k)
- Investment in training of marine volunteer community groups and support staff (\$13.5k)

Contribution made to Regional CAP targets

Small but significant steps continue to be made towards addressing this *Resource Condition Target*, for the most part indirectly through continued collection of important state-of-the-resource information about the region's marine environment, but also directly through innovative projects, for example, provision of best-practice fishing gear to the commercial fishing industry in order to reduce negative impacts on marine health.

Achievement highlights

- Strengthened partnerships with the full range of marine managers
- Delivery of NRM research and "on-ground" projects that address both marine resource condition and knowledge gaps, and implementation of best practice management activities that will sustain commercial fisheries and other resource uses
- An improved general awareness and understanding of the marine environment, including marine processes, ecosystems and species
- Continued support of the efforts of volunteer community groups working within the marine environment, including Underwater Research Groups, and CMA support staff, by



Marine Program

Snapshot of success

Marine habitat mapping (HabMap) – Manning Shelf Bioregion

Location: Rocky reefs between the Macleay River and Crowdy Head

Partners: NSW Department of Environment and Climate Change, Marine Conservation Science Team, Waters and Coastal Science

NRM Outcome: Marine habitat mapped and described in an identified priority “hotspot” within the NRCMA region and contributing to improved marine knowledge base



A long-term monitoring program for the marine environment of the Northern Rivers

Location: Near-shore rocky reefs within the NRCMA region

Partners: National Marine Science Centre, DPI, DECC, MPA, Southern Cross University

NRM Outcome: Development of a longterm, scientifically robust program that will inform assessment of marine condition and trend, and development of adaptive management strategies



Mapping of ocean trawling grounds and associated seafloor habitats

Location: NRCMA marine zone from the Queensland border to South West Rocks and extending into Commonwealth waters

Partners: DPI (Fisheries), commercial fishers

NRM Outcome: Broad-scale maps of trawling grounds and seafloor substrates, enhancing the information base and ultimately leading to greater security for the industry and environment



Ocean trawl fishery observer surveys

Location: Throughout the NRCMA marine zone

Partners: DPI (Fisheries), Ocean Trawl fishers

NRM Outcome: Increased understanding by scientists, managers and fishers of the impacts of ocean prawn trawling and by-catch reduction devices on commercial operations, including the catch of target, by-catch and threatened species



Implementation of best-practice commercial fishing gear technology

Location: Throughout the NRCMA marine zone

Partners: DPI (Fisheries), commercial ocean prawn trawl, ocean fish trap and estuary prawn netting fishers

NRM Outcome: Fishers provided with best-practice gear used under formal agreement, reducing bycatch and impacts on threatened species, and increasing security for the industry



Training and skills enhancement for marine care groups, volunteers and support officers

Location: NRCMA coastline, in northern, central and southern locations

Partners: National Marine Science Centre, local government agencies and underwater research groups

NRM Outcome: Forums and field days improving awareness, understanding and skills in order to build capacity to address key marine issues and improve marine resource condition



Contribution towards CAP Management Targets – for the Marine Program

Management Target M1 – Marine Research and Planning				
By 2016, achieve an effective knowledge base for the marine environment that supports sound conservation and management decision making				
There is no identified single measure that can adequately describe the extent of the marine knowledge base				
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 300 000 ha (the entire region) assessed at a broad scale for existing information on the nature of the seabed; and 6 500 ha of detailed rocky reef habitat mapping contributing towards the surrogate measure of biodiversity richness 	<ul style="list-style-type: none"> 200 000 ha (the entire Tweed-Moreton Bioregion within the NRCMA region) assessed - in a joint project with South East Queensland Catchments and Burnett Mary Regional Group - at finer scale for development of a preliminary biophysical classification of seabed habitats 6 900 of detailed rocky reef habitat mapping (Marine Habitat Mapping, Manning Shelf Bioregion - see Case Study) contributing towards the surrogate measure of biodiversity richness 	<ul style="list-style-type: none"> 12 near-shore rocky reefs surveyed by the National Marine Science Centre for potential inclusion in the NRCMA's Long Term Marine Monitoring Program, which will inform not only progress towards the <i>Resource Condition Target</i>, but also understanding of terrestrial and marine resource use impacts on the marine environment 800 000 ha included within a DPI Ocean Trawl Fishery pilot mapping project, utilising the knowledge of commercial fishers, contributing towards increased knowledge that should ultimately lead to more sustainable use of the fishery (this project extended beyond the NRCMA region into Commonwealth waters) 72 observer trips as part of the Ocean Trawl Fishery Observer Surveys project delivered by DPI in partnership with fishers 6 contracts addressing this Target 	<ul style="list-style-type: none"> As per other Marine Management Target Milestones 	✓
<p>Statement of achievement While difficult to quantify, there continues to be good progress made towards the knowledge base for the marine environment and the NRCMA is considered to be on track with this target.</p>				

Management Target M2 – Best Practice				
By 2016, Best Practice guidelines and/or Environmental Management Systems developed and implemented by all key marine resource-based industries				
There is currently no baseline measure for this Target, however project investment by the NRCMA during 2008-09 will provide a benchmark from which the Target can be quantified			• ✓* unable to provide accurate % figure – milestone considered met	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 21 commercial Ocean Trawl fishers engaged and entering voluntary best-practice commercial fishing gear agreements, to be supplied with and use fishing gear designed to reduce by-catch of non-target species and juvenile fish and prawns 	<ul style="list-style-type: none"> 146 commercial fishers (from the Ocean Trawl, Estuary General, and Ocean Trap and Line Fisheries) entering voluntary best-practice commercial fishing gear agreements 1 263 units of best-practice fishing gear designed to reduce by-catch of non-target species and juvenile fish and prawns 	<ul style="list-style-type: none"> The Ocean Trawl Fishery Observer Surveys project, reported under Management Target M1, assessed the efficacy of provided best-practice trawl gear in comparison with traditional gear, and will also contribute towards achievement of this Target 	<ul style="list-style-type: none"> EMS implemented by a further 20% commercial fishers 	✓*
Statement of achievement Small but significant steps have been made towards achievement of the Target through NRCMA engagement processes. The 2008-09 benchmarking project will facilitate more positive and strategic progress thereafter.				

Management Target M3 – Marine Protected Areas				
By 2016, develop and adaptively manage the system of marine protected areas in the NRCMA region under the principles of comprehensiveness, adequacy and representation (CAR)				
This Target is not quantified; however projects addressing Management Target M1 Marine Research and Planning will increase knowledge of the regional marine environment and inform the comprehensiveness, adequacy and representation of the existing marine protected areas in the region				
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 3 projects were reported that addressed this target 	<ul style="list-style-type: none"> There were no NRCMA projects directly addressing this target in the reporting period; however the two marine parks in the region, Cape Byron and Solitary Islands, are adaptively managed by the Marine Parks Authority, with review of the Zoning Plan for the Solitary Islands Marine Park commenced in the last quarter of this reporting year. NRCMA staff took part in this review process 	<ul style="list-style-type: none"> The HabMap projects, reported under Management Target M1, will also contribute towards achievement of this Target 	<ul style="list-style-type: none"> Goeswath mapping of 80km 21 marine habitat in Manning Shelf Interim Bioregion 	✓
Statement of achievement NRCMA investment in various projects is contributing indirectly to the science underlying this Target.				



Management Target M4 – Improved Marine Environment Management Practices				
By 2016, achieve improved management practices that reduce the threats to, and impacts on, the marine environment				
There is considerable overlap between this Target, and Management Target M2 Best Practice, and the target is difficult to quantify. As part of the Marine Program evaluation process and Catchment Action Plan review, consideration will be given to combining these two targets				
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 2 capacity building projects were reported that addressed this target 	<ul style="list-style-type: none"> There was one capacity building project addressing this target in the reporting period. This involved delivery of: <ul style="list-style-type: none"> 6 training sessions (3 forums, 3 field days) by the National Marine Science Centre, for coastal and marine group volunteers Regional support staff, on coastal, estuarine and marine ecosystems, processes and management activities The forums and field days were held in each of the northern, central and southern parts of the region's coastline 	<ul style="list-style-type: none"> Other activities contributing to this Target include the Ocean Trawl Fishery Observer Surveys project reported under Management Target M1, and the best-practice commercial fishing gear project reported under Management Target M2 	<ul style="list-style-type: none"> Further research for ecologically sustainable fisheries Implementation of Year 1 of the longterm monitoring program for the marine environment within the NRCMA region 	<ul style="list-style-type: none"> ✓ ✓
Statement of achievement Small but significant steps have been made towards achievement of the Target, of which NRCMA has contributed through Capacity Building activities. The 2008–09 benchmarking project mentioned under M2 will facilitate more positive and strategic progress thereafter.				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.





The Water Program

'By 2016, river and aquifer condition is improved'

The Water Program attempts to improve the condition of this resource by influencing the physical components of riparian vegetation, stream structure, fish passage, and the volume of water extracted for irrigation and town water.

The critical 'behavioural' component underlying these physical components is how people value the riverine corridor, and it is through field days and workshops the Water Program aims to shift peoples' perspectives and activities toward sustainable practices.

Program delivery

The Water Program has three sub-programs:

- Small projects (<\$5000), delivered in partnership with the Landcare networks in 2007/08
- River Reach projects, delivered by Northern Rivers CMA staff through advertising for expressions of interest
- Targeted Area projects, delivered under contract to local contractors/organisations

Additional contributions for River Reach and Targeted Area projects, separate to those identified in the Northern Rivers CMA *Investment Strategy*, come from partnerships developed with other investors including local government organisations and utilities.

The fundamental principle dominating the entire program is engagement of the landholder through the development of an Action Plan for their property, as a component of River Health Plan development, or through an advisory visit. Local Landcare organisations are actively integrated into this engagement process.

Clients, stakeholders and engagement approach

The program team works with individual landholders – providing advice on riparian/river management to Dairy, Grazing, Lifestyle, Residential, Horticulture, Forestry, and Oyster farmers - community reference groups and Non-Government NRM Organisations such as EnviTE and Wetlandcare Australia.

Methods of engagement are varied, ranging from project

opportunities advertised on internet to Community Support Officer (CSO) newsletters. Often initial contact with a stakeholder comes via the CSO, with a site visit undertaken to assist with project refinement and delivery. Delivery of projects with a community focus are mostly through a local project officer, with local community steering group.

The Water Program also relies on the 400 Landcare organisations that exist in the region and act as an important conduit to community for the exchange of information, ideas and advice and to channel both funding and effort towards priorities areas and on-ground works.

Other partners, during 2007/08, included local government, with river rehabilitation projects involving Coffs Harbour City Council, Clarence Valley Council, Port Macquarie-Hastings Council, Tweed Shire Council, Bellingen Shire Council, and, EnviTE. A research project, quantifying barriers to fish passage, was undertaken in partnership with the NSW Dept Primary Industries.

Initiatives delivered during 2007/08 to enhance engagement processes include:

- Providing a clear 'Plan First' pathway for landholders
- Engaging with stakeholders through increasing on-ground visits and liaison (ie. with CSOs, community groups, and individual landholders), and providing education and demonstration opportunities
- Enabling constructive feedback from clients, stakeholder and management to team members on how programs can be improved
- Streamlining agreement processes and paperwork

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- Development of 60 km of new river health plans
- Implementation of existing river reach plans through an advertised process
- Consolidation of on-ground activities within existing Targeted Rivers within 2007–08
- Further development of investment partnerships
- Refinement of monitoring process to meet 2009 W1 Target

Resource Condition milestone. Achievement difficult to gauge as restoration is a multi step process, and 'Target Condition' is a function of multiple inputs such as treatment of weeds, in-stream structure restoration, stock control and riparian vegetation composition.

- Development of over 70 property level plans
- Continuation of Fish Passage Research Project
- Continuation of Water Education initiative

For detailed measures of performance please refer to the tables on P 45-48.

2007/08 Program Performance

Total investment

\$1.823M

Major program components include

- 56 Small River projects (\$210k)
- 6 contracts for River Health Plan (RHP) development (\$15k)
- 15 contracts for on-ground works to implement River Reach plans (\$405k)
- 10 contracts for Targeted Area projects – RHP development and on-ground works (\$550k)
- 8 agreements for on-ground works under the Bush Recovery Program (MBI) Research (\$200k)
- \$40k towards research
- \$25k towards Water education

Contribution made to Regional CAP targets

Measuring river and aquifer condition is a state-wide issue. The Northern Rivers CMA continues to facilitate the development of a state-wide methodology in partnership with local and state government agencies. An Ecosystem Health Monitoring Strategy has been developed for the Northern Rivers. Adoption of this strategy through local and State government partners is the key to successfully measuring change in river and aquifer condition. The Northern Rivers CMA is facilitating the adoption of this strategy, and in the interim is delivering a number of projects that aim to work with landholders and the community to protect and restore our water resources.

Achievement highlights

- 15 field days attracting 400 person-days of attendance
- 6 training events delivering 50 person-days of training
- 26 media opportunities realised
- 22 River Health plans were developed or extended covering 50 km of stream bank length



Water Program

Snapshot of success



Targeted Rivers Program – Upper Tweed

Location: Upper Tweed sub-catchment

Partners: Tweed Shire Council, Upper Tweed Community Reference Committee, Tweed Landcare Inc.

NRM Outcome: Improved river health and water quality, increased community awareness and adoption of riparian best management practice in the Upper Tweed sub-catchment

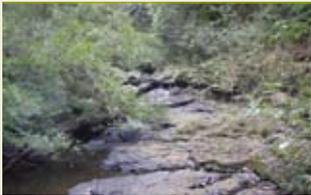


Dorrigo integrated land and water project

Location: Upper Nymboida and Blicks River catchment – Dorrigo Plateau

Partners: North Coast Water, Bellinger Landcare, Dorrigo Catchment Steering Group, Farm Forest Plantations, Bellingen Shire Council

NRM Outcome: Improved river health, soil health, water quality, engagement of community and adoption of best management practice for landuses on the Dorrigo Plateau



River Reach Program- Tucki Tucki Creek

Location: Tucki Tucki Creek – Gonnellabah

Partners: Lismore City Council

NRM Outcome: Improved river health and water quality, increased community awareness and adoption of riparian best management practice in the Tuckean Swamp catchment



Targeted Rivers Program – Orara River

Location: Orara River sub-catchment

Partners: Coffs Harbour City Council, Orara Community Reference Committee, Coffs Harbour Regional Landcare Inc.

NRM Outcome: Improved river health and water quality, increased community awareness and adoption of riparian best management practice in the Orara River sub-catchment



Wilson River rehabilitation

Location: Upper Rollands Plains, Hastings River Catchment

Partners: Port Macquarie Hastings Council, Environmental Trust NSW, Rollands Plains Landcare, Landholders

NRM Outcome: Improved River Health, Protection of existing High Conservation Value River Reaches



Riverine baseline Information

Location: Clarence River System

Partners: DPI, North Coast Water, Coffs Harbour Water and Country Energy

NRM Outcome: Monitor the distribution of freshwater fish in relation to season, barriers and flows

Contribution towards CAP Management Targets – for the Water Program

Management Target W1 – River Structure, Riparian Vegetation and Fish Passage				
<p>By 2016, rehabilitate and protect the stream health (in terms of structure, riparian vegetation and fish passage) of 60% of stream length in all identified streams in priority sub-catchments (15% to be completed by 2009).</p>				
2004-2007 Achievement against Target W1		2007/08 Achievement against Target W1		<ul style="list-style-type: none"> • Calculated on a target riparian corridor width of 20 m (average) • *Figures reported are percentage achieved of overall target set for 2016 (target = 60%) • ✓* milestone met under other Management Target
Percentage enhanced/rehabilitated*	45%	Percentage enhanced/rehabilitated equals*	42%	
Percentage protected by voluntary conservation agreement*	58%	Percentage protected by voluntary conservation agreement equals*	50%	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • Project areas included properties covering 1000 km of streambank, within which: <ul style="list-style-type: none"> • 540 ha of riverine corridor actively enhanced and rehabilitated • 340 ha of riverine corridor partitioned from domestic stock • 133 Alternative Stock Watering systems established • 44 Stream channel stabilisation works contributing to re-establishing structure of 15 ha and 6.3km of riverine corridor • Bush regeneration for the control of environmental weeds over 1 100 ha of riverine corridor • Removal of 43 aquatic barriers providing connectivity to over 200 km of stream • 150 voluntary conservation agreements negotiated for an area exceeding 700 ha of riverine corridor 	<ul style="list-style-type: none"> • project areas included properties covering a cumulative total of 1700 km of streambank, within which a further: <ul style="list-style-type: none"> • 330 ha of riverine corridor actively enhanced and rehabilitated • 210 voluntary conservation agreements negotiated for an area exceeding 330 ha of riverine corridor 	<ul style="list-style-type: none"> • Enhancement/rehabilitation of riverine corridor through: <ul style="list-style-type: none"> • 165 ha of riparian zone protected by fencing, protecting 45 km of stream bank. • Over 60 ha of pest plant control undertaken • Almost 4.5 km of bank length stabilised by engineering works • Over 750 m of stream bed stabilised by river bed control works • Over 60 alternative stock water sites installed protecting almost 30km of stream bank • Over 8000 riparian plants established by revegetation to re-establish over 30 ha of riverine corridor 	<ul style="list-style-type: none"> • Minimum of 49 km river enhanced/stabilized • Minimum 10 reach-based plans developed covering length of 100 km • Minimum of 300 land managers assisted to undertake river rehabilitation projects • Minimum of 1 fish barrier modified or removed • Minimum of 1 research and development study completed 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓* ✓
<p>Statement of achievement There has been an increase in the percentage achieved of the overall target achieved during the 2007/08 period with the NRCMA contributing significantly to the number of projects undertaken in the community. The sub-target set for 2009 has already been achieved.</p>				

Management Target W2 – Urban Water Cycle Management

By 2016, 100% of local water utilities to have undertaken planning for managing their water systems using an integrated approach, with 33% of priorities from this planning implemented (50% of planning and 10% of implementation to be completed by 2009)

2004–2007 Achievement against Target W2		2007/08 Achievement against Target W2	
Percentage of planning completed	49%	Percentage of planning completed	59%
Percentage of implementation completed	2%	Percentage of implementation completed	5%

• Figures quoted are percentage achieved of overall target set for 2016

Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 78% of LGAs participating in the IWCM planning process 17% of LGAs completed the IWCM planning process 17% of LGAs participating in the IWCM implementation process 	<ul style="list-style-type: none"> 89% of LGAs/Water utilities participating in the IWCM planning process 59% of LGAs/Water utilities completed the IWCM planning process 37% of LGAs/Water utilities participating in the IWCM implementation process 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Minimum of 80% of planning completed for Integrated water Cycle Management Plans Minimum of 5% implementation of IWCM completed 	<ul style="list-style-type: none"> ✓ ✓

Statement of achievement

There has been an increase in the percentage achieved of the overall target achieved during the 2007/08 period. The proportion of the 2009 sub-target set for planning achieved has risen from 98% to 118%, and, the proportion of the 2009 sub-target for implementation achieved has risen from 20% to 50%. 100% of the 2007/08 NRCMA yearly milestone for 'percentage of implementation completed' was met.



Management Target W3 – Water Information and Education				
By 2016, 100% of Local Government authorities actively participating in water monitoring/environmental education networks (key networks established by 2009)				
2004–2007 Achievement against Target W3		2007/08 Achievement against Target W3		• Figures quoted are percentage achieved of overall target set for 2016
Percentage Local Government authorities active in networks	50%	Percentage Local Government authorities active in networks	63%	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 10 Local Government Authorities participating in key networks • Key networks established : • NRGe (Northern Rivers Group of Environmental Educators) • MRGe (Mid Rivers Group of Environmental Educators) 	<ul style="list-style-type: none"> • 12 Local Government Authorities participating in key networks • Key networks maintained: Two Environmental Educator networks, NRGe (Northern Rivers Group of Environmental Educators) and MRGe (Mid Rivers Group of Environmental Educators) • 41 catchment education events • Ecosystem Health Monitoring Strategy finalised for Northern Rivers. Liason meeting held with LGAs regarding future implementation 	<ul style="list-style-type: none"> • 2 700 students, 66 teachers and 80 community/parental members attended 18 community awareness events • 12 local government areas were involved in 20 community awareness events • 2 154 students across 12 local government areas engaged through 4 projects • 4 604 students, teachers, parents and community members participated in 40 events across our catchments • 1 Students Using Sustainable Strategies (SUSS) Forum held in 2008 involving 100 high school students, 20 schools, 10 presenters and 8 local government organisations. There are 19 partner organisations from government, non-government, business, industry and not-for-profit organisations • 2 Environmental Educator networks, NRGe (Northern Rivers Group of Environmental Educators and the SUSS committee) and MRGe (Mid Rivers Group of Environmental Educators and the A-Team) work to increase resource efficiencies across our catchments and provide quality education for sustainability opportunities for schools, students and the broader community • 1 Aboriginal Cultural Heritage Community Awareness Project • 1 Water Education Project, across 4 local government areas 	<ul style="list-style-type: none"> • Minimum of 10 catchment education projects assisted 	✓
<p>Statement of achievement</p> <p>There has been an increase in the percentage achieved of the overall target during the 2007/08 period. Key networks established prior to 2007 have been maintained in 2007/2008. The number of Local Government Authorities participating in key networks is currently on target to meet the 2009 sub-target. The number of catchment education events held equated to 400% of NRCMA yearly milestone set educational activities to be delivered.</p>				

Management Target W4 – Aquifer Health and River Flow

By 2016, extractions from 95% of aquifers are within identified sustainable yields and extractions from unregulated surface waters in 95% of sub-catchments will provide for environmental water (80% of aquifers and 80% of sub-catchments meeting requirements by 2009)

2004–2007 Achievement against Target W4		2007/08 Achievement against Target W4		• * Whole number, not percentage
Percentage aquifer extractions within sustainable yields	0%	Percentage aquifer extractions within sustainable yields	0%	
Percentage surface extractions providing for environmental water	0%	Percentage surface extractions providing for environmental water	14*	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 61% plan completion on average across 9 catchments • 100% of catchments actively participating in planning process 	<ul style="list-style-type: none"> • 69% plan completion on average across 9 catchments • 100% of catchments actively participating in planning process • 11% plan implementation on average across 9 catchments • Bellinger MWSP complete and implementation expected by Aug 08 	<ul style="list-style-type: none"> • nil 	<ul style="list-style-type: none"> • Minimum of 4 macro water sharing plans turned on 	✘
<p>Statement of achievement Achievements dependant on state-wide process by DECC. At this point in time there is no activity in relation to aquifer planning.</p>				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.



The Soil/Land Resource Program

‘By 2016, there is an improvement in soil condition to sustainably support agricultural production and natural ecosystem function’

The intent of the Soil/Land Resource Program is to improve the condition of the region’s soil, while achieving sustainable agriculture and maintaining natural ecosystem function. This is primarily addressed through improving soil health, rehabilitating degraded soils and actively managing land under high risk acid sulfate soils.

Partnerships are an integral part of the delivery of the Soil/Land Resource Program and will play an increasing role in the years ahead. As an example, the Coastal Floodplain Network plays a pivotal role in the success and coordination of activities across our coastal floodplains in particular for acid sulfate soils and soil health issues, and is one of a growing number of community-based awareness initiatives, while the Soils North Coast Council provides strategic input and direction for the Soil/Land Resource Program.

Program delivery

In 2007/08, the Soil/Land Resource program was delivered predominantly by contracting external organisations and agencies providing on-ground works, capacity building, data gathering, baseline measurement and Best Management Practice guideline development across a broad range of stakeholders.

Organisations engaged as contractors include industry groups, local government agencies non government agencies such as Wetlandcare Australia, Landcare networks and groups, consultants and State agencies.

Many of the projects that the Soil/Land Resource Program invested in, not only deliver on soil health targets but also deliver on biodiversity, community and water theme targets, as projects often include works involving riparian areas, native vegetation, drainage and irrigation enhancements.

Clients, stakeholders and engagement approach

All 6500 Northern Rivers farmers are targeted by the

Soil/Land Resource Program, either through industry partnerships or via landscapes priorities. Other partners include Landcare groups, particular those with connections to the primary industries.

Partners include State Government NRM Agencies such as Dept Environment and Climate Change (DECC) and the NSW Dept Primary Industries. The DECC Soils unit in Parramatta is a particularly important stakeholder, with the state-wide soils monitoring program which complements our regional soils baseline project. Partnerships with University researchers are also well regarded.

Methods of engagement are varied and include communication with key stakeholders through the Soils North Coast Council, in existence since 1989, and the Coastal Floodplain network, established in 2004.

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- Characterising salinity hazard and risk to enable prioritised targeting of incentive funding for salinity management in the future
- A pilot Environmental Management System(EMS) project using the *BestFarms* model with landholders in a range of industries across the region
- Preparation of Soil Conservation advice guidelines for landholders and Landcare groups
- Continued emphasis on landholder capacity building in partnership with all Landcare networks across the region aided by continuing investment from the National Landcare Program and including workshops for landholders on understanding and dealing with climate variability and change
- Continued partnership with dairy industry stakeholders enabling investment in implementing best management practices on over 40 dairy farms

2007/08 Program Performance

Total investment
\$3.610M



Major program components

- 19 acid sulfate soil, land rehabilitation and soil health projects (\$1.3M)
- 30 projects and activities to increase capacity of landholders to manage farms sustainably, and produce and implement BMP guidelines for horticulture and dairy industry (\$1.3M)
- 2 Salinity and EMS pathways projects (\$620k)

Contribution made to Regional CAP targets

Good progress is being made towards addressing the *Resource Condition Target* with rapid progress in the area of acid sulfate soil management. In line with the early stages of Northern Rivers CAP implementation, soil health projects that establish BMP guidelines and build landholder capacity are particularly prominent in the performance reporting. Work is continuing with State agency soils monitoring teams and projects in development and measuring of appropriate performance measures for soil health for State and regional Targets.

During 2007/08, significant funds, in addition to *Investment Strategy* funds, were secured from other sources including the Australian Government's National Landcare Program (NLP) and EMS Pathways as well as NSW State Salinity Strategy Enhancement Program. Resulting projects, while somewhat opportunistic, contribute enormously to delivery of CAP Targets. NLP in particular has enabled tremendous building of landholder capacity to understand impacts and gain and implement skills in more sustainable production.

Achievement highlights

- A total of 64 awareness raising events and 97 skills and training events delivered resulting in over 2 500 person days of training
- Over 60 dairy farmers planning on ground improvement as a result of participation in NSW DPI's *Farmer Targets for Change* program. Forty three were funded to improve laneways, effluent systems, rehabilitate eroded areas, install water troughs and off stream watering points, fence riparian areas and dams. All NLP investment was at least matched by landholder contribution

- 20 contracts, the majority to Landcare networks to deliver projects in partnership with the banana, potato, macadamia, sweet potato, beef cattle, dairy and floodplain grazing industries – involving 82 training events involving 702 farmers and published 10 training modules distributed at workshops and via the Landcare CSO network and the wide world web
- Involvement with MBI project with Charles Sturt University and CSIRO surveying 500 farmers across the region

For detailed measures of performance please refer to the tables on P 52–53.

Soil/Land Resource Program

Snapshot of success

Coastal floodplain sustainable grazing management

Location: Richmond, Clarence and Macleay Catchments

Partners: Department of Primary Industries and Graziers

NRM Outcome: Trial and demonstration of benefits to production and natural ecosystem function as a result of management of endemic pasture grass species. Increased landholder knowledge of these issues and incorporation into management practices



Dairy NRM works for healthy soils, rivers and catchments

Location: Dairy farms across NRCMA region

Partners: Dairy farmers, DPI, Dairy Australia-DIDCO, NSW Farmers, Dairy/Milk processors. Landholder investment of over \$900 000

NRM Outcome: Improved soil health, water quality and biodiversity through dairy farmers implementing industry best management practices including upgraded effluent systems, riparian management and off stream watering, laneway upgrades



Steep land rehabilitation – Coffs Harbour

Location: Coffs Harbour

Partners: Coffs Harbour Regional Landcare and Landholders

NRM Outcome: Reduced soil loss from agriculture on steep land through on ground works and field days



Tablelands sustainable grazing systems

Location: Northern Tablelands Landscape of the NRCMA region

Partners: Judi Earl and Lewis Kahn (Agricultural Information and Monitoring Services Ltd.) Landholders, Southern New England Landcare Ltd

NRM Outcome: Increased awareness, understanding and skills in implementing sustainable grazing practices for improved agricultural productivity and natural ecosystem function



Macleay Floodplain Acid Sulfate Soil management project

Location: Summer Island – Clancy's Drain

Partners: Kempsey Shire Council, landholders, Macleay Acid Sulfate Soils Local Action Group

NRM Outcome: Reduced ASS discharges from Macleay floodplain, Increase numbers of landholders implementing ASS Best practices. Water control structures and drain modified, maintained and actively managed



Clarence Floodplain Acid Sulfate Soil management project

Location: Clarence Floodplain

Partners: Clarence Valley Council, landholders, Clarence Valley Floodplain Partnership

NRM Outcome: Modification of floodgates and farm drainage networks and the active management of these results in reduced acid sulfate products discharged, and improved water quality and landholders implementing best practices



Contribution towards CAP Management Targets –

for the Soil/ Land Resource Program

Management Target L1 – Soil Health				
By 2016, 500 000 ha of agricultural land is actively management to improve soil health (166 666 ha by 2009)				
2004–2007 Achievement against Target		2007/08 Achievement against Target		<ul style="list-style-type: none"> *Area in addition to hectares previously achieved 'Actively managed' means managed in accordance with Best Practice guidelines
Hectares actively managed*	36 567 ha	Hectares actively managed*	20 381 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 15 contracts to deliver on ground works Works undertaken on 135 farms 945 farmers attended 65 workshops and field days 	<ul style="list-style-type: none"> 17 500 ha of grazing land on the Tablelands landscape 82 ha of horticultural land in volcanic landscapes Endorsement of Best Practice guidelines for 3 industries - bananas, macadamias and coffee Incentive programs delivered to 100 farms in high priority landscapes at Dorrigo, Comboyne, Alstonville, Cudgen, Acacia Plateau Knowledge, skills and awareness programs delivered to 353 farmers managing over 29 000 ha 	<ul style="list-style-type: none"> 47 workshop days on climate change and adaptability to climate variability 95 farmers and 11 advisers trained in "Best Farms" EMS 1 722 farmers participated in 126 soil health related training activities Incentive programs delivered to an additional 43 dairy farms across the region 	<ul style="list-style-type: none"> 100 000 ha of land area with more than 75% ground cover, soil ph above critical thresholds, soil organic carbon and soil structure above critical thresholds 100 farms and 2 500 ha adopting Property Plans or Landscan Plans or Code of Practice 	<p>✗</p> <p>✓</p>
<p>Statement of achievement As at June 2008, a total of 56 948 ha is considered under active management to improve soil health through NRCMA activities, a total of 11% of the overall 2016 target achieved, and one third of the sub-target set for 2009. Investment for on ground works has been focused on horticultural properties which are small in area therefore do not contribute greatly to the hectare target. The 2009 Target will not be met as the early years of investment have focused on capacity building of landholders which is a precursor for managing for soil health. Investment has also been directed into baseline data establishment.</p>				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseperable.

Management Target L2 – Acid Sulfate Soils				
By 2016, 12 000 ha of high risk ASS land is under active management (4 000 ha by 2009)				
2004–2007 Achievement against Target		2007/08 Achievement against Target		<ul style="list-style-type: none"> *Area in addition to hectares previously achieved 'Actively managed' means managed in accordance with Best Practice guidelines
Hectares actively managed*	3 470 ha	Hectares actively managed*	2 906 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 29 km drains modified to reduce Potential ASS products 24 water control structures installed in drains 20 floodplain training workshops and field days for landholders 71 media releases as part of a high profile campaign to raise awareness of program An additional 1 977 ha of floodplain landscape, not in high risk areas, actively managed 	<ul style="list-style-type: none"> 21.8 km of drains modified/in-filled or shallowed and maintained BMP applied to 2 106.5 ha of high risk ASS floodplain areas 11 water control structures modified, maintained or actively managed to increase tidal flush on the floodplains 	<ul style="list-style-type: none"> 19 management plans/agreements developed for floodplains 94 ha of surface drainage improved or established the Coastal Floodplain Network met twice during the year to assist coordination of activities across our coastal floodplains 	<ul style="list-style-type: none"> 100 ha increase in adopting current floodplain best management practice 4 floodgates modified, maintained and actively managed 	<ul style="list-style-type: none"> ✓ ✓
Statement of achievement As at June 2008, a total of 6 376 ha is considered under active management for ASS through NRCMA activities, a total of 53% of the overall 2016 target achieved, and 25% in excess of the 2009 subtarget of 4 000 ha.				

Management Target L3 – Soil Conservation/Remediation				
By 2016, 7 000 ha of degraded land rehabilitated (2 333 by 2009)				
2004–2007 Achievement against Target		2007/08 Achievement against Target		<ul style="list-style-type: none"> *Area in addition to hectares previously achieved 'Rehabilitated' means land and soil returned to a condition to sustain an agreed level of capability and stability or natural ecosystem function
Hectares rehabilitated*	385 ha	Hectares rehabilitated*	168 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> 10 projects completed 58 sites with degraded land managed 256 ha of soil erosion engineering works 271 landholders attending 27 workshops and field days 39 ha of soil erosion fencing installed 	<ul style="list-style-type: none"> 168 ha of gullies and areas of high soil loss rehabilitated with soil erosion engineering works and stock exclusion fencing 58 ha of terrestrial vegetation protected 22 ha of native vegetation enhanced/rehabilitated 	<ul style="list-style-type: none"> These land rehabilitation projects have also achieved 3 issues Soil Erosion Solutions newsletters and distributed to 240 people awareness raising events attracting over 900 people 	<ul style="list-style-type: none"> 8 sites and 200 ha area of implemented soil conservation/stabilisation engineering works and in identified eroded landscapes 55 workshop/day farm management planning extension/training activities and 200 farmers adopting current best management practices 	<ul style="list-style-type: none"> ✓ ✓
Statement of achievement As at June 2008, a total of 553 ha is considered to be rehabilitated to conserve and remediate soil, a total of 8% of the overall 2016 target achieved, and less than one quarter of the sub-target set for 2009. Investment levels have been much lower than expected for the last few years and only 20% of the total program budget was allocated to this Target in 2007–08.				



The Landuse Planning Program

‘By 2016, natural resources and Aboriginal cultural landscapes are managed sustainably in relation to urban/rural residential development and management mechanisms are integrated within regional and local land use planning frameworks’

With the development pressures in the Northern Rivers region, the treatment of natural resources in planning and planning instruments becomes a major influence on the resource condition and the achievement of local, State and National targets. It is for this reason that the CAP has a specific Land Use Planning theme.

The intent of the Landuse Planning Program is to engage and liaise with all Councils during the drafting of their Local Environmental Plans (LEPs) to ascertain what resources the Northern Rivers CMA may be able to provide to assist them to achieve the CAP targets. Communication with the Councils via CMA staff and the Northern Rivers CMA Board has resulted in the adoption of 15 MOUs. These are a commitment by both parties to strive to achieve the same NRM outcomes and help facilitate the objectives of the Landuse Planning Program.

Program delivery

Landuse Planning (LUP) has a limited budget as its focus is more toward strategic planning than on-ground works. Three of the four *Management Targets* focus on all of the Local Councils in the region incorporating specific NRM issues into their developing Local Environment Plans (LEPs). LUP projects are developed to assist the Councils in achieving these targets by providing them with some resources that they may require. Whilst the Northern Rivers CMA staff deal directly with the Councils and liaise between Councils and the Department of Planning, contractors are engaged to carry out projects such as data collection, product development and systems development.

Clients, stakeholders and engagement approach

Primary clients of the Landuse Planning Program include Local Government strategic planners, of which the

Northern Rivers CMA seeks their advice and support for the incorporation of CAP targets in developing LEPs.

Local Government is a primary stakeholder of this program and a good relationship has been developed with Council planning staff via meeting at workshops and events and by direct contact by phone and email. Department of Planning (DoP) is another key stakeholder with the Northern Rivers CMA, consulting DoP for assistance on technical planning and legislation issues and in the development of LUP projects and for strategic direction.

The Dept. of Environment and Climate Change (DECC) is also an important partner for the Landuse Planning Program in the provision information on flora and fauna distribution and Aboriginal Cultural Heritage conservation for the purpose of project development and Council advice.

Initiatives delivered during 2007/08 to facilitate the level of engagement include:

- Providing a liaison and support role between Councils in the development of management and recording tools for the individual Council’s use to achieve CAP targets

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- To maintain a good working relationship with all Local Councils in the region to enable continued dialog and discussion in relation to the achievement of the CAP targets via development of their LEPs
- Realise opportunities to raise awareness of target groups such as developers and real estate agents and the broader community about Landuse conflict issues and their roles
- To further develop partnerships between DECC and the Northern Rivers CMA which could accelerate the accumulation of data, mapping, training or other services to Councils to assist in the development of their LEPs

2007/08 Program Performance

Total investment
\$0.109M

Major program components

- Development of a conflict recording database to assist Councils to record issues of Landuse conflict consistently across the region. (\$28k)
- Training for Council Planning and other staff in the use of the Training for Local Government in the landuse conflict reduction package (previously developed in 06-07). (\$42k)

Contribution made to Regional CAP targets

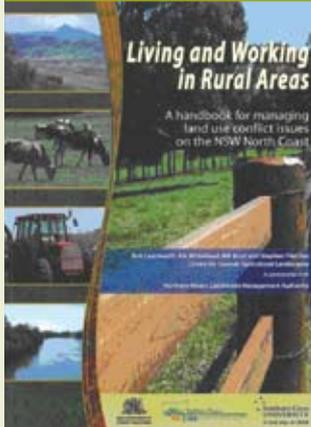
Prior to the development and release of the new LEPs, the dialogue and engagement the Northern Rivers CMA has had with the Councils in the region has contributed positively towards achieving the Landuse Planning *Resource Condition Target*. Local Councils are all in the process of preparing their LEPs for exhibition. It is understood that Councils are incorporating the CAP target topics into their LEPs but there is no indication at this stage as to the degree of detail they are incorporating. Some Councils will be submitting basic conversions of their old LEP to the Standard Instrument. Their plan is to take a little more time and amend their LEPs in the near future. The Northern Rivers CMA will have a further opportunity to assist these Councils to better incorporate the CAP targets if required. Promotion of the issues and resources, implementation of recommendations by the relevant stakeholders and time should reduce the levels of Landuse conflict within the given timeframe.

For detailed measures of performance please refer to the tables on P 57-60.



Landuse Planning Program

Snapshot of success



Training for Local Government. in the Landuse Conflict Reduction Package

Location: The training was held in 5 centres across the region

Partners: The NRCMA engaged the Southern Cross University Centre for Coastal Agricultural Landscapes to develop the package and carry out the training program

NRM Outcome: Implementation of package will result in a reduction of Landuse conflict and better protection of our natural resources from development



Landuse conflict recording database

Location: The database is for use by Councils and other stakeholders across the whole NRCMA region

Partners: This is a NRCMA project, developed following consultation from a number of Local Councils in the region

NRM Outcome: Councils have access to regionally consistent landuse conflict recording mechanism which can assist in accurately assessing trends in terms of landuse conflict

Contribution towards CAP Management Targets – for the Landuse Planning Program

Management Target LUP1 – Aboriginal Cultural Landscapes				
By 2011, 100% of regional and local planning instruments and decision – making processes, identify and adequately manage landscapes which have physical, cultural or spiritual significance to Aboriginal communities (60% by 2009).				
Previous Performance (<2007)		Performance for 2007/08		<ul style="list-style-type: none"> DECC has an existing Aboriginal sites database. NRCMA aim to provide resources to add more detail to their database over time where resources permit Detailed Bundjalung sites were listed in 2006-07. No further detailed site recording carried out in the region this year Cannot report on % achieved until all Councils release their LEPs (most in 2009) NRCMA supports other Agencies where the targets relate directly to their core business Dialogue maintained with DECC re the supply of adequate and appropriate information to Councils
Sites identified across the region in further detail	10%	No action this year as per the Investment Strategy		
Development of database and protocols for Bundjalung Aboriginal sites		No action this year as per the Investment Strategy		
Incorporation into planning instruments (Draft LEPs anticipated from Oct 08)		DECC currently working with Councils to ensure appropriate management of sites/landscapes in draft LEPs		
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Development of an Aboriginal Sites Database available to Councils and planners (following appropriate protocols) to allow appropriate consideration during development assessment Detailed Bundjalung sites list added to the database Protocols developed to monitor and restrict access to sites details where required 	<ul style="list-style-type: none"> Promotion of the Bundjalung sites database to 6 Councils in the Northern area (Bundjalung) 	<ul style="list-style-type: none"> No specific projects or processes were funded by NRCMA this year 	<ul style="list-style-type: none"> 100% of Aboriginal Cultural landscapes are identified 	✘
<p>Statement of achievement It is difficult to measure the level of achievement at this point in time as the Councils have yet to submit drafts of their new LEPs. It is anticipated that with the data and planning protocols developed by DECC and Department of Planning along with proposed training and resources supplied by the NRCMA that the targets will be met and the LEPs will support the intent of this Management Target.</p>				

Management Target LUP2 – Environmental Assets and Rural Production Areas

By 2011, Key environmental assets and significant areas of farmland are identified and protection mechanisms for these areas included in all local government development planning instruments in Northern Rivers Catchments

Previous Performance (<2007)		Performance for 2007/08		<ul style="list-style-type: none"> • Significant farmland mapped and protected by law • Regional, and local farmland mapped in Far North Coast Regional Strategy • The entire region has been mapped at varying resolutions and accuracy. 100% will be achieved when all Councils have their environmental assets mapped accurately and at the resolution which suits their requirements • Environmental Assets mapped at varying resolutions and accuracy across all councils • Environmental Assets and rural production will be listed and protected under various zonings and overlays in the developing LEPs • Discussions initiated to standardise the criteria for listed Environmental Assets • * In development • ✓* unable to provide accurate % figure – milestone considered partially met
Environmental Assets identified	80%	Environmental Assets identified	80%	
Protection via Local Government planning instruments	*	Protection via Local Government planning instruments	*	

Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • Farmland protection mapping project completed • Regional and locally significant farmland mapped in the Far North Coast Regional Strategy • Action of the FNCRS for Councils to protect significant farmland • Regionally significant environmental assets mapped and protected in FNCRS 	<ul style="list-style-type: none"> • Improved quality vegetation data supplied by DoP to some councils • Negotiations between DECC, NRCMA and Councils re data supply and updates • Continued development of Councils LEPs 	<ul style="list-style-type: none"> • Regular contact and discussion with Councils by CMA staff and Board • Regular contact and discussion with DECC by CMA staff re vegetation and Environmental Asset mapping and issues • Involvement of CMA staff in State-wide CMA planners network enabling discussion and consistency in terms of issues related to LEPs and the CAP 	<ul style="list-style-type: none"> • 20% of Councils have planning instruments that adequately protect natural resources in areas designated for development 	✓*

Statement of achievement

No firm figures of achievement are available at this point in time until the 17 Councils in the region release their draft LEPs (Most expected March 09). The NRCMA maintained discussions with most of the Councils as well as DECC and Dept of Planning to coordinate and assist where possible in the development of the LEPs.

Management Target LUP3 – Land Use Conflict and Key Natural Resources				
By 2016, land use conflict within or adjacent to key environmental assets and rural production areas reduced by 90% (40% by 2009)				
2004–2007 Achievement against Target LUP3		2007/08 Achievement against Target LUP3		<ul style="list-style-type: none"> No figures yet as a standardised recording mechanism has only just been made available to Councils Councils are trained and encouraged to use the database but no reports have been received at this point in time Conflict reduction handbook and it's implementation has been well received by stakeholders ✓* unable to provide accurate % figure – milestone considered partially met
Reduction of Landuse Conflict	n/a	Reduction of Landuse Conflict	n/a	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Initial planning of program strategy and development of North Coast handbook for avoiding and reducing rural land use conflict and interface issues completed Handbook developed to inform Council staff, farmers, landholders, new home buyers, developers, real estate agents 	<ul style="list-style-type: none"> Resources developed to assist Councils and other stakeholders reduce Landuse Conflict: <ul style="list-style-type: none"> Training package and workshops to train stakeholders in the implementation of the Conflict Reduction Handbook Landuse Conflict Recording database developed for Councils to record instances of Landuse Conflict Use of database commenced 2008 	<ul style="list-style-type: none"> Conflict Reduction Handbook training: <ul style="list-style-type: none"> 5 training workshops held across the region for implementation of Conflict Reduction Handbook 17 of the 18 Councils of the region participated in the training 122 participants: Local Government – 82, Consultants – 21, CMA and Landcare – 6, Farmers – 2 All Councils (18) participated in a training program for the implementation of the Landuse Conflict Recording Database 	<ul style="list-style-type: none"> Use of conflict avoidance tools by 25% of Councils and industry groups 	✓*
Statement of achievement No firm figures of achievement are available at this early point in time. NRCMA will commence collation of data to monitor trends of Landuse Conflict issues.				



Management Target LUP4 – Natural Resource Integration				
By 2011, 100% of LEPs will include provisions to ensure environmental assets and their values are adequately protected in the development of areas designated for urban settlement (50% by 2009)				
2004–2007 Achievement against Target LUP4		2007/08 Achievement against Target LUP4		• ✓* unable to provide accurate % figure – milestone considered partially met
Environmental Assets within development areas identified	Individual Councils have their own data	Environmental Assets within development areas identified	Improvement of some Councils Env. Asset data	
Protection via Local Govt. planning instruments	LEPs in development	Protection via Local Govt. planning instruments	LEPs in development	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Councils are relying on their own vegetation mapping and other data for development assessment Council's vegetation mapping is of varying quality and resolution DECC is supplying vegetation data to Councils where required Far North Coast and Mid North Coast Regional Strategies for development have mapped environmental assets at a regional scale 	<ul style="list-style-type: none"> Dialogue with northern region Councils re pilot study to determine consistent Env. Asset criteria Negotiations with DECC to provide more detailed and accurate mapped vegetation data to Councils Continued development of LEP protocols and procedures 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> 20% of LGs have planning instruments that adequately protect natural resources in areas designated for development 	<ul style="list-style-type: none"> ✓*
<p>Statement of achievement As with LUP1, it is difficult to measure the level of achievement at this point in time as the Councils have yet to submit drafts of their new LEPs (Most expected March 2009). It is anticipated that with the data and planning protocols developed by DECC and Department of Planning along with proposed training and resources supplied by the NRCMA that the targets will be met and the LEPs will support the intent of this Management Target.</p>				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.

The Biodiversity Program

'By 2016, improve the condition of native terrestrial and aquatic ecosystems'

The Biodiversity Program attempts to improve the condition of ecosystems by:

- Influencing the health, condition and connectivity of vegetation in the landscape
- Reducing the impacts of introduced animals and plants on native vegetation and threatened flora and fauna species and addressing other threats
- Fostering more biodiversity 'friendly' management within primary industries in the region

How people value the landscape and native species has a major influence on this resource, and it is through field days, workshops and other awareness raising activities that the Biodiversity Program aims to shift peoples' perspectives and activities toward those that truly value biodiversity.

Program delivery

The Biodiversity Program has six sub-programs that align with the Northern River CAP *Management Targets*:

- Secure conservation management
- Habitat corridors and connectivity
- Biodiversity threat management
- Endangered species and communities
- Biodiversity values in sustainable production systems
- Habitat rehabilitation and regeneration

These sub-programs form the components of the approach to ecosystem condition improvement, delivered primarily through external contract, with some industry engagement and development of strategies managed internally.

Internally managed incentives programs for improvement and maintenance of native vegetation also contribute significantly to the goals of the Biodiversity Program. In 2007/08, these were the Bush Recovery Program and a program for supporting landholders with long term agreements for conservation of native vegetation.

Clients, stakeholders and engagement approach

The Biodiversity Program relies heavily on the community for stewardship of the region's biodiversity and a significant portion of total funds are directed to landholders either

directly or through services provided on their property by contractors. However, as the Program is delivered primarily through external contract, much of the primary contact with landholders is undertaken by contractors and Community Support Officers on the Program's behalf. Program staff work with contractors and have contact with landholders through those contracts.

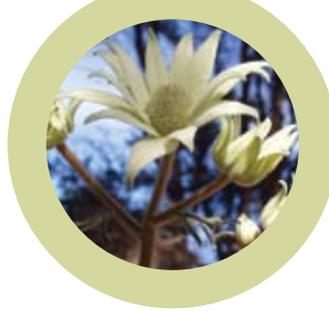
Program staff work more directly with landholders through the internally managed vegetation incentives programs through site visits, assessment of values and advice on threats and management and ongoing contact with landholders entering conservation agreements with the Northern Rivers CMA.

Clients of the Biodiversity Program include the farming community (both commercial and lifestyle), Local, State and Federal government, the Community Support Officer network and the general community interested in, and impacting on, pest management.

The Program interacts and works with primary stakeholders in a wide range of ways, through meetings, partnerships, joint efforts to keep each other informed, forums and ongoing contact. Some of the primary stakeholders for the Biodiversity Program in 2007/08 were:

- *Weeds* – Mid North Coast Weeds Advisory Committee, North Coast Weeds Advisory Committee New England Weeds Authority
- *Pests* – DECC Pest Animal Management Officers Working Group, North East Pest Advisory Committee, Northern Region Feral Animal Advisory Committee
- *Industry* – NSW Farmer's Association; Industry producer groups (e.g. Subtropical Farm Forestry Association, Southern Beef (see Meat and Livestock Australia), NSW Cane Grower and Macadamia groups (Australian Macadamia Society), commercial food processors (Norco, NSW Sugar Milling Cooperative); Northern Rivers Rural Development Board, NSW Department of Primary Industry and Commonwealth Department of Agriculture Fisheries and Forestry

Methods of engagement are varied, ranging from project opportunities advertised on the Northern Rivers CMA website to Community Support Officer (CSO) and newsletters.



Widespread consultation was undertaken in developing Pest Animal and Weeds strategies in 2007/08 and there was development of some significant new partnerships with other agencies and NGOs including:

- The Nature Conservation Trust of NSW and Department of Environment and Climate Change (DECC) to offer a grant program to support landholders with existing on-title agreements while ensuring their privacy and trust with each organisation was protected
- Wetland Care Australia as the delivery agent for Maintaining Australia's Biodiversity Hotspots (MABH) tender around Ebor-Dorrigo, to improve tender outcomes and ensure that the running of different tenders (MABH and the Northern Rivers CMA's Bush Recovery Program) was as seamless as possible for the Northern Rivers community

2007/08 Program goals

Program goals, in addition to those relating to CAP Targets, include:

- Further development of investment partnerships
- Better integrity between the intent of *Management Targets* B2 and B6 in particular and their performance measurement to effect more meaningful reporting and monitoring

2007/08 Program Performance

Total investment

- \$4.385M

Major program components

- Over 40 contracts with a wide range of organisations, local government and contractors. From these contracts:
 - almost 200 landholders entered into agreements to manage and protect biodiversity
 - almost 120 awareness raising events were held and over 150 different information booklets, newsletters and fact sheets were developed
- Through internal vegetation incentives programs with 40 landholders entering agreements for conservation and management of native vegetation

Contribution made to Regional CAP targets

Significant steps continue to be made towards addressing important elements of this *Resource Condition Target* and

overall progression in 2007/08 has been pleasing. This is particularly so, given activity funded by the Northern Rivers CMA with Australian and State Government funding is but part of the picture of activity in the region.

The strategic planning documents completed in 2007/08 (refer other significant achievements below) are a significant step forward and will help direct future investment as will the Northern Rivers Biodiversity Management Plan to be completed in 2008/09.

Achievement highlights

- The Northern Rivers Invasive Plants Action Strategy, developed in 2007/08 by North Coast Weeds Advisory Council under contract with the Northern Rivers CMA will assist with prioritisation of weed control projects and conservation and recovery of threatened species
- The Northern Rivers Pest Animal Management Strategy (NRPAMS) developed internally in 2007/08 with wide stakeholder input, will assist with conservation and recovery of threatened species
- Four DECC Regional Pest Management Strategies were integrated with the NRPAMS enabling sub-catchment prioritisation and implementation of pest and Threatened Species actions on-ground
- Corridors for Climate Change project with DECC will assist with strategies for managing climate change impacts, as will developing Northern Rivers Biodiversity Management Plan (NRBMP)
- A "Connect Kids" – Threatened Species Education Support Kit was developed by DECC under contract with the Northern Rivers CMA
- An assessment of Primary Industries Best Management Practices (BMP) for Biodiversity and Soil Conservation Health developed under contract in 2007/08, provides a solid base for developing projects with industries from 2008/09 onwards

For detailed measures of performance please refer to the tables on P 64–69.

Biodiversity Program

Snapshot of success

Lord Howe – war on weeds

Location: Lord Howe Island

Partners: Lord Howe Island Board

NRM Outcome: Continued implementation of LHI weed management plan to eradicate problem weeds from the island; supported by detailed database recording



Maria River wildlife recovery project

Location: Maria River Catchment (near Crescent Head)

Partners: Saltair Flora and Fauna – with the Maria River community

NRM Outcome: Implemented across 20 000 ha cross tenure – nature reserve, state park and private land. Promoted threatened species recovery with the capture of 21 Wild Dogs, 11 Foxes and 10 Cats and bush regeneration and replanting of tubestock



Supporting complimentary covenants

Location: Four Properties across the Northern Rivers Region

Partners: Nature Conservation Trust of NSW

NRM Outcome: 206 ha of high conservation value vegetation conserved under covenants registered on title. Funding to assist landholders with on-ground works



Eastern Bristlebird habitat restoration and enhancement

Location: Western Border Ranges – Gradys Creek

Partners: Wildsearch (David Charley) – wildlife biologist consultant, and private landholders

NRM Outcome: Eastern Bristlebird habitat protected and enhanced - a priority action in the national and state Recovery Plans. Weed control and habitat rehabilitation on a total of 40 ha across four private properties



Crowsnest Swamp fish habitat and farming project

Location: Clarence Floodplain

Partners: Clarence Valley Council, Clarence Floodplain and Estuary Partnership, Landowners of the Upper Coldstream River

NRM Outcome: 95 ha of nationally Important wetland enhanced through floodgate modification to allow water and fish passage; installation of fencing and alternative stock water points to exclude stock and revegetate 1 km of river



Implementation of industry BMP for biodiversity in sugarcane

Location: Nambucca Valley to Tweed Valley

Partners: NSW Cane Growers Association, NSW Sugar Milling Cooperative

NRM Outcome: Incentive mechanism negotiated, long term partnerships established, understanding and appreciation of native biodiversity developed, potential for sustainable biodiversity investment confirmed



Contribution towards CAP Management Targets – for the Biodiversity Program

Management Target B1 – Secure Conservation Management				
By 2016, 40 000 ha (12 000 ha by 2009) of native terrestrial and aquatic ecosystem under secure conservation management.				
Previous Performance (<2007)		Performance for 2007/08		• * Cumulative total
Hectares of ecosystem under management*	2 485 ha	Hectares of ecosystem under management*	13 185 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Decision support tools developed e.g. Biodiversity Forecasting Tool, wetland prioritisation mapping project Development “Bush Recovery” incentive funding program Development of informal conservation agreements wherever the CMA invests in on-ground biodiversity enhancement 215 individual secure conservation agreements between the NRCMA and landholders/managers 19 contracts contributing to achievement of management target 	<ul style="list-style-type: none"> Total of over 10 200 ha under secure conservation management through Over 200 conservation agreements 8 124 ha under secure conservation management through 174 conservation agreements 374 ha under secure conservation management through 8 agreements registered on title 1 703 ha under secure conservation management through Round 2 of the Bush Recovery Program 	<ul style="list-style-type: none"> 110 ha of priority wetland complex secured on 8 properties with LMAs Bush Recovery agreements include 691 ha of Rare Endangered or Vulnerable vegetation As a sample of the areas secured under agreements registered on title, four include: <ul style="list-style-type: none"> Approximately 115 ha of high conservation value vegetation and 100 ha of priority landscapes (59 ha of coastal floodplain and 42 ha of coastal sandplain) at least 50 ha of 3 Endangered Ecological Communities (swamp sclerophyll forest on coastal floodplains, subtropical coastal floodplain forest and lowland rainforest) Known habitat of 13 Threatened Species (6 plants and 7 animals) 	<ul style="list-style-type: none"> An increase in the area of native terrestrial and aquatic ecosystem (habitat) in the Northern Rivers region under secure conservation management by 980 ha 	✓
<p>Statement of achievement There has been a very substantial increase in the percentage of the overall target achieved during the 2007/08 period through NRCMA activities. The sub-target set for 2009 has been achieved and NRM activities are continuing to contribute to the overall management target for 2016.</p>				

Management Target B2 – Habitat Connectivity				
By 2016, 2 200 ha of corridor habitat restored to provide connectivity (630 ha by 2009)				
Previous Performance (<2007)		Performance for 2007/08		• * Cumulative total
Hectares of habitat connectivity restored*	1 103 ha	Hectares of habitat connectivity restored*	2 135 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 1 103 ha of corridor rehabilitated • Wetland prioritisation mapping project completed • 5 contracts contributing to corridor habitat • 3 km of riparian revegetation/restoration • 107 ha of fencing of endangered ecological ecosystems to remove threats to Biodiversity 	<ul style="list-style-type: none"> • Total 1 032 ha rehabilitated consisting of: <ul style="list-style-type: none"> • 178.5 ha of wetlands with connectivity re-instated • 688 ha of Corridor habitat protected under round 2 of the Bush Recovery Program • 85 ha of corridor habitat rehabilitated • 81 ha of corridor secured for conservation management under agreements on title • Corridors for climate change project completed with Department of Environment Conservation and Climate Change providing a better focus for investment in corridor habitat for 08/09 and beyond • Two contracts focusing directly on corridors and one other with a significant corridor focus • Corridor outcomes a primary focus under the Bush Recovery Program 	<ul style="list-style-type: none"> • Enhancement/rehabilitation of corridor through: <ul style="list-style-type: none"> • Murrumbidgee corridor – 5 ha weeding and rehabilitation • 688 ha of corridor habitat protected and managed for conservation with key threats addressed (weeds, stock exclusion and management, riparian management) • 80 ha of corridor rehabilitated on the Tablelands, including 66 ha protected by fencing and 14 ha planted • 178.5 ha with connectivity re-instated, includes 22 ha on the tablelands, 95 ha near Crows Nest Swamp in the lower Clarence and 1.5 ha through a Trees for Cane farms project 	<ul style="list-style-type: none"> • 200 ha of corridor habitat rehabilitated to provide connectivity 	✓
<p>Statement of achievement There has been a further substantial increase in the percentage of the overall target achieved during the 2007/08 period through NRCMA activities. The target set for 2016 is almost achieved. Further definition and measurement of the target is being refined in 2008/09.</p>				

Management Target B3 – Biodiversity threat management

By 2016, 120 high priority actions implemented from adopted threat management plans to address invasive species and disruption to natural ecosystems.

Previous Performance (<2007)		Performance for 2007/08		• * Cumulative total
No of high priority actions implemented*	60%	No of high priority actions implemented*	75%	

Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 60 actions achieved • 16 project contracts were completed contributed towards the mitigation of threats • 6 089 ha of pest plant control measures implemented • 57 189 ha of pest animal control (vertebrates) measures implemented • 700 ha of pest control (invertebrates) measures implemented • 33 training sessions, workshops, seminars, other skills and training events conducted involving 1961 participants (in person-days) 	<ul style="list-style-type: none"> • 15 actions implemented from weed related strategies • 20 contracts with a primary focus on weeds with a total investment of \$1.2 million • \$646 000 invested through Lord Howe - War on Weeds project. Continuing the implementation of LHI weed management plan leading to eradication of problem weeds; supported by detailed database recording • 1 contract focusing on fire management in the border ranges 	<ul style="list-style-type: none"> • Northern Rivers Invasive Plants Action Strategy developed in 2007/08 by North Coast Weeds Advisory Council under contract with the NRCMA was an important step forward • Northern Rivers Pest Animal Management Strategy (NRPAMs) developed internally in 2007/08 with wide stakeholder input • 4 contracts which supported ongoing works and maintenance to consolidate prior investment • Several coastal Riparian Vine Weed Control contracts for a total of over \$400 000 • \$15 000 on Mexican water lily with a focus on one site – an emerging weed 	<ul style="list-style-type: none"> • 6 high priority actions implemented from adopted Strategic Threat Management Plans to address Invasive species and Disrupted natural Systems 	✓

Statement of achievement

The increase in the percentage of the overall target achieved during the 2007/08 period was good. It does not include substantial weed related projects commenced late in 2007/08. NRCMA activities are continuing to contribute to the overall management target for 2016.



Management Target B4 – Threatened Species				
By 2016, implement priority actions of recovery programs for threatened species, populations and endangered ecological communities.				
Previous Performance (<2007)		Performance for 2007/08		<ul style="list-style-type: none"> * Cumulative total ✓* unable to provide accurate % figure – milestone considered met
No of priority actions implemented*	45%	No of priority actions implemented*	73%	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> • 9 Threatened Species and 4 EEC projects implemented recovery programs on private and public lands including World Heritage Areas • 18 Threatened Species recovery plans directing on-ground recovery action • 6 EECs under recovery action • 14 Biodiversity demonstrations, field days, study tours with 775 participant days • 36 Biodiversity related training sessions conducted for 720 participant-days • 1956.63 ha of EEC and TS (flora) habitat recovered, comprising: <ul style="list-style-type: none"> • 44 ha of 5 individual threatened flora species habitat enhanced • 1804.63 ha of 7 individual threatened fauna species habitat enhanced • 108 ha of four EECs habitat enhanced 	<ul style="list-style-type: none"> • 8 threatened species and 4 EEC projects implemented • Connect Kids Kit project - developed a TS education support kit for primary school children (CD rom and web based) • 9 Threatened Species recovery plans directing on-ground recovery action • 4 EECs under recovery action • 12 Biodiversity demonstrations, field days, study tours with 325 participant days • 38 Biodiversity related training sessions conducted for 124 participant-days • 3 EECs with conservation management under agreements registered on title • 275.0 ha of EEC and TS (flora) habitat recovered, comprising: <ul style="list-style-type: none"> • 75 ha of 4 individual threatened flora species habitat enhanced • 50 ha of 4 individual threatened fauna species habitat enhanced • 125 ha of 4 EECs habitat enhanced 	<ul style="list-style-type: none"> • Site action plans developed for all work sites • Landholders/managers equipped with skills to maintain works • Project and works are part of ongoing follow-up and enhancement investment commitment through future IS from CMA • CMA is supporting landholders and the community to assess other investment for Threatened Species (TS) Recovery • Improved partnerships with DECC Biodiversity Conservation Section and local government across 2007/08 • Pest species and weed control projects under BMT 3 contributing to TS recovery 	<ul style="list-style-type: none"> • Develop and implement 7% of actions of recovery programs to reduce risks and promote the recovery of threatened species, populations and ecological communities with the focus on has of on-ground habitat improvement 	✓*
<p>Statement of achievement The increase in achievement in 2007/08 has been less with the exclusion of the Border Ranges Cross Regional Biodiversity Hotspots program which contributed \$2.1 million in investment during 2005/07. NRCMA activities are continuing to contribute to the overall management target for 2016.</p>				

Management Target B5 – Sustainable Management and Enhancement

By 2016, secure 500 000 ha of native terrestrial and aquatic ecosystem under sustainable resource management.

Previous Performance (<2007)		Performance for 2007/08	
Hectares of ecosystem under sustainable management*	21 037 ha	Hectares of ecosystem under sustainable management*	21 037 ha

* Cumulative total

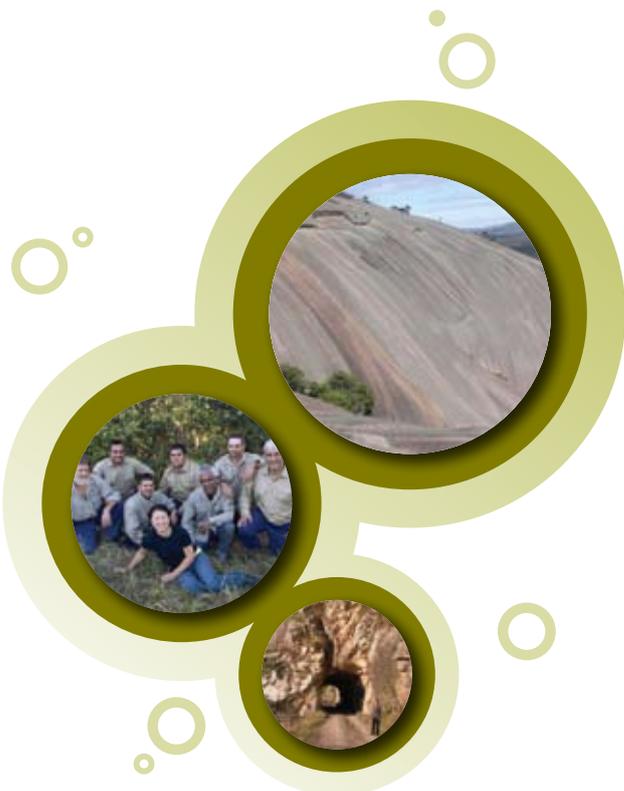
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Two projects for Best Management Practice (BMP) within productive landscapes covering 10 000 ha of terrestrial and/or aquatic ecosystem under sustainable resource management Biodiversity and Asset Protection on 24 properties, covering 11 037 ha under then integrated threat management project -Bushfire Management 1 best management practice codes or guidelines completed 14 awareness raising events field days and study tours conducted with 75 participants (in person-days) 62 training sessions/ workshops/seminars or other skills and training events conducted 56 farms participating in dairy BMP workshops 10 conservation agreements for on-ground works investment 	<ul style="list-style-type: none"> 5 contracts totalling \$117 000 with a direct focus on management in sustainable productive landscapes Primary focus in 2007/08 was on capacity building and planning (4 of the 5 contracts) 1 contract focusing on increasing awareness of biodiversity and achieving strategic rehabilitation of floodplain and riparian EECs on cane farms Substantial investment through other contracts with outcomes for this target An assessment of Primary Industries Best Management Practices (BMP) for Biodiversity and Soil Conservation Health developed under contract in 2007/08, provides a solid base for developing projects with industries from 08/09 onwards 	<ul style="list-style-type: none"> 24 awareness raising events with estimated participation of over 1 500 people (person days) 47 formal collaborative arrangements developed 3 key organisational docs produced 2 brochures produced and 2 training sessions 4 media events 	<ul style="list-style-type: none"> 5 500 ha of native terrestrial and aquatic ecosystems (habitat) under sustainable resource management 	✓

Statement of achievement

While there was no apparent increase in the percentage of the overall target achieved during the 2007/08 period the focus of investment in 2007/08 was on strategic planning and capacity building to better focus investment and activity for 08/09 onwards. There were B5 target outcomes under other NRCMA contracts which will need to be effectively captured in future years. NRCMA activities are continuing to contribute to the overall management target for 2016.

Management Target B6 – Habitat Rehabilitation and Revegetation.				
By 2016, rehabilitate and /or revegetate 10 000 ha of native terrestrial and aquatic ecosystem (3 000 ha by 2009).				
Previous Performance (<2007)		Performance for 2007/08		• * Cumulative total
Hectares of ecosystem rehabilitated*	19 521 ha	Hectares of ecosystem rehabilitated*	20 351 ha	
Performance details 2004–2007	Performance details 2007/08	Other Measures of success achieved	07/08 RSP and Investment Milestones	Milestones Achieved
<ul style="list-style-type: none"> Promotion of best practice restoration techniques at a range of workshops and field days 	<ul style="list-style-type: none"> 830 ha in total 777 ha where main activity was rehabilitation 63 ha extended and improved (plantings) 	<ul style="list-style-type: none"> Evolution of the target is towards using the other performance indicators as the primary measure of performance, with the primary focus being on revegetation 	<ul style="list-style-type: none"> Rehabilitate and or revegetate 610 ha area of priority native terrestrial and aquatic ecosystems (habitat) 	✓
Statement of achievement The target set for 2016 was exceeded in 2006/07. Achievement details for 2007/08 limited to planting only and 10% of the total area (7771 ha) enhanced/rehabilitated until the intent of this target and definition of desired outcomes is reviewed. The intent of this target and definition of is being reviewed in 2008/09 with the priority and focus of the target for achievement evolving.				

Note: Some NRM outputs/milestone achievements may be contributed to by the activities of other programs and Management Targets. Reporting intends to reflect Northern Rivers CMA contribution to Target only but may reflect efforts of others where data is inseparable.



Looking ahead, 2008/09

The Northern Rivers CMA 2007/08 performance continued to build on the strong performance of previous years. The organisation looks forward to continuing that trend in 2008/09, with each of the Northern Rivers CMA Programs identifying goals to pursue in the coming year. Key areas include:

Community Program

- Building new partnerships and engagement in targeted areas and on targeted issues, in addition to maintenance of existing processes
- Refinement of operating systems, performance measures and development of new innovative approaches to engagement to support the Community Program
- Further exploration of opportunities to build stronger engagement and momentum, and secure non-traditional investment sources to achieve greater NRM outcomes by harnessing the opportunities brought by the diversity, skills and resources of the Northern Rivers NRM community
- Engaging with the Landcare community for the planning, development and implementation of the 2009 State Landcare Conference and Awards
- Continuing to provide support and resilience to the regions community via support structures and NRM project implementation

Coastal Program

- Continuing to improve general awareness and understanding of the roles and fragility of coastal zone landscapes, including the unique flora, fauna and ecosystems
- Further assisting coastal land managers and the community to develop the confidence and skills in coastal NRM to help them move from understanding the issues to taking a more proactive approach with a longer term commitment to bring about positive, effective on-ground environmental outcomes
- Continuing to supporting smaller local councils, Aboriginal organisations and reserve trusts that require additional resourcing and community capabilities to protect and enhance coastal zone landscapes
- Greater planning for, and management of, the impacts of Climate Change, which may exacerbate the existing impacts of coastal processes on the region's coastal zone landscapes and infrastructure

Marine Program

- Continuing to overcome the lack of basic knowledge of the marine environment, including its condition and trends
- Improving awareness and understanding, by both resource users and the wider community, of the marine environment and their impacts on it
- Building community capacity and providing support to enable Care groups to undertake a wider variety of marine care projects throughout the region
- Adequate resourcing for marine resource managers' capabilities to better protect and enhance the marine environment, its ecosystems and biodiversity
- Planning for, and managing, the impacts of Climate Change which may include: increased water temperature and acidity; changed currents; migration of species; increased storm activity, rainfall intensity and runoff; and decreased marine productivity
- Building upon the current and growing awareness and concern for marine mammals to highlight the plight of less 'popular' marine threatened species
- Raising awareness about detrimental effects of pollution and sediments in stormwater and terrestrial runoff into marine habitats
- Raising awareness about the widespread problem and significant impacts of marine debris, its origins and preventative actions

Biodiversity Program

- Building very positive and supportive relationships with landholders conserving and managing native vegetation on behalf of the community
- Continuing to strengthen partnerships with partner agencies, local government and other government organisations on existing programs such as the National Reserve System, and on developing programs such as the Great Eastern Ranges (previously Alps to Atherton corridors)
- Fostering opportunities for biodiversity protection and management in forestry with the growing plantation industry in the region, and in grazing on Crown Lands such as leases and RLPB
- Developing an efficient and reliable means of assessing native vegetation condition and make it an integral part of program delivery

- Continuing the development of prioritisation systems for threatened species recovery projects and weed control projects, in the context of limited funds and many competing needs

Land Use Planning Program

- Developing a model Biodiversity Development Control Plan that will increase the consideration of Biodiversity at the Development Assessment stage and will be made available to all Councils for their use
- Providing training for developers, real estate agents and other stakeholders in the use of the Land Use Conflict Reduction Handbook

Water Program

- Completing 80% of IWCM strategies by June 2009
- Developing a mechanism for LGAs to report accurate degree of implementation of IWCM strategies
- Planning the public exhibition of Tweed MWSP by Dec 2008 and Coffs MWSP by Aug/Sept 2008
- Reviewing the Northern Rivers CAP target to reflect a realistic timeframe for MWSP completion and implementation
- Continuing partnerships with environmental education networks, to share expertise, knowledge and resources across the region
- Supporting the Waterwatch Coordinator to engage our communities through NRM monitoring projects
- Providing more information on the Northern Rivers CMA website for access by schools to increase knowledge and understanding of the role communities play in supporting and maintaining our catchments

Soil/Land Resource Program

- Maintaining and developing new soil health on-ground and awareness projects for Northern Rivers CMA farmers to maximise their opportunities to increase soil carbon in the regions soils, which is not only good for the natural ecosystem but also may become a potential new income source
- Continuing to build on successful projects in the volcanic plateaus; tablelands; coastal catchments and floodplain landscapes. Be informed of latest soils information to

ensure we can target areas of high soil loss/poor health to maximise NRM outcomes for this resource:

- Continuing investment focus on acid sulfate soils issues
- Developing projects that recognise the links between increasing global demand for food and fibre production, the pressure on our natural resources to grow more products per hectare and the potential for deterioration in overall soil health condition
- Investigating projects that promote the role of soil to sequester carbon

In 2008/09, the Northern Rivers CMA plans to invest a minimum of \$5.8M in NRM projects in the Northern Rivers region. This investment will be principally derived from the Australian Government – Caring for Our Country program (\$4.41M) and NSW Government contributions, including Catchment Action NSW (\$1.42M).

In addition, the Northern Rivers CMA, through its network of community groups, NGOs, local Government, State Agencies and local NRM industry operators, will develop a range of CAP-related projects suitable for funding under the 'competitive component' of the Caring for Our Country program and other opportunistic sources of funding. If funded, these projects will add to the great range of projects already planned for delivery during this period.

Operationally, the organisation will focus on preparing a response to the Australian Governments Caring for Our Country Business Plan, which will include the development of a Regional Investment Program for the following four years. An Investment Plan will also be created which will link project activities in the region to the NSW State Plan and its Priority E4 targets (Better outcomes for native vegetation, biodiversity, land, rivers and coastal waterways) and E3 targets (Cleaner air and progress on greenhouse gas). Our key challenge as an organisation for the coming year will be adapting to the Changes the Caring for Our Country program brings to the NRM operating environment.

Other operational developments planned for 2008/09 include the development of an improved contract record keeping system, the implementation of a financial record

system that will link expenditure to project outputs and the implementation of a regular internal project review system and other improvements to our information management systems and monitoring, evaluation and reporting approaches. Improvements to the Northern Rivers CAP will continue to be tracked in readiness for the opportunity to update the plan, with particular focus on improving the accountability of the *Management Targets* and associated performance indicators.



Section 3

Our Financial Performance



Northern Rivers Catchment Management Authority

STATEMENT BY BOARD MEMBERS

Certificate under Section 41 C (1B) and (1C) of the Public Finance and Audit Act 1983

Pursuant to the Public Finance and Audit Act, 1983, we declare that in our opinion:

- (a) The accompanying financial report exhibits a true and fair view of the financial position of the Northern Rivers Catchment Management Authority as at 30 June 2008, and transactions for the year ended.
- (b) The financial report has been prepared in accordance with:
 - The applicable Australian Accounting Standards, which include Australian Accounting Interpretations; and
 - The requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2005 and the Treasurer's Directions.
- (c) There are no circumstances which would render any particulars included in the financial report to be misleading or inaccurate.

For and on behalf of the Board



Judy Henderson
Chairperson



Steve MacDonald
Board Member

Dated: 9th October, 2008

Northern Rivers Catchment Management Authority



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Northern Rivers Catchment Management Authority

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Northern Rivers Catchment Management Authority (the Authority), which comprises the balance sheet as at 30 June 2008, the income statement, statement of recognised income and expense and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Authority as at 30 June 2008, and its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

The Board's Responsibility for the Financial Report

The members of the Board are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Authority's preparation and fair presentation of the financial report 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 Authority's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of the Board, as well as evaluating the overall presentation of the financial report.

Northern Rivers Catchment Management Authority

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

My opinion does *not* provide assurance:

- about the future viability of the Authority
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



M T Spriggins
Director, Financial Audit Services

13 October 2008
SYDNEY

Northern Rivers Catchment Management Authority

Start of audited financial report

Income Statement for the year ended 30 June 2008

	NOTE	2008 \$'000	2007 \$'000
Revenue			
Revenue	3	13,176	18,342
Other income	4	1,030	1,154
Total revenue		14,206	19,496
Expenses			
Personnel services expenses	5	3,691	3,734
Other operating expenses	5	1,143	1,192
Depreciation	5	13	6
Grants & subsidies	5	12,028	14,837
Total expenses		16,875	19,769
DEFICIT FOR THE YEAR		(2,669)	(273)

The above income statement is to be read in conjunction with the attached notes

Northern Rivers Catchment Management Authority

Statement of Recognised Income and Expense for the year ended 30 June 2008

	NOTE	2008 \$'000	2007 \$'000
<hr/>			
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR			
Deficit for the year	11	(2,669)	(273)
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR		<hr/> (2,669)	<hr/> (273)

The above statement of recognised income and expense is to be read in conjunction with the attached notes

Northern Rivers Catchment Management Authority

Balance Sheet as at 30 June 2008

	NOTE	2008 \$'000	2007 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	6	4,666	6,823
Receivables	7	216	221
Total current assets		4,882	7,044
Non-current assets			
Plant and equipment			
Computers	8	10	14
Plant and equipment	8	42	45
Total non-current assets		52	59
Total assets		4,934	7,103
LIABILITIES			
Current liabilities			
Payables	9	2,255	1,767
Provisions	10	538	526
Total Current Liabilities		2,793	2,293
Non-current liabilities			
Provisions	10	5	5
Total non-current liabilities		5	5
Total liabilities		2,798	2,298
Net assets		2,136	4,805
EQUITY			
Retained surplus	11	2,136	4,805
Total equity		2,136	4,805

The above balance sheet is to be read in conjunction with the attached notes

Northern Rivers Catchment Management Authority

Cash Flow Statement for the year ended 30 June 2008

	NOTE	2008 \$'000	2007 \$'000
Cash flows from operating activities			
Receipts from customers & government		14,725	20,231
Payments to suppliers		(5,237)	(4,620)
		9,488	15,611
Grants and subsidies paid		(12,028)	(14,837)
Interest received		388	445
Net cash flows from operating activities	12	(2,152)	1,219
Cash flows from investing activities			
Purchase of property, plant and equipment & intangibles		(5)	(30)
Proceeds from sale of plant and equipment		-	-
Net cash flows from investing activities		(5)	(30)
Net increase/(decrease) in cash and cash equivalents		(2,157)	1,189
Opening cash and cash equivalents		6,823	5,634
Closing cash and cash equivalents	6	4,666	6,823

The above cash flow statement is to be read in conjunction with the attached notes

Northern Rivers Catchment Management Authority

*Notes to and forming part of the financial report
for the year ended 30 June 2008*

NOTE 1 - REPORTING ENTITY

The Northern Rivers Catchment Management Authority (the Authority) was established pursuant to the *Catchment Management Authorities Act 2003*. The objects of the Act are:

- (a) to establish Authorities for the purpose of devolving operational, investment and decision-making natural resource functions to catchment levels;
- (b) to provide for proper natural resource planning at a catchment level;
- (c) to ensure that decisions about natural resources take into account appropriate catchment issues;
- (d) to require decisions taken at a catchment level to take into account State-wide standards and to involve the Natural Resources Commission in catchment planning where appropriate;
- (e) to involve communities in each catchment in decision making and to make best use of catchment knowledge and expertise;
- (f) to ensure the proper management of natural resources in the social, economic and environmental interests of the State;
- (g) to apply sound scientific knowledge to achieve a fully functioning and productive landscape; and
- (h) to provide a framework for financial assistance and incentives to landholders in connection with natural resource management.

The Authority is a Statutory Body and a separate reporting entity. There are no other entities under its control.

The Authority is the Trustee for the Northern Rivers Environment Trust under a Deed of Trust dated 24 November 2005. The Deed of Trust provides for the establishment of a public fund to be called the Northern Rivers Environment Public Trust Fund. The Authority as Trustee undertakes to accept donations and administer the Fund as established in accordance with the Settlor's intentions. As at 30 June 2008 the Fund includes the Settlor's initial contribution of \$10. The Authority does not control the Trust.

The Authority is a not-for-profit entity (as profit is not its principal objective) and it has no cash-generating units.

This financial report has been authorised for issue by the Board of the Authority on 30th September, 2008.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation

The Authority's financial report is a general purpose financial report which has been prepared in accordance with:

- The applicable Australian Accounting Standards, which include Australian Accounting Interpretations; and
- The requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2005 and the Treasurer's Directions.

(a) Basis of preparation (continued)

Property, plant and equipment are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(b) Statement of compliance

The financial report and notes comply with the Australian Accounting Standards which include Australian Accounting Interpretations.

(c) Significant accounting judgements, estimates and assumptions

(i) Significant accounting judgement

In the preparation of the financial statements, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may vary from these estimates.

Key judgements are disclosed as part of accounting policies notes.

(ii) Significant accounting estimates and assumptions

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Judgements made by management in the application of the Australian Accounting Standards that have significant effects on the financial statements and estimates, with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

(d) Revenue recognition

Revenue is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

- (i) Contributions from Government and other bodies are generally recognised as income when the authority obtains control over the assets comprising the contributions. Control over contributions is normally obtained upon the receipt of cash.
- (ii) Sale of Goods: Revenue from the sale of goods is recognised as revenue when the authority transfers the significant risks and rewards of ownership of the assets.
- (iii) Rendering of Services: Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).
- (iv) Investment Income: Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.
- (v) Rental Revenue: Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

(e) Personnel services

(i) Personnel services

The Authority does not employ staff but utilises the personnel services of Department of Environment and Climate Change (DECC). The cost of these personnel services in respect of wages and salaries, superannuation, annual leave, long service leave, and for sick leave are recognised when it is probable that settlement will be required and they are capable of being measured reliably.

Provision made in respect of benefits expected to be settled within 12 months are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to settle within 12 months are measured at the present value of the estimated future cash outflows to be made by the consolidated entity in respect of services provided by employees up to reporting date.

The outstanding amounts of payroll tax, workers compensation insurance premium and fringe benefits tax, which are consequential to employment are recognised as liabilities and expenses when the benefits to which they relate have been recognised.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

(ii) Defined contribution plans

Contribution to a defined contribution funds, such as Basic Benefit and First State Super, are expensed when incurred. It is calculated as a percentage of the employees' salary. In 2006/07 and 2007/08, 9% was contributed.

(iii) Long service leave and defined benefits superannuation

The Authority has no liability for long service leave and defined benefit superannuation. Personnel services are acquired from the Department of Environment and Climate Change and the liability of these items has been assumed by the Crown Entity.

(f) Insurance

The Authority's activities are insured through the NSW Treasury Managed Fund scheme of self insurance for Government agencies. The premium expense is determined by the Liability Fund Manager based on past experience and the insurance coverage is reviewed periodically to ensure that it is adequate.

(g) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- The amount of GST incurred by the Authority as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

Cash flows are included in the cash flow statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(h) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by Authority. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to the asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration during the year, are initially recognised as assets and revenues at their fair value at the date of acquisition. Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

(i) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(j) Revaluation of plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 07-01). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Non-specialised assets with short useful lives like plant and equipment are measured at depreciated historical cost, as a surrogate for fair value.

(k) Impairment of plant and equipment

As a not-for-profit entity with no cash-generating units, the Authority is effectively exempt for AASB 136 *Impairment of assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(l) Depreciation of plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets, as detailed below, so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Authority.

All material separately identifiable components of assets are depreciated over their shorter useful lives. Estimates of remaining useful lives are made on a regular basis for all assets, with annual reassessments for major items.

The following depreciation rates were applied in 2007/08 and 2006/07:

Computers	25%
Other Plant and equipment	20%

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

(m) Major inspection costs

When each major inspection is performed, the labour cost of performing inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

(n) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(o) Maintenance

The day-to-day servicing or maintenance costs are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(p) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Income Statement when impaired, derecognised or through the amortisation process.

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(q) Payables

These amounts represent liabilities for goods and services provided to the Authority and other amounts, including interest. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(r) Provision for restoration of leased premises

A provision for restoring leased premises has not been recognised as the amount is not significant.

(s) Comparative information

Except where an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(t) In-kind contributions

In-kind contributions are recorded as revenue and expense in the Income Statement at fair value.

(u) Assistance provided by other organisations free of charge

The maintenance of the Authority's accounting records and provision of corporate services were provided by the Department of Commerce and the Department of Environment and Climate Change free of charge. In addition, other organisations including community groups provide in kind assistance free of charge. It is not possible to reliably estimate the fair value of these services.

(v) New Australian accounting standards issue

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2008 reporting period. In accordance with the NSW Treasury mandate (TC 08/04), the Authority did not early adopt any of these accounting standards and interpretations that are not yet effective:

- AASB 3 (March 2008), AASB 127 and AASB 2008-3 regarding business combinations;
- AASB 8 and AASB 2007-3 regarding operating segments;
- AASB 101 (September 2007) and AASB 2007-8 regarding presentation of financial statements;
- AASB 123 (June 2007) and AASB 2007-6 regarding borrowing costs;
- AASB 1004 (Dec 2007) regarding contributions;
- AASB 1049 (Oct 2007) regarding the whole of government and general government sector financial reporting;
- AASB 1050 (Dec 2007) regarding administered items;
- AASB 1051 (Dec 2007) regarding land under roads;
- AASB 1052 (Dec 2007) regarding disaggregated disclosures;
- AASB 2007-9 regarding amendments arising from the review of AASs 27, 29 and 31;
- AASB 2008-1 regarding share based payments;
- AASB 2008-2 regarding puttable financial instruments;
- Interpretation 4 (Feb 2007) regarding determining whether an arrangement contains a lease;
- Interpretation 12 and AASB 2007-2 regarding service concession arrangements;
- Interpretation 13 on customer loyalty programmes;
- Interpretation 14 regarding the limit on a defined benefit asset;
- Interpretation 129 (Feb 2007) regarding service concession disclosures; and
- Interpretation 1038 (Dec 2007) regarding contributions by owners.

It is considered that the impact of these new standards and interpretations in future years will have no material impact on the financial statements of the Authority.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 3 - REVENUE

	2008 \$'000	2007 \$'000
Contributions received from:		
Joint State/Commonwealth contributions (i)	8,561	14,581
Operating grant funding	3,816	3,650
Other contributions (ii)	799	111
	13,176	18,342

(i) Contributions were received from the Department of Environment and Climate Change towards achieving pre-negotiated natural resource management outcomes.

(ii) Other contributions were received for specific agreed works towards achieving natural resource management outcomes.

NOTE 4 - OTHER INCOME

	2008 \$'000	2007 \$'000
Interest	388	445
Other	642	709
	1,030	1,154

NOTE 5 - EXPENSES

	2008 \$'000	2007 \$'000
Personnel services expenses		
Salaries and wages (including recreation leave)	2,979	2,978
Staff on-costs	712	756
	3,691	3,734
Other operating expenses		
Auditors remuneration (i)	15	13
Board Member's remuneration (ii)	147	161
Board Member's and Committees costs	61	28
Contractors	21	78
Fees for services	45	20
Insurance	13	12
Accommodation and related expenses	305	271
Stores, materials and minor equipment	184	266
Plant/vehicle expenses	220	223
Travel	115	75
Other	17	45
	1,143	1,192
Depreciation	13	6
Grants and subsidies	12,028	14,837
Total	16,875	19,769

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 5 – EXPENSES (continued)

- (i) Audit fee to The Audit Office of New South Wales for audit of financial report. The auditors received no other benefits.
- (ii) Board members received no other benefits.

NOTE 6 - CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2008 \$'000	2007 \$'000
Current assets – Cash and Cash equivalents		
Cash at bank and on hand	26	541
NSW Treasury Corporation – HourGlass cash facility	4,640	6,282
Also refer to Note 15	4,666	6,823

NOTE 7 - CURRENT ASSETS - RECEIVABLES

	2008 \$'000	2007 \$'000
Accounts receivable	-	11
Goods & services tax recoverable	185	200
Accrued income	31	10
Other amounts receivable	-	-
	216	221

No Debts were written off during the year. Also refer to Note 15

NOTE 8 - NON-CURRENT ASSETS - PLANT AND EQUIPMENT

	Computers \$'000	Plant & Equipment \$'000	Total \$'000
At 1 July 2007			
Gross carrying amount	14	56	70
Accumulated depreciation	-	(11)	(11)
Net carrying amount	14	45	59
At 30 June 2008			
Gross carrying amount	14	62	76
Accumulated depreciation	(4)	(20)	(24)
Net carrying amount	10	42	52

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 8 – NON-CURRENT ASSETS – PLANT AND EQUIPMENT (continued)

Reconciliation

A reconciliation of the carrying amount of each class of plant and equipment at the beginning and end of the current reporting period is set out below.

Year ended 30 June 2008	Computers	Plant &	Total
	\$'000	Equipment \$'000	
Net carrying amount at start of year	14	45	59
Additions	-	5	5
Disposals	-	-	-
Depreciation expense	(4)	(8)	(13)
Net carrying amount at end of year	10	42	52

Year ended 30 June 2007	Computers	Plant &	Total
	\$'000	Equipment \$'000	
Net carrying amount at start of year	-	34	34
Additions	14	17	31
Disposals	-	-	-
Depreciation expense	-	(6)	(6)
Net carrying amount at end of year	14	45	59

NOTE 9 - CURRENT LIABILITIES - PAYABLES

	2008	2007
	\$'000	\$'000
Accrued personnel services	24	9
Creditors	942	941
Accruals	208	202
Other	1,081	615
	2,255	1,767

Also refer to Note 15.

NOTE 10 - CURRENT/NON-CURRENT LIABILITIES - PROVISIONS

	2008	2007
	\$'000	\$'000
Personnel services and related on-costs		
Personnel Services provision	404	405
On-costs	139	126
Aggregate personnel services and related on-costs	543	531
Provisions – Current	538	526
Provisions – Non-Current	5	5
	543	531

All current provisions are expected to be settled within the next 12 months.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 11 - CHANGES IN EQUITY

	Retained Surplus		Total equity	
	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	4,805	5,078	4,805	5,078
Surplus/ (deficit) for the year	(2,669)	(273)	(2,669)	(273)
Balance at the end of the financial year	2,136	4,805	2,136	4,805

NOTE 12 - NOTES TO THE CASH FLOW STATEMENT

Cash

For the purpose of the Cash Flow Statement, cash includes cash on hand, in banks and investments in NSW Treasury Corporation Hour Glass facilities.

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the Balance Sheet in Note 6.

Reconciliation of Deficit for the year to net cash flows from operating activities.

	2008	2007
	\$'000	\$'000
Deficit for the year	(2,669)	(273)
Depreciation	13	6
(Increase) / decrease in receivables	5	22
Increase / (decrease) in payables and provisions	499	1,464
Net cash flows from operating activities	(2,152)	1,219

NOTE 13- COMMITMENTS FOR EXPENDITURE

	2008	2007
	\$'000	\$'000
(a) Operating lease commitments		
Aggregate operating lease commitments for office accommodation, motor vehicles and computer equipment. Contracted but not provided for at balance date, payable:		
Not later than one year	212	246
Later than one year and not later than 5 years	138	269
Later than 5 years	-	-
Total (including GST)	350	515

The commitments above include GST of \$31,870 (2007 - \$46,819), expected to be recoverable from the Australian Taxation Office.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 13 – COMMITMENTS FOR EXPENDITURE (continued)

	2008 \$'000	2007 \$'000
(b) Natural resources investment projects commitments		
Aggregate commitments under contract for projects to deliver agreed natural resource outcomes. Contracted but not provided for at balance date, payable:		
Not later than one year	862	2,116
Later than one year and not later than 5 years	31	-
Later than 5 years	-	-
Total (including GST)	893	2,116

The commitments above include GST of \$68,675 (2007 \$192,364), expected to be recoverable from the Australian Taxation Office.

(c) Finance Lease Payable Commitments

The Authority did not have any lease payable commitments at balance date.

NOTE 14 - CONTINGENT LIABILITIES / ASSETS

The Authority is not aware of any material contingent liability (2007- \$nil). Apart from the amounts disclosed in Note 13, there are no known contingent assets at balance date.

NOTE 15 - FINANCIAL INSTRUMENTS

The Authority's principal financial instruments are outlined below. These financial instruments arise directly from the Authority's operations or are required to finance the Authority's operations. The Authority does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Authority's main risks arising from financial instruments are outlined below, together with the Authority's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Authority's Board has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Authority's Board on a continuous basis.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 15 – FINANCIAL INSTRUMENTS (continued)

a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
Class:			2008	2007
			\$'000	\$'000
Cash and cash equivalents	6	N/A	4,666	6,823
Receivables ¹	7	Loans and receivables (at amortised cost)	31	21
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
Class:			2008	2007
			\$'000	\$'000
Payables ²	9	Financial liabilities measured at amortised cost	2,255	1,767

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

b) Credit risk

Credit risk arises when there is the possibility of the Authority's debtors defaulting on their contractual obligations, resulting in a financial loss to the Authority. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Authority, including cash, receivables and Authority deposits. No collateral is held by the Authority. The Authority has not granted any financial guarantees.

Credit risk associated with the Authority's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

(i) Cash and cash equivalents

Cash comprises cash on hand, in banks and investment with the NSW Treasury Corporation Hour-Glass facilities. The TCorp Hour Glass cash facility is discussed in para (d) below.

(ii) Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 15 – FINANCIAL INSTRUMENTS (continued)

(iii) Other financial assets

Deposits at 30 June 2008 were earning an average interest rate 7.41% (2006-07 6.15%) while over the period the average interest rate was 6.90% (2006-07 6.06%).

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2008: \$Nil; 2007: \$11,000) and not less than 1 month past due (2008: \$Nil; 2007: \$Nil) are not considered impaired and together these represent 100% of the total trade debtors. Most of the Authority's debtors have a good credit rating. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The credit risk is the carrying amount (net of any allowance for impairment). The carrying amount approximates net fair value. Sales are made on 30 day terms.

c) Liquidity risk

Liquidity risk is the risk that the Authority will be unable to meet its payment obligations when they fall due. The Authority continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults or breaches on any payables. No assets have been pledged as collateral. The Authority's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. The rate of interest applied during the year was Nil% (2007 : Nil%).

The table below summarises the maturity profile of the Authority's financial liabilities, together with the interest rate exposure.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 15 – FINANCIAL INSTRUMENTS (continued)

2008	Weighted Average Effective Int. Rate	Interest Rate Exposure		Maturity Dates		
		Nominal Amount	Fixed Interest rate	Variable Interest rate	< 1 year	1-5 years
Payables:		\$'000			\$'000	
Accrued salaries, wages and on-costs		24			24	
Creditors		942			942	
	N/A	966			966	
2007						
Payables:						
Accrued salaries, wages and on-costs		9			9	
Creditors		941			941	
	N/A	950			950	

d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority's exposures to market risk are primarily through price risks associated with the movement in the unit price of the Hour Glass Investment facilities. The Authority does not have any borrowings. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2007. The analysis assumes that all other variables remain constant.

e) Interest rate risk

As the Authority has no interest bearing liabilities its exposure to interest rate risk is minimal. The Authority does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 15 – FINANCIAL INSTRUMENTS (continued)

change in the level of interest rate volatility. The Authority's exposure to interest rate risk is set out below.

	\$'000				
	Carrying amount	-1%		+1%	
		Profit	Equity	Profit	Equity
2008					
<i>Financial assets</i>					
Cash and cash equivalents	4,666	(47)	(47)	47	47
Receivables	216	(2)	(2)	2	2
<i>Financial liabilities</i>					
Payables	2,255	23	23	(23)	(23)
2007					
<i>Financial assets</i>					
Cash and cash equivalents	6,823	(68)	(68)	68	68
Receivables	221	(2)	(2)	2	2
<i>Financial liabilities</i>					
Payables	1,767	18	18	(18)	(18)

f) Other price risk

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment facilities, which are held for strategic rather than trading purposes. The Authority has no direct equity investments. The Authority holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2008	2007
			\$'000	\$'000
Cash Facility	Cash, Money market instruments	Up to 2 years	4,640	6,282

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the total number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp as trustee for each of the above facility is required to act in the best interest of the unitholders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp, acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Northern Rivers Catchment Management Authority

Notes to and forming part of the financial report for the year ended 30 June 2008

NOTE 15 – FINANCIAL INSTRUMENTS (continued)

Investment in the Hour Glass facilities limits Authority's exposure to risk, as it allows diversification across a pool of funds, with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the facilities, using historically based volatility information. The TCorp Hour Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity).

	Impact on profit/loss	
	Change in unit price	2008 2007 \$'000 \$'000
Hour Glass Investment Cash Facility	+1%	46 63
	-1%	(46) (63)

g) Fair value

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour Glass Investments is based on Authority's share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

NOTE 16 - AFTER BALANCE DATE EVENTS

There are no significant events subsequent to balance sheet date.

End of audited financial statements

Section 4

Our Business Performance



Our Business Performance

Corporate governance

The Northern Rivers CMA approach to corporate governance is guided by the Corporate Governance and Financial Management Manual for Catchment Management Authorities, 2006.

The organisation's corporate governance practices centre on the following principles:

- The appointment of a skilled, experienced and independent board to facilitate NRM investment that meets with community aspirations while addressing investor priorities
- The use of open and transparent processes to ensure organisational and accountability and performance
- Sound financial management and accountability to the Auditor General, investors and the community
- The maintenance of good relationships with investors, partners and the community to facilitate positive NRM outcomes in the region
- The use of policies and programs that reflect strategic NRM planning and include monitoring of performance to assess progress against targets
- Engagement of the community in the delivery of NRM programs and outcomes
- Provision of leadership and coordination of effort between NRM partners to deliver NRM outcomes in an efficient and timely manner
- A management structure which supports the planned implementation of NRM programs and budget

In 2007/08, the Northern Rivers CMA continued to demonstrate its commitment to good corporate governance through the ongoing implementation of a suite of good governance practices which include:

- Maintaining appropriate financial, operational, correspondence and project management records
- Maintaining good relationships with all levels of government and the community to facilitate the development and delivery of NRM programs, projects and activities
- Acting on sound advice received and the giving of same to NRM partners and the community
- Maintaining operational processes that enable business

to be conducted efficiently and effectively

- Making and maintaining processes for and records of transparent and accountable decisions
- Undertaking financial and operational strategic planning and creating an environment of continuous improvement
- Undertaking a governance self-audit on a yearly basis by the Northern Rivers CMA Board to assess its practices and contributions to the organisation
- Ensuring compliance with legislative, policy and contractual requirements, including statutory reporting
- Monitoring, evaluating and reviewing performance at all levels of the organisation
- Engaging stakeholders and clients and maintaining clear channels of communication that facilitate a consultative approach to NRM

These practices, underpinned by a range of Australian and State government Acts, regulations, policies and guidelines, as well as internal policies, procedures, systems and processes, provide for internal control, accountability, risk management and optimal performance of the Northern Rivers CMA. The annual governance review undertaken by the Northern Rivers CMA Board showed there were no significant governance issues identified for the 2007/08 period that required change to the organisations corporate governance practices. However, the organisation has undertaken to improve its project record management systems in 2008/09.

The Northern Rivers CMA Board

Appointment process

The Minister for Infrastructure, Planning and Natural Resources appointed Northern Rivers CMA Chair Dr Judy Henderson and members Jack Beetson, David Donnelly, Robert Quirk and Sally Wright in to the Northern Rivers CMA Board in 2004, and Rod McKelvey in 2005. The appointments were for initial terms of up to 3 years, with provision for reappointment.

The Minister for Climate Change, Environment and Water appointed two new members, Steve MacDonald and Lorina Barker to the Northern Rivers CMA Board in 2008, also for terms of up to two years with provision for reappointment.

Northern Rivers CMA Board member Jack Beetson resigned from the Board in April 2008 due to domestic and international work commitments. Board appointments are undertaken according to the NSW Premier's Department *Guidelines for NSW Board and Committee Members: Appointments and Remuneration*. The decision to reappoint Board members is a Ministerial matter and is subject to their performance and the skills mix required on the Board as described in the *Catchment Management Authorities Act 2003*. The Chair, Dr Judy Henderson, was reappointed in June 2008, and Board members, David Donnelly, Robert Quirk and Sally Wright, were reappointed following a successful performance review.

Remuneration rates

In 2007/08, the Chair received \$51 500 pa plus 9% superannuation and each Board member received \$18 900 pa plus 9% superannuation.

Meeting frequency and attendance

The Northern Rivers CMA Board meets on a monthly basis (excluding January) for either two-day business meetings or a one day business meeting with half-day field trip.

The Northern Rivers CMA Board develops a forward agenda-plan at the end of each calendar year. For each meeting, an agenda and business papers pertaining to that agenda are developed and circulated to the Board prior to the meeting. The meeting agenda incorporates relevant items from the forward plan and other arising matters for the Boards consideration.

Board meetings are held throughout the region on a rotating basis to allow the Board an opportunity to meet with stakeholders and through the field trips inspect the Northern Rivers CMA sponsored works.

The Northern Rivers CMA Finance and Audit Committee also meet monthly, with additional Financial Reporting undertaken by the full Northern Rivers CMA Board on a quarterly basis throughout the financial year. During 2007/08, there were eleven regular Board meetings held and one special meeting. Tables provided in Appendix i,

P 109, report on meeting frequency and attendance. The Chair and each Board member met the required level of attendance.

Nature and extent of business undertaken

The nature and extent of business undertaken by the Board is recorded in the Board business papers and Minutes of meetings. A summary of this activity is provided in Appendix ii, P 110.

Performance review

Any issues arising in relation to the performance of the Chair or Board is currently managed via the organisation's Risk Management Process, in addition to a scheduled annual performance review. Nil performance issues were reported in the 2007/08 period. All Northern Rivers CMA Board members are required under corporate governance compliance to have successfully completed the Australian Institute of Company Directors Certificate in Directors Essentials (AICD) within 12 months of taking office. All Board members, except for the two recently appointed members, have completed this training within the first year of their appointment and have undertaken refresher training with AICD during 2007/08.

Delegations

Several Board members and the Chair currently have operational delegations as provided for under the *Catchment Management Authorities Act 2003*, including participation in the Finance and Audit Sub-committee. The Chair is the only Board member to have a financial delegation (level 1) and operates a small discretionary fund.

Access to independent advice

The Northern Rivers CMA did not need to refer any matters for independent advice during the 2007/08 period.

Mechanisms for leadership and interaction with management

Senior management continued to attend all board meetings and monthly field inspections during 2007/08. The Chair also met independently with Senior Management each month to review finances and other key operational issues



of relevance to the Board. The Chair maintains daily contact with the General Manager and has a dedicated office space within the organisation.

Mechanisms for knowledge development

The Chair and each Board member have access to the organisation's resources, including a centrally maintained NRM library. The monthly field inspections, hosted by area staff, local NRM providers or Landcare network, are specifically to develop relationships and on-ground knowledge of NRM issues and projects. During 2007/08, each Board member was also assigned a 'buddy' role for each of the organisation's CAP theme-based program teams. The aim of this was to further develop members NRM knowledge and provide a conduit for a detailed understanding of the organisation's business into the Board's discussions.

Board initiatives

To facilitate the effective management of natural resources in the Northern Rivers region, the Northern Rivers CMA has initiated formal partnerships with Local Government through the development of Memorandum of Understanding (MoU) agreements. The Northern Rivers CMA has agreements in place with 15 of the 18 Councils within the Northern Rivers region. Of these agreements, 4 were developed during the 2007/08 financial year. One expired MoU was renewed during this period. The Northern Rivers CMA Board is continually monitoring engagement and the status of agreements with Local Government through a monthly report to the Board.

Disclosures

Under the *Catchment Management Authorities Act 2003*, Board members must formally disclose all actual or perceived conflicts of interest. The Northern Rivers CMA Board are required to complete a Directors Affiliations Form on commencement of their term listing all current affiliations. The Northern Rivers CMA Board are provided with the opportunity to declare any additional conflicts of interest to this list through an opening agenda item at each Board meeting. If a conflict of interest is identified this is recorded in the Board minutes and disclosure book and the Chair determines the course of action to be taken. In 2007/08, there were 2 declarations of interests recorded in

relation to project procurement. At the determination of the Chair, the Board member did not partake in the decision process for these projects.

Human resources

Senior Management

The Northern Rivers CMA Management Team comprises a General Manager (Senior Officer), two Program Managers and a Business Manager. All staff report directly to one of these four managers.

Michael Pitt, General Manager

Appointed: 2004

Grade: Senior Officer level 1

Michael has a Bachelor of Agriculture (Hons) and majored in agricultural economics and pure economics. His former experience is a mix of farming, commercial banking and judicial management of companies. He has 17 years employment in natural resource agencies. Michael has completed the Australian Institute of Company Directors Certificate and refresher course.

Bob Johnston, Business Manager

Bob has 32 years experience in the administrative sectors of the public service, including Regional Administrative Officer for the Soil Conservation Service of NSW, Personnel Manager and Finance Manager with the Department of Infrastructure, Planning and Natural Resources.

Royce Bennett, Program Manager

Royce has a degree in Natural Resource Management from the Canberra College of Advanced Education and 20 years experience. Before appointment to the Northern Rivers CMA, Royce was Catchment Manager with the Department of Infrastructure, Planning and Natural Resources. Previous roles include District Soil Conservationist with the Soil Conservation Service of NSW and Landscape Manager with the Department of Land and Water Conservation.

Ian Simpson, Program Manager

Ian has a degree in Agricultural Science from Hawkesbury Agricultural College and Diploma in Environmental Management from Charles Sturt University, Bathurst. Ian

has 29 years experience in natural resources. Before his appointment with the Northern Rivers CMA, Ian was a District Soil Conservationist with the Soil Conservation Service of NSW and Landscape Manager with the Department of Infrastructure Planning and Natural Resources.

Permanent staff

As at 30 June 08, the Northern Rivers CMA has 28 permanent staff. There are 11 female and 17 male staff. There has been no change in the number or composition of permanent staff during 2007/08. A statistical summary of staff by salary and EEO group is provided in Appendix iii, P 112.

Industrial relations policies and initiatives

All Northern Rivers CMA staff are employed under the *Public Sector Management and Employment Act 2002*. The personnel policies and practices of the CMA align with that of the host employer, the Department of Environment and Climate Change (DECC). During 2007/08, there were no changes to human resource management policies or procedures in the Northern Rivers CMA workplace.

Performance planning and staff development

Staff training and development needs are identified and negotiated as part of the bi-annual work plan review process. Training is delivered on an external provider/as-needs basis.

A record of training and development opportunities provided to Staff and Board members is not kept by the organisation. There were no significant performance issues reported.

Equal Employment Opportunity

The Northern Rivers CMA is an equal opportunity employer (EEO) and values diversity in the workplace. In accordance with State Government's policy and the policies and procedures of DECC, the Northern Rivers CMA continued to ensure fair practice in recruitment processes and in the workplace. There were no planned outcomes for EEO during 2007/08 for the Northern Rivers CMA, however staff were reminded of their EEO obligations in writing and asked to return a signed agreement to abide by these policies and

procedures. Each was signed and returned in agreement. The Northern Rivers CMA also continues to provide for personal, family, cultural and religious needs in the workplace as required, with a number of staff requesting variable hours to accommodate child care during 2007/08. Women's initiatives continue to be supported.

Code of Conduct and Guarantee of Service

The Northern Rivers CMA is guided by the *Public Sector Employment and Management Act 2002* and adheres to the DECC Code of Conduct and Guarantee of Service, as is relevant to its day-to-day operations. The Northern Rivers CMA continues to demonstrate its commitment to these standards through:

- Helpfulness to our clients by making information accessible, providing advice and listening to our stakeholders through formal and informal processes
- Responsiveness to enquiries. Delivering quality information and advice in a timely, ethical and transparent way
- Continuous improvement to our operations to better meet the needs of the community and our investors

The Northern Rivers CMA maintains a suite of policies and procedures relating to Standards of Service, covering managing telephone and email enquires, correspondence, providing information to the public and receiving feedback on our products and services, including formal mechanisms for the managing of complaints. There were no conduct issues reported during 2007/08.

Disability Action Plan

The Northern Rivers CMA is not currently required to implement a Disability Action Plan specific to the organisation. The Northern Rivers CMA is aware of access and services requirements for staff and the public and creating opportunities to enhance accessibility where it has the capacity to do so. Each of the Northern Rivers CMA six offices are lease accommodation, of which four are wheelchair accessible.

Ethnic Affairs Priority Statement

The Northern Rivers CMA operates in accordance the

DECC Ethnic Affairs Priorities Statement (EAPS) to assist in achieving the Government's policies in ethnic affairs and the principles of cultural diversity. While the Northern Rivers CMA acknowledges and informally works towards the Department's EAPS objectives of Leadership, Community Harmony, Access and Equity, and, Economic and cultural opportunities, it did not have key strategies planned for implementation during 2007/08 period. Specifically, the organisation works to ensure the cultural mix of the Northern Rivers community is recognised and that Northern Rivers CMA contracts, activities and information products do not exclude cultural groups.

The organisation provides a Public Relations Officer who is tasked to address any cultural barriers or language-related requests that may arise within the organisations operations.

Action Plan for Women

The NSW Government Action Plan for Women aims to provide a strategic approach across government for supporting women and addressing issues of equity, access, rights and participation and providing equal opportunities for women to participate in all levels of society. The Northern Rivers CMA is committed to these principles and supports women in the community and the workplace. Within the workplace, this support is in the form of paid maternity leave and flexible work arrangements for child care.

Occupational Health and Safety

The Northern Rivers CMA operates under an organisational OHandS policy which identifies the OHandS roles and responsibilities of both management and staff in accordance with the *Occupational Health and Safety Act 2000*. The organisation has OHandS committee which meets quarterly, with two employee representatives and a management representative. During 2007/08, 4 meetings were held, with 17 issues raised and 13 actions undertaken. There were no Workcover investigations during this period.

Ethical standards

The Northern Rivers CMA Board and staff are required

to act in an ethical manner as described in the Code of Ethics and Conduct, Corporate Governance and Financial Management Manual for Catchment Management Authorities, 2006. The organisation's standard for ethical conduct is reflected in its corporate values statement, which sets guiding principles for professional behaviour. Other guidance for ethical decision-making and significant ethical issues is provided in the DECC Ethical Standards policy and covers a broad range of operational-related matters. There were no breaches of ethical behaviour during the 2007/08 period.

Financial management

Managing funds received

The Northern Rivers CMA receives core funding from Federal and State Treasuries via the Dept of Environment and Climate Change (DECC) under agreement. Income and expenditure is monitored through in-house systems and the SAP system, with financial reporting occurring as required. The Dept of Commerce, Service First unit, assists with financial processing - post authorisation, and with Fleet Management. The Northern Rivers CMA Board has a role in reviewing the organisations financial management.

Accounts Payable

For Quarterly Summary of Accounts payable summary please refer to Appendix iv, P 113.

Service level agreements

The provision of Corporate Services to the NSW Catchment Management Authorities is shared between the Department of Environment and Climate Change and the Department of Commerce. There is a Draft Service Level Agreement which is under review at a State-level. There are no other service agreements in place.

Credit Card certification

There are two credit cards in use in the Northern Rivers CMA, belonging to the General Manager and Chair. Staff do not have access to this facility. Credit Card use in the Northern Rivers Catchment Management Authority has been in accordance with the Premier's Memoranda and Treasurer's

Directions and endorsed by the Northern Rivers CMA Chief Executive.

Funding to NGOs

Thirty three Non-government Community NRM Organisations received funding from the Northern Rivers CMA to the total value of \$3.662M. A statement of funds granted to Non-government Community Organisations is attached as Appendix v, P 114. However, this Table does not include the details of the nature, purpose, aims and target audiences for each project as the amount of information is too great. However, further information on individual projects can be obtained from the Northern Rivers CMA by contacting the Regional Office.

Contracts executed

Four hundred and twenty contracts were executed during 2007/08 by the Northern Rivers CMA for total of \$11.5M. Contracts often involved more than one project and covered a range of NRM activities from research, to revegetation, fencing and weed control, to engineering works. Given the number and detail of these projects, this information has not been included in this report.

Consultancies undertaken

Nil to report.

Insurance and risk management

The Northern Rivers CMA maintains Public liability, Workers Compensation, Motor vehicle and other miscellaneous liability insurance to the total value of \$20M through Alliance and the Treasury Managed Fund. There were 2 minor claims for vehicle damage made during 2007/08.

The Northern Rivers CMA undertakes and is subject to several processes that aim to identify and remedy governance risks, which include:

- NRC audits
- Annual evaluation of Board and Chair performance
- Annual audit office reviews
- AICD training for all directors
- Internal audit and review program

- Regular review of policies and procedures
- Regular State meetings amongst Chairs, GMs and JSC

The organisation also systematically assesses and manages all risks associated with its NRM decisions and activities, via a Risk Management Strategy which incorporates a Risk Assessment Procedure, Risk Management Framework – Assessment Tool and Risk Management Register. There were no incidences of unmanaged risk in 2007/08.

Other prescribed information

Standards compliance

The Natural Resources Commission (NRC) completed an Audit of the Northern Rivers CMA's performance in 2006 and regular reports have been provided to the NRC on the organisation's performance against the Audit findings. The next scheduled Audit of the Northern Rivers CMA's performance against the State and regional targets for NRM and the Standard is scheduled for June 2009.

Waste reduction and purchasing policy

The Northern Rivers CMA has included the principles of the NSW Government's Waste Reduction and Purchasing Policy 1997 (WRAPP) into its Corporate Plan and purchasing policies and actively implements waste minimisation, resource recovery and recycled content requirements. Specific practices include use of 100% recycled paper, recycling cardboard packaging and printer cartridges, use of duplex printing, and composting of most tea room waste. In the last DECC WRAPP progress report, the Northern Rivers CMA met 100% of the required waste avoidance measures and 7 out of 9 recycling requirements. The organisation continues to look at paper-less technologies in its operations and service delivery.

Environmental footprint management

The Northern Rivers CMA is actively implementing the NSW Government Cleaner Motor Vehicle Fleet Policy with the purchase of 4 cylinder and hybrid motor vehicles and use of ethanol fuels. The organisation has improved its vehicle footprint from 9.17 to 10.42 in the past 24 months and is reducing its overall environmental footprint through the procurement of recycled office supplies, the implementation



of office procedures that encourages reduction, reuse and recycling. The organisations Green Vehicle Score is shown in Appendix vi P 116.

Approach to Climate Change

In addition to internal practices to reduce the organisation's contribution to Climate Change impacts, the Northern Rivers CMA Board has adopted a formal "Statement on Climate Change". The Statement lists the Northern Rivers CMA's position on climate change, as well as a series of points addressing climate change aspects of the Authority's operational, project and investment activities. Highlights from the Statement include:

- Northern Rivers CMA will be guided by best available science on climate change
- Warming of the world's climate system is unequivocal
- Northern Rivers CMA endorses government plans at National and State scales that address climate change
- Northern Rivers CMA's 10-Year Catchment action Plan (CAP) for NRM in the region forms a blueprint for addressing climate change
- Building resilience to fluctuations in climate in the wider planning process, on the ground, and in the community, is a key to long term success and a focus of the Northern Rivers CMA's CAP implementation programs
- Northern Rivers CMA recognises its responsibilities for addressing climate change at the organisational scale, and is addressing these responsibilities

A number of innovative partnerships and projects have also demonstrated the organisation's active commitment to managing the impacts of Climate Change, including:

- Assisting the CSIRO to develop a brochure entitled "Climate Change in the Northern Rivers" which provides scientific forecasts of temperature rise and other impacts
- Working with Dairy Australia to produce a brochure called "What does climate change mean for dairy in northern NSW" distributed to all dairy farmers in the region
- Developing a partnership with 6 regional dairy processors to build the capacity of the industry to embrace and adopt activities to negate dairy industry impacts that contribute to climate change
- Sponsoring of a number of workshops on climate change

impacts on agriculture and abatement solutions for landholders

- Two academic forums to share technical information on climate change across regional networks
- Establishing a longterm marine monitoring program, that may amongst other things pick up evidence of climate change on the marine environment

Electronic service delivery

Electronic service delivery is an important part of the Northern Rivers CMA Guarantee of Service. During 2007/08, the Northern Rivers CMA undertook a project to upgrade their website to conform with State government Standards and continued to provide funding information to Stakeholders through its monthly e.News publication to 928 recipients.

Correspondence

The Northern Rivers CMA registered close to 1800 items of correspondence during the 2007/08 financial year. Of the correspondence registered, approximately:

- 400 were Land Management Agreements for signing by the General Manager
- 140 were Contracts being initiated
- 160 were received from local Councils
- 260 were received from local Landcare groups
- 50 were received from local Aboriginal Land Councils and groups
- 200 were received from local Environmental organisations

The Northern Rivers CMA determines the correspondence to be registered and the process and actions required for the correspondence according to the Northern Rivers CMA Document Control and Records Management Procedure. This procedure has been developed to provide a system for the establishment and maintenance of document control and management and is applicable to all documents received and produced by the Northern Rivers CMA. The Northern Rivers CMA outgoing correspondence register listed 230 formal letters of response from the Chair or General Manager to correspondence received in the 2007/08 year. Correspondence responded to by Northern

Rivers CMA staff directly is not accounted for in the outgoing correspondence register.

The Northern Rivers CMA did not receive any Ministerial correspondence requests for the reporting period.

Consumer response

The Northern Rivers CMA has developed and implemented a Complaints Procedure for dealing with any items of concern received. The purpose of this procedure is to provide a system to manage complaints and complete corrective actions. All complaints received by the Northern Rivers CMA are dealt with according to the procedure with the item registered both in the Northern Rivers CMA correspondence register and the Northern Rivers CMA complaints register and a complaint form completed and attached to the letter for tracking and action purposes. In 2007/08, the Northern Rivers CMA received letters of concern from fourteen members of the community. The majority of these letters were in regard to boundary changes for the Community Support Officers in the Northern part of our area (11). A formal written response was sent to each of the complainants in response to their concerns. Of this, the Northern Rivers CMA received no further correspondence from eleven of the complainants and after ensuring that all actions had been undertaken as required, the General Manager closed off the complaint record.

Three of the complainants followed up their concerns further following our initial response and each of these were addressed as a matter of priority through formal written responses and verbal discussions with staff with all cases now deemed as complete and closed off the complaint record by the General Manager.

Freedom of Information

In compliance with the Freedom of Information Act, 1989 (FoI) the Northern Rivers CMA follows the guidelines developed for Catchment Management Authorities which compliment the FOI procedures manual produced by the NSW Department of Premier and Cabinet and the FOI policies and procedures produced by the NSW Ombudsman. The Northern Rivers CMA did not receive any requests for information under the Act during the reporting period.

Privacy compliance

Nil to report.

Research and Development

Nil to report.

Information Systems

The Northern Rivers CMA currently uses a range of business systems, including internally-developed Excel spreadsheets and Access databases; and externally-developed systems such as the SAP financial and PADACS native vegetation packages, to manage its project expenditure, progress and output information. The lack of integration between these systems is inherently inefficient, requiring multiple entry of the same data; presents data quality and security risks; and limits the ability to generate meaningful and timely reports. These systems require integration and improvement to meet the CMA's information gathering, management and reporting needs. The CMA's needs have been identified and a business system specification developed, for implementation in 2008-09. The Information System will be networked across the CMA's regional offices and will cover project management, reporting, spatial information data and financial management needs.

This system will help ensure that the CMA efficiently collects and utilises financial and activity information for project administration, planning and review and accurately reports this information.

Participation in peak industry bodies, conferences and events

In 2007/08, Northern Rivers CMA staff participated in:

- National Bitou Bush and Boneseed Forum, Geelong, August 2007
- NSW Coastal Conference, Yamba, November 2007
- National Natural Resources Management Knowledge Conference, Melbourne, April 2008
- 16th Australian Weeds Conference, Cairns, May 2008
- NSW Coastal Conference, Yamba, November 2007 – display including marine activities

Awards

The CMA's Coastal Lakes Assessment and Management (CLAM) project, which was delivered in partnership with the Australian National University's Integrated Catchment and Management unit and developed Sustainability Assessments for 16 coastal lakes and lagoons within the region, was recognised by Environs, the Local Government Environment Network, with the following awards at the Network's conference in Melbourne in September 2007

- Silver Environs Award for Outstanding Sustainability Partnerships
- Golden Environs Award for Outstanding Sustainability Leadership

Publications/ Promotions

During 2007/08, 181 items were added to the Northern Rivers CMA library, which is open to the public.

Of these publications 62 were final reports associated with Northern Rivers CMA funded projects. Many of the final reports also included samples of promotional, educative and informational products undertaken by contractors, produced as part of the contract. Each of the 5 Northern Rivers CMA offices provides a front-counter information service to the public, stocking 50 titles of printed material, of which one third are joint publications between the Northern Rivers CMA and other agencies.

Northern Rivers CMA contractual projects alone delivered 545 awareness raising events such as demonstrations, field days or study tours that involved more than 12 000 participants. Two hundred and forty five written products such as brochures, newsletters, posters and fact sheets were produced, with an audience of 50 000. Forty four displays at regional events and 444 media opportunities were recorded. Seven websites were developed or content enhanced.

Key publications:

- Hele, A. and Schmidt, J. (2007). The Healthy Waterways Monitoring Program – a Model for the Northern Rivers Proc. NSW Coastal Conference, Yamba, November 2007
- Strehling, N. (2008). Implementing the Bitou Bush Threat abatement Plan across different land tenures: challenges and successes. Plant Protection Quarterly, 23: (1)
- Rule, M.J. and Smith, S.D.A. (2007). A long-term monitoring program for the marine environment of northern New South Wales: A standard protocol for data collection on nearshore reefs. Report prepared for the Northern Rivers CMA, November 2007, by the National Marine Science Centre
- Macbeth, W.G., Johnson D. D. and Gray C. A. (2008) "Assessment of a 35mm square mesh cod-end design in the Ocean Prawn Trawl Fishery of Northern NSW" – prepared as part of contract IS7-8-243-06 DPI – Ocean Trawl Fishery Observer Surveys
- Department of Environment and Climate Change (2008). Cod Grounds Commonwealth Marine Reserve Commonwealth Waters. Swath Survey and Habitat Classification. Final report to the Department of the Environment, Water, Heritage and the Arts, June 2008
- Davies, P., Jordan, A. Ingleton, T., Neilson, J., Mesley, E, Pritchard, T. (2008) Manning Shelf - Northern Rivers CMA, Swath Survey and Habitat Classification, Final Report to the Northern Rivers Catchment Management Authority, NSW Department of Environment and Climate Change
- Tulau, MJ (2007). Acid Sulfate Soils Remediation Guidelines for Coastal Floodplains in New South Wales. Department of Environment and Climate Change
- Centre for Coastal Agricultural Landscapes in partnership with Northern Rivers Catchment Management Authority (2007) Living and Working in Rural Areas - a handbook for managing landuse conflict issues on the NSW North Coast, NSW DPI Wollongbar NSW. (http://www.dpi.nsw.gov.au/research/alliances/centre_for_coastal_agricultural_landscapes/living-and-working-in-rural-areas)

Cost of producing this report

\$5684 +GST

Section 5

Appendices



Compliance Checklist

Inside cover	Access and address	103	Land disposal
103	Additional matters for inclusion	n/a	Legal change
19, 22	Aims and objectives	1	Letter of submission to Minister
n/a	Application for extension of time	74–96	Liability Management performance
74–96	Audited financial statement	27–69	Management activities
7	Budget for year ahead	12–18, 100	Management and structure
12	Charter	102	NSW Government Action Plan for Women
101	Code of conduct and ethics	102	Occupational Health and Safety
103	Consultants	113	Payment of Accounts (Time for payment of accounts)
105	Consumer response	100	Performance and numbers of executive officers
102	Credit Card certification	105	Privacy Management Plan
n/a	Departure from subordinate legislation act	106	Production cost
101	Disability Action Plan	106	Promotion/ publications
n/a	Disclosure of controlled entities	Inside cover	Public availability
n/a	Disclosure of subsidiaries	105	Research and development
6,22–24	Economic or other factors	19, 74–96	Risk management and insurance activities
104	Electronic service delivery	6–7	Summary review of operations
103	Energy management	103	Waste
101	Equal Employment Opportunity		
101	Ethnic Affairs Priority Statement		
27–69	Evaluation		
100	Executive		
105	Freedom of Information		
114	Funds granted to Non-government Community Organisations		
101	Guarantee of service		
n/a	Heritage management		
100	Human resources		
77,96	Identification of audited financial statements		
74–96	Investment performance		

Appendices

- i Northern Rivers CMA Board Meeting: Frequency and attendance
- ii Northern Rivers CMA Board Meeting: Nature of Work
- iii Staff Statistics
- iv Accounts Payable
- v Financial Payments to Community Non-Government Organisations
- vi Green Vehicle Score

i Northern Rivers CMA Board Meeting:

Frequency and attendance

	Meeting No.												Total
	6-07	7-07	8-07	9-07	10-07	11-07	12-07	1-08	2-08	3-08	4-08	5-08	
J Henderson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
D Donnelly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
J Beetson	✓	-	-	✓	-	✓	-	✓	-	✓	N/A	N/A	5/10
R Quirk	✓	✓	✓	✓	-	✓	-	✓	✓	✓	✓	✓	10/12
S Wright	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	11/12
R McKelvey	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11/12
S MacDonald	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	✓	2/2
L Barker	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	1/1





ii Northern Rivers CMA Board Meeting:

Nature of Work (field inspections)

Meeting details	Meeting Location	Field Focus theme	Stakeholder Engagement
No. 6-07 3 July 07 – Business 4 July 07 – Field	Grafton	Riverine and vegetation – Clarence South area -Nymboida and Blaxlands	<ul style="list-style-type: none"> • Joint funded projects: <ul style="list-style-type: none"> • Clarence Valley Council Country Energy Landholders • Local Government: North Coast Water, Clarence Valley Council • Environmental Groups: Clarence Valley Conservation Coalition • Landcare – Clarence • Utilities – Country Energy • Contractors - Envite • Landholders • Community people
No. 7-07 18 July 07 – Special meeting	Grafton	N/A	N/A
No. 8-07 7 Aug 07 – Business 8 Aug 07 - Field	Casino	Salinity and Soil management – Casino and Mallanganee areas	<ul style="list-style-type: none"> • Interest visit to Larsson farm (runner up NSW Farmer of the Year) • Local Government: Richmond Valley Council, Richmond County Council • Landcare: Richmond • Aboriginal: Casino Local Aboriginal Land Council • Landholders • Contractors • Community people
No. 9-07 9-10 Sept 07 – 2 day business	Grafton	N/A	<ul style="list-style-type: none"> • Discussion session: <ul style="list-style-type: none"> • Local Government: Clarence Valley Council and Floodplain Services
No. 10-07 9 Oct 07 – Business 10 Oct 07 - Field	Macksville	Wetland and Estuary – Nambucca, Gumma Gumma and Newee Creek areas	<ul style="list-style-type: none"> • Launch of Coast and Estuary Resource Kit developed through Hastings, Macleay and Nambucca Landcare Networks • Local Government: Nambucca Shire Council • Landcare: Nambucca Valley • Aboriginal: Nyambaga Green Team • Environmental groups: Nambucca Estuary Management Committee • Landholders • Contractors: Wetlandcare Australia • Community people
No. 11-07 6 Nov 07 – Business 7 Nov 07 - Field	Armidale	Restoration works and local issues – Armidale and Guyra areas	<ul style="list-style-type: none"> • Discussion session – Local issues: <ul style="list-style-type: none"> • Landholders – Guyra and Armidale area, UNE researchers, contractors • Landcare: Southern New England, Arding • Environmental groups: Armidale Tree Group • Rural Lands Protection Board • Landholders • Contractors – Wetlandcare Australia • Community people

<p>No. 12-07</p> <p>4 Dec 07 – Business 5 Dec 07 – Field (forum)</p>	<p>Coffs Harbour</p>	<p>Community capacity</p>	<ul style="list-style-type: none"> • Annual Forum for NRCMA Community Capacity program contractors and Landcare coordinating groups • Aust Govt facilitators and Professor Griffith University • Presentation - Agency: • DECC – Soil Erosion and Land Capability
<p>No. 1-08</p> <p>5-6 Feb 08 – 2 day Business</p>	<p>Grafton</p>	<p>N/A</p>	<ul style="list-style-type: none"> • Presentation – Tourism • Australian Regional Tourism Research Centre – Farm and Nature Tourism Business Development Program
<p>No. 2-08</p> <p>4 Mar 08 – Business 5 Mar 08 - Field</p>		<p>Erosion, fencing and water systems – Tenterfield and Steinbrook areas</p>	<ul style="list-style-type: none"> • Local Government: Tenterfield Shire Council • Landcare: Granite Borders, Steinbrook • Landholders • Contractors • Community people
<p>No. 3-08</p> <p>1 April 08 – Business 2 April 08 - Field</p>	<p>Walcha</p>	<p>Incentive program and implementation works – Walcha and Lower Apsley areas</p>	<ul style="list-style-type: none"> • Local Government: Walcha Shire Council • Landcare: Southern New England • Landholders • Contractors • Community people
<p>No. 4-08</p> <p>12 May 08 – Business 13 May 08 – Field</p>	<p>Kempsey</p>	<p>Weeds, erosion and river restoration works – Macleay Valley area</p>	<ul style="list-style-type: none"> • Macleay Valley Farmers Field day – NRCMA organised Southern area field day • Local Government: Kempsey Shire Council, MNC Weeds Committee • Agencies: NSW DPI, Dept of Lands • Landholders • Community people
<p>No. 5-08</p> <p>3 June 08 – Business 4 June 08 - Field</p>	<p>Lismore</p>	<p>Border Ranges Biodiversity Hotspots</p>	<ul style="list-style-type: none"> • Discussion Session – Local Government: • Lismore City Council and Richmond County Council • Nature Conservation Trust Field day - • Byron Shire Council, Contractors, Landholders

iii Staff Statistics

Staff Statistics for 2007/08				
Salary Level	No. of Male	No. of Female	No. of Aboriginal	No. of Disabled
Less than \$50 000				
\$50 001 to \$60 000		3		
\$60 001 to \$70 000		2		
\$70 001 to \$80 000	9	5	1	
\$80 001 to \$90 000	4	1		
\$80 001 to \$90 000				
\$90 001 to \$100 000	1			
Greater than \$100k	3			
Total	17	11	1	0
% Total Staff	59	37.5	3.5	0



iv Accounts Payable

Northern Rivers CMA [Co.7700]

Quarterly Schedule of Accounts Payable – Aged analysis at the end of each quarter

Quarter	Current (ie within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 60 and 90 days overdue \$	More than 90 days overdue \$
September Quarter	316 117	102 099	9 662	1 446	1 167
December Quarter	139 088	80 508	50 119	0	4 354
March Quarter	93 055	19 476	32 175	0	77 178
June Quarter	920 838	17 743	0	0	4 354

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid \$
	Target %	Actual %	\$	
September Quarter	90	87	3 899 895	4 425 095
December Quarter	90	86	2 591 873	2 891 762
March Quarter	90	84	2 886 254	3 258 221
June Quarter	90	91	2 525 310	3 186 089

Notes on above table:

- Percentage of accounts paid on time is based on SAP Payment Analysis Report, which compares Vendor MasterFile payment terms, invoice document date and payment document date to determine if payment was made on time, and if not, how many days it was late. The dollar value is the actual dollar value of the documents in each column (ie paid on time, not paid on time), so the percentage is based on documents, not dollar value

Comments

Initiatives to improve payment performance include:

- Tightened controls to ensure correct data entry of payment terms and invoice dates in SAP
- Prioritise vouchers as they are received in Financial Operations so invoices due for payment first, get processed first
- Use of extra resources to ensure smooth workflow during peak periods
- Improved compliance with the tax system by vendors and Departmental staff

Business Process Re-engineering of SAP Accounts Payable Module has been developed through the SAP Strategic Development Program which commenced in early 2005 to ensure that the standard best practice SAP functionality is utilised and that the guiding principles of the Government's Corporate Shared Services Reform Agenda is followed.

v Financial Payments to Non-government Community Organisations

NAME ORGANISATION	PROJECT NAME	AMOUNT
Bellinger Landcare Inc	<ul style="list-style-type: none"> • Reach based implementation – Upper Bellinger River • Prograze • Community support officer • Community landcare co-ordinator • Implementation of LMA's • Implementation of Dairy farm floodplain 	\$219 802
Booroongen Djugun Aboriginal Corporation	<ul style="list-style-type: none"> • Community support officer 	\$76 331
Brunswick Valley Landcare	<ul style="list-style-type: none"> • Community support officer • Attendance at NSW Coastal Conference 	\$69 476
Bunyah Local Aboriginal Land Council	<ul style="list-style-type: none"> • Dunbogan Beach Bitou Bush eradication 	\$2 695
Casino Boolangle LALC	<ul style="list-style-type: none"> • Community support officer • Caring for country Wyan/Dobies Bight 	\$46 718
Clarence Landcare Inc	<ul style="list-style-type: none"> • Community support officer • Minor gully control sites • Attendance NSW Coastal Forum • Capacity building in agriculture • Trees for Cane Farms – Stage 4 • Towallum Creek Reach based plan implementation • Nymboida River Reach 1, 2, 3 plan implementation • Kangaroo Creek – Reach based implementation and rehabilitation • Targeted weeds project: Nymboida River and Kangaroo Creek • Nymboida River riparian rehabilitation • Capacity building in agriculture – Clarence catchment 	\$353 121
Coffs Harbour Regional Landcare	<ul style="list-style-type: none"> • Community capacity building • Attendance NSW coastal conference • Steep land rehabilitation in Coffs Harbour LGA and field days in the Coffs Harbour and Bellinger LGA's 	\$115 014
GLENRAC Inc	<ul style="list-style-type: none"> • Tablelands landscape land rehab and NRM implementation • Community support project • Implementation of LMA's • Implementation of river reach rehabilitation plan for Mann River Wyaliba Honey Locust 	\$183 419
Granite Borders Landcare	<ul style="list-style-type: none"> • PMP Tablelands implementation • Timbarra Riparian Rehabilitation Project • Dung beetles for sustainable agriculture and improved water quality • Community Support Project • Environmental weed management • Tablelands landscape land rehabilitation and NRM implementation • Environmental management workshop • Implementation of LMA's • Community capacity building • Strategic environmental weed management • Pasture improvement and soil fertility management 	\$350 518

Gugin Gaddaba LALC	<ul style="list-style-type: none"> • Community Capacity Building 	\$2 420
Hastings Camden Haven Landcare	<ul style="list-style-type: none"> • Community Support Officer 	\$8 052
Hastings Landcare Inc	<ul style="list-style-type: none"> • Community Landcare Coordinator • Community Support Officer • Dairy Project • Attendance NSW Coastal Conference • Implementation of LMA's 	\$162 743
Macleay Landcare	<ul style="list-style-type: none"> • Community support officer • Sustainable grazing, soil health pasture • Community landcare coordinator • Trees for wind erosion • Dungay Creek funding • Coastal landscape land rehabilitation 	\$193 011
Mid North Coast Farm Foresters Limited	<ul style="list-style-type: none"> • Farm forestry extension services for sustainable native forest and plantation management 	\$120 972
Nambucca Valley Landcare	<ul style="list-style-type: none"> • Delivery of river health small projects • Implementation of river reach based rehabilitation plan for Upper Missabotti Creek • Reach based plan implementation – Newee Creek • Sustainable agriculture and grazing agreement, field days for Hastings, Macleay and Nambucca catchments • Community landcare coordinator • Existing Targeted Area – Taylors Arm • Existing Targeted Area – Deep Creek • Small grants to volunteer community groups for coastal and marine projects 	\$284 900
Never Never Catchment Group	<ul style="list-style-type: none"> • River rehabilitation – Never Never River 	\$3 421
Ngulingah Local Aboriginal Land Council	<ul style="list-style-type: none"> • Support funding awareness event • Community support officer 	\$18 975
Ngurrala Aboriginal Corporation	<ul style="list-style-type: none"> • Community Support Officer • Conference support • Implement river reach rehabilitation plan Lower Nambucca River • Nyambaga Green team • Congarinni-Taylors Arm – river care 	\$136 814
Richmond Landcare Inc	<ul style="list-style-type: none"> • BMP Dairy Project • Implementation of LMA's • Northern field days • Bio conservation in productive landscapes • Workshop and landcare forum support • Soil carbon assessment and rehabilitation • Community landcare coordinator • BMP sweet potato industry, Cugden Plateau 	\$387 352
Soilcare Inc	<ul style="list-style-type: none"> • BMP – coffee industry • BMP in Horticulture – macadamias and pestwatch • Soil and land management – Alstonville Plateau 	\$53 900

Southern New England Landcare	<ul style="list-style-type: none"> • Community Landcare Co-ordinator • Community Support Officer • NRM on ground rehabilitation • BMP in land, water and wool • Reach based plan implementation – Slaughter Gully and Lambing Gully • Attendance State landcare forum • Land rehabilitation and NRM implementation tablelands landscape • Implementation NRM plans 	\$510,043
Sunmilk Landcare	<ul style="list-style-type: none"> • River restoration 	\$1,600
Terania Creek Landcare Inc	<ul style="list-style-type: none"> • Implementation of river reach based rehabilitation plan for upper, mid and Towns Road Terania Creek 	\$86,350
Tweed Landcare Inc	<ul style="list-style-type: none"> • Implementation of LMA's • Revegetation and riparian monitoring, evaluation and education project • Capacity building in Agriculture – Tweed catchment 	\$29,107
Upper Clarence Combined Landcare	<ul style="list-style-type: none"> • Reach based plan implementation - Bean Creek, Boomi Creek, Duck Creek, Lower Duck Creek, Haystack Creek, Harwood, Upper Duck Creek • Tooloom Creek privet control • Biodiversity conservation in productive landscapes • Richmond Range Corridor – Mallanganee stepping stones • Implementing economic and environmental sustainability 	\$278,345
West of Ranges Landcare Inc	<ul style="list-style-type: none"> • Implementation of LMA's • Riparian vegetation • Linking climate and sustainable farming practices in the Upper Clarence 	\$22,774
Wilson's Creek Huonbrook Landcare	<ul style="list-style-type: none"> • Maintaining biodiversity and conservation outcomes • Riparian Ecosystem restoration Wilson's Creek/Huonbrook 	\$8,250
Yaegl Local Aboriginal Land Council	<ul style="list-style-type: none"> • Community capacity building • Yaegl cultural mapping • Community support officer 	\$46,000
Yarrawarra Aboriginal Corporation	<ul style="list-style-type: none"> • Community support officer 	\$47,828
		\$403,197.00

vi Green Vehicle Score

Green Vehicle Score

