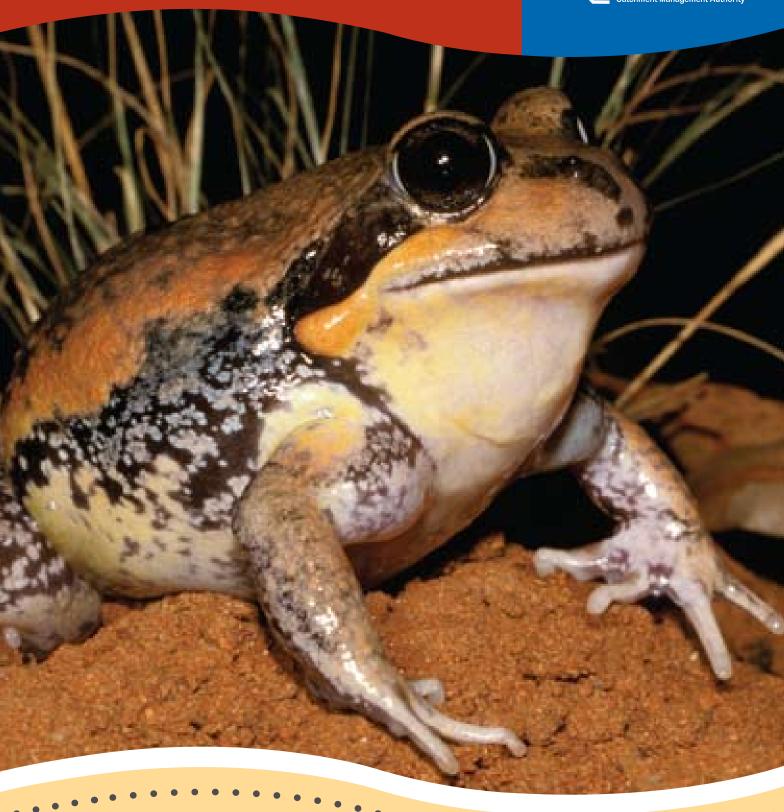
Western Catchment Management Authority

# Annual Report 09-10









The Honourable Frank Sartor, MP Minister for Climate Change and the Environment Level 35 Governor Macquarie Tower 1 Farrer Place SYDNEY NSW 2000

31 October 2010

### Dear Minister

We have great pleasure in presenting the Annual Report for the Western Catchment Management Authority. This report covers the period of the financial year 1 July 2009 – 30 June 2010.

This report has been prepared in accordance with section 17 of the *Catchment Management Authorities Act 2003*, the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2000*, for submission to Parliament.

The report details the activities, achievements and relevant statutory and financial information for the Western Catchment Management Authority.

Yours sincerely

Rory Treweeke Chairperson Diana Hoffman

Board member, Western CMA

### 1. About this document

In accordance with section 17 (2) of the Catchment Management Authorities Act 2003, this document is the Annual Report of the Western Catchment Management Authority.

60 copies printed at a production cost of \$562.10 (incl. GST).

This report is available at www.western.cma.nsw.gov.au

### 2. Shortened forms used in this document

ANZECC	Australian and New Zealand Environment Conservation Council
ARAG	Aboriginal Reference Advisory Group
ATSIC	Aboriginal and Torres Strait Islander Commission
CAP	Catchment Action Plan
CFOC	Caring for our Country
CMA	Catchment Management Authority
CMB	Catchment Management Board
DECCW	NSW Department of Environment, Climate Change and Water
EAPS	Ethnic Affairs Priority Statement
EC	Electrical Conductivity (units used to express salinity in soils)
EEO	Equal Employment Opportunity
INS	Invasive Native Scrub
NAP	National Action Plan for Salinity and Water Quality
NHT	Natural Heritage Trust
NPWS	National Parks and Wildlife Service
NRC	Natural Resources Commission
NRM	Natural Resources Management
NVRIG	Native Vegetation Reform Implementation Group
OH&S	Occupational Health & Safety
PVP	Property Vegetation Plans
SAP	System Application Products (business management software)
WRAPP	Waste Reduction and Purchasing Policy

### 3. Contents

1. About this document	2
2. Shortened forms used in this document	2
3. Contents	3
4. Executive summary	4
4.1 Establishment of Catchment Management Authorities	4
4.2 The Western Catchment	4
4.3 The role of the Catchment Management Authorities	5
4.4 Office contact details	7
4.5 Management structure	7
4.6 Board	7
4.7 Committees	9
5. Strategic planning	11
5.1 Catchment Action Plan Progress and Natural Resource Commission Audits	11
5.2 Investment Strategies and Investment Program	12
5.3 Summary of funds granted	13
6. On-ground works	14
6.1 Catchment and management targets	14
6.2 Native vegetation	15
6.3 Incentives program	17
6.4 On-ground works undertaken to achieve catchment management targets	19
7. Financial statements	25
8. Appendices	48
A. Research and development	48
B. People and policies	49
C. Administration	52
D. Promotion	56

### Photo acknowledgements

All images in this report, unless otherwise attributed, have been provided by the Western Catchment Management Authority.

### 4. Executive Summary

## 4.1 Establishment of Catchment Management Authorities

The NSW Government established thirteen Catchment Management Authorities (CMAs) across the state in 2004 as part of broad natural resource management reforms. This new approach to natural resource management resulted from recommendations in October 2003 by the Native Vegetation Reform Implementation Group (NVRIG) chaired by the Right Honourable Ian Sinclair AC.

NVRIG was formed to identify the ways to improve the management of native vegetation in NSW. NVRIG considered the environmental, economic and social impact of current and previous land management policies and regulations. It then recommended a comprehensive suite of reforms to ensure a viable and sustainable state for current and future generations. The NSW Government welcomed the NVRIG report and used the recommendations as a basis for sweeping natural resource management reform in NSW.

The CMAs are established under the Catchment Management Authorities Act 2003, which came into force on 23 January 2004. They are:

- · Border Rivers-Gwydir
- Central West
- · Hawkesbury-Nepean
- Hunter-Central Rivers
- Lachlan
- · Lower Murray Darling
- Murray
- Murrumbidgee
- Namoi
- Northern Rivers
- Southern Rivers
- Sydney Metropolitan
- Western.

CMAs are statutory authorities, with responsible and accountable Boards that report directly to the Minister for Climate Change and the Environment. Each CMA Board consists of a Chairperson and up to six Board members with all appointments being skill and merit based.

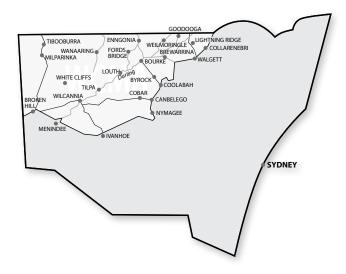
While CMAs are an initiative of the NSW Government to manage natural resources they build on work previously undertaken by the Catchment Management Boards (CMBs) and Regional Vegetation Committees. They have integrated the Catchment Blueprints developed by the CMBs and endorsed by the NSW and Commonwealth Governments, into the approved Catchment Action Plans (CAPs).

### 4.2 The Western Catchment

The Western Catchment is the largest in NSW, covering 230,000 km<sup>2</sup> or 29 per cent of the state. A significant portion of the Catchment makes up 20 per cent of the Murray-Darling Basin, with the remaining area falling within the Lake Eyre and Bulloo Basins.

Bourke, Brewarrina, Cobar, Lightning Ridge, Walgett and Broken Hill are the major service centres (with the latter two located just outside the Catchment). The Catchment includes the whole of Bourke and Brewarrina Shires and significant portions of the Unincorporated Area, Cobar, Central Darling and Walgett Shires and a small part of the Bogan Shire. Mining, agriculture and tourism are the main industries.

It is one of the most diverse areas of natural rangelands in Australia. Rangelands are large areas of arid or semiarid land which are unsuitable for intensive agriculture because of unreliable rainfall and other constraints. Unlike many other catchments in NSW, the Western Catchment is largely in an intact state in terms of native



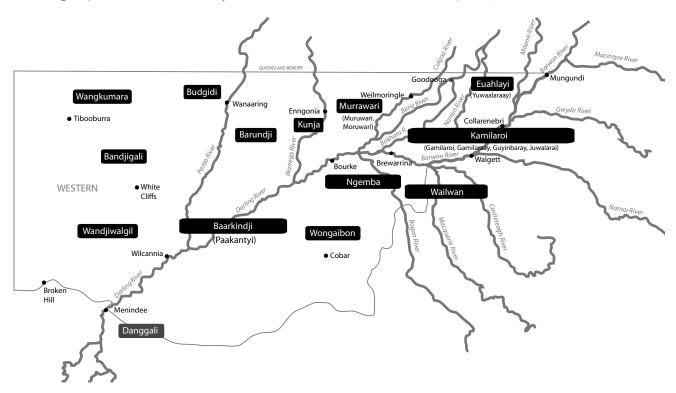
vegetation communities. Broadly, native vegetation includes open woodlands, timbered areas, chenopod shrub lands and native pastures. Managing invasive native scrub is a major challenge. Although native vegetation, it is symptomatic of a landscape out of balance. It out-competes native pasture and can result in bare, eroded soils.

The Western Catchment is different to other catchments because it encompasses a series of river systems. These include the Barwon-Darling, Culgoa, Paroo, Warrego, Narran, Bokhara, Birrie, Bulloo Overflow and part of the Bogan Rivers. Many of these rivers originate in Queensland, with the Condamine-Balonne system contributing 20 per cent and the MacIntyre and Border

Rivers contributing 35 per cent of tributary flows entering the Barwon-Darling system.

Groundwater is an important natural resource in the Western Catchment. The volume of water stored in the pores and fractures of rocks below the water table vastly exceeds the volume of fresh surface water resources. The Great Artesian Basin underlies much of the northern part of the Western Catchment area.

The Western Catchment's population is approximately 18,000. An estimated 20 per cent of the population are Aboriginal, with fourteen current Aboriginal language groups identified by the Western Catchment Aboriginal Reference Advisory Group.



# 4.3 The role of the Catchment Management Authorities

Catchment Management Authorities were established to engage regional communities in the key natural resource management issues facing their catchments. They are the primary vehicle for the delivery of incentive programs funded by both the NSW and Australian Governments to achieve restoration and improvements in the natural resources of the state.

The specific functions of CMAs as described in section 15 of the *Catchment Management Authorities Act 2003* are to:

- develop catchment action plans and to give effect to any such approved plans through annual implementation programs
- provide loans, grants, subsidies or other financial assistance for the purposes of the catchment activities it is authorised to fund
- enter contracts or do any work for the purposes of the catchment activities it is authorised to carry out

- assist landholders to further the objectives of its CAP (including providing information about native vegetation)
- provide educational and training courses and materials in connection with natural resource management
- exercise any other function relating to natural resource management as prescribed by the regulations.

More broadly the responsibilities of the CMAs can be described as:

#### **Plans**

- Integrating existing catchment, water, native vegetation and other natural resource management plans into a CAP
- Managing community involvement in preparation of water sharing and groundwater plans
- Linking CAPs with Local Environmental Planning activities of local government to produce compatible outcomes.

### **On-ground works**

- On-ground works e.g. river rehabilitation, native vegetation management, salinity programs and projects
- Section 10 projects (Soil Conservation Act 1938).

### Community education and support

- Providing advice and support to stakeholders and community
- Aboriginal consultation on CAPs, natural resource programs and investment strategies
- Providing community education and capacity building
- Providing technical advice on vegetation and habitat management, soil and land management, riparian management and other natural resource management issues.

#### Investment

- · Implementing:
  - CAPs
  - development of investment strategies

- · native vegetation management fund
- approved National Action Plan for Salinity and Water Quality (NAP) and Natural Heritage Trust 2 (NHT2) programs
- Caring for our Country program
- NSW Catchment Action program
- Delivering incentives through Property Vegetation Plans (PVPs) and other mechanisms.

### Property Vegetation Plans/vegetation agreements

- Certifying PVPs for establishing continuing uses and delivery of incentive payments
- Assessing all vegetation agreements under the *Native Vegetation Act 2003*.

### **Corporate support**

The CMA's corporate support services (including financial management, human resources, accommodation, legal services, information technology and fleet management) are being provided by the Department of Commerce Service First and Department of Environment, Climate Change and Water (DECCW) under Service Level Agreements. Negotiation with Service First and DECCW for core service level agreements is continuing and is being further developed by the Shared Corporate Services Working Group.

### **Our vision**

Dynamic, viable communities and enterprises which support and sustain diverse natural environments and cultural values.

### 4.4 Office contact details

### Principal office

### Cobar

62 Marshall Street

PO Box 307, Cobar NSW 2835

Phone: 02 6836 1575 Fax: 02 6836 2988

Freecall: 1800 032 101

Website: www.western.cma.nsw.gov.au

### Other offices Bourke

21 Mitchell Street

PO Box 342, Bourke NSW 2840

Phone: 02 6872 2144 Fax: 02 6872 2993

#### Walgett

89 Wee Waa Street

PO Box 248, Walgett NSW 2832

Phone: 02 6828 0110 Fax: 02 6828 1741

#### **Broken Hill**

32 Sulphide Street

PO Box 692, Broken Hill NSW 2880

Phone: 08 8082 5200 Fax 08 8087 2314

#### Dubbo

142 Brisbane Street

PO Box 1840, Dubbo NSW 2830

Phone: 02 6841 2740 Fax: 02 6841 2799

Core office hours for all offices are 8.30 am – 4.30 pm.

### 4.5 Management structure



### 4.6 Board

Board members are recruited and recommended to the Minister by the existing CMA Board. The recruitment, selection and appointment of the Chair is determined by the Minister. The selection and appointment of Chairs to date has been on the recommendation of a selection committee appointed by the Minister, convened by

the Director General, DECCW. CMA Board members (including Chairs) are appointed for a term of up to three (3) years by the Minister. CMA Boards must have members with an appropriate mix of skills, expertise, experience and a range of perspectives.

In accordance with Section 8 (4) of the CMA Act, CMA Board members must possess knowledge and skills in one or more of the following areas: primary production; environmental, social and economic analysis; state and local government administration; negotiation and consultation; business administration; community leadership; biodiversity conservation; cultural heritage; water quality.

Members of public sector boards are also expected to possess the capacity to learn quickly; handle complex issues and offer innovative solutions.

The Western CMA is run by a management board, made up of seven Western Catchment residents, all of whom have extensive experience in natural resource management.

The Western CMA Board had 10 meetings in 2009–2010: six face-to-face meetings (in February, April, June, August, October and December) and four meetings via teleconference (in March, May, July and November - the teleconference in September 2009 was not held). No meeting is held in January, although a teleconference can be called if required.

#### **Board members**

Rory Treweeke (Chair) lives with his wife, Joan, on their station near Lightning Ridge in north-western NSW. Rory has a Bachelor in Laws from Melbourne University. He has been Chair of the Western CMA since February 2004. Rory was the Independent



Chair of the Barwon Darling River Management Committee from 1997–2003 and a member of the Boards of West 2000 and West 2000 Plus. He is currently a member of the Western Lands Advisory Council, Great Artesian Basin Advisory Group, the Murray Darling Basin Community Committee and the Water Recovery and Environmental Use Stakeholder Panel of the Commonwealth Department of Environment, Heritage, Water and the Arts. (Meetings attended: 10/10)

Diana Hoffman, a former high school science teacher, has been an active member of natural resource and community organisations both locally and on a state-wide level. She has served as a member of the National Parks and Wildlife Service (NPWS)



Advisory Council 2001–09 and was the first woman to Chair the Council from 2004–06. She has served on the Central-Darling Shire Council Tourism and Economic Development Board and Advisory Group, White Cliffs Parents and Citizens Association and the Darling River Group Council. She is the Chair of the White Cliffs Community Association and the President of the White Cliffs History Group. (Meetings attended: 10/10)

**Sam Jeffries** is a member of the Murrawari Aboriginal people and lives in Brewarrina. He has held a range of senior positions including: Walgett Shire Councillor 1999–2003, Aboriginal and Torres Strait Islander Commission (ATSIC) Councillor 1990–2005,



Chairperson of the Murdi Paaki Regional Council 1996–2005, Board member of the NSW Aboriginal Housing Office from 1998–2005, and Chairperson of the NSW ATSIC State Council from 2002–05. He is currently Chairperson of the Murdi Paaki Regional Assembly, Deputy Chairperson Indigenous Land Corporation, Panel Member of the NSW Aboriginal Trust Fund Repayment Scheme, Chairperson of the National Aboriginal Sporting Chance Academy and Adjunct Professor, Jumbunna Indigenous House of Learning University of Technology, Sydney. He was recently appointed Co-Chair of the National Congress of Australia's First Peoples. Due to this recent appointment Sam was granted leave of absence from the Board in June 2010. (Meetings attended: 7/10)

Justin McClure lives on and works 110,000 ha of certified organic land in the Tilpa district at Kallara Station on the Darling River. Justin, Julie and their children pursue a dynamic lifestyle combining their grazing, white dorper sheep, cattle, farming and



tourism operations. Justin gained a Certificate in Animal Production from Longreach Pastoral College, has a keen interest in natural resource and river management and is the Chairperson of the local community committee at Tilpa. He is the CMA Representative on the Landcare Steering Committee and is involved with the Australian Floodplain Association. (Meetings attended: 10/10)

### **Andrew Mosely (Deputy Chair)**

lives and works on his 28,000 ha property near Cobar, with his wife, Megan, and their children. Together they operate six diverse and integrated businesses including white dorper sheep, meat goats, cattle and cropping.



Andrew has a Bachelor of Science, majoring in Wool and Pastoral Science, from the University of NSW, and was runner-up in the NSW Young Farmer of the Year Award in 2004. Andrew and his family took out the Environmental Achievement award in the 2008 Cobar business awards and won the title of NSW Western Plains Carbon Cocky of the Year 2008–09. (Meetings attended: 10/10)

#### Matthew Nicholson was

appointed to the Western CMA Board in March 2009. Born and bred in Nymagee, Matthew holds a Bachelor of Science in Agriculture from the University of Sydney and works on the family farm, Glenwood Station, with his



wife Megan, Matthew's parents and his brother's family. The farming business incorporates a number of activities including beef cattle production, harvesting broombush and cypress pine, cropping, transport and accommodation for hunting groups. An active member of the Buckwaroon Catchment Landcare Group, Matthew was a founding member of the NSW Broombush Industry Group. He is also involved in numerous community organisations including the Nymagee Rural Fire Brigade, Nymagee Progress Association and local cricket and tennis clubs. (Meetings attended: 10/10)

**Tony Thompson** began his career as a dryland agronomist and started growing irrigated cotton in 1993 and adopted grazing agriculture in 2001. He has implemented an innovative 'integrated rangeland management' system, which



focuses on the reintroduction of perennial pastures through rotational grazing. He designed and built a remote walk-through weighing and drafting system, which allows management of stock on an individual rather than a herd basis, resulting in increased efficiency and productivity. These initiatives have attracted considerable interest both locally and abroad. (Meetings attended: 9/10)

### 4.7 Committees

In addition to the Board the Western CMA also has three formal sub-committees.

#### **Finance and Audit Sub-committee**

The Finance and Audit Sub-committee primarily advises the Board on matters pertaining to the annual financial statements, but also is charged with governance issues, Natural Resource Commission audit reviews, conflict of interest policies, etc.

The Finance and Audit Sub-committee members are:

- Rory Treweeke (Chairman)
- Andrew Mosely, Board member (Deputy Chairman)
- Diana Hoffman, Board member
- Daryl Green, General Manager
- Ken Harrison, Planning and Investment Manager and Chief Financial Officer

### **Landcare Steering Committee**

The Landcare Steering Committee advises the Board on matters pertaining to Landcare, particularly in regard to recommendations for distribution of Landcare devolved grants. The Landcare Steering Committee is comprised entirely of landholders, one of whom is appointed by the Western CMA Board to sit on the committee.

The Landcare Steering Committee members are:

- Stuart Mosely (Chairman)
- Angus Geddes (Vice Chairman)
- Tim Davis
- · Michelle O'Connor
- · Marsha Colbran
- Faye Macpherson
- Ben Bartlett
- Don MacDonald
- Chris Ware
- Matthew Jackson
- Justin McClure, Western CMA Board member



### **Aboriginal Reference Advisory Group**

The Aboriginal Reference Advisory Group (ARAG) advises the Board on matters pertaining to the Aboriginal community in the Catchment. It is the Western CMA's primary consultation mechanism with the Aboriginal community. Specifically the ARAG advises the Board on Aboriginal views on land management and projects contained in the Catchment Action Plan. The group comprises Aboriginal people specifically endorsed by their local community.

The Aboriginal Reference Advisory Group members are:

- Ben Flick (Chairman)
- Les Barker
- · Alma Bates-Hannah
- Alf Fazldeen
- George Fernando

- Joe Flick
- Guy Gibbs (Deputy Chairman)
- Paul Gordon
- Norman Hall
- Roger Hartnett
- · Christine Hooper
- Edna Kelly
- Bill Kennedy
- · Alan Lamb
- · Gerald Quayle
- Bill Riley
- Max Sullivan
- · Gordon Sullivan
- Bruce Turnbull

### 5. Strategic planning

# 5.1 Catchment Action Plan progress and Natural Resource Commission audits

The Western CMA's Catchment Action Plan was approved by Cabinet in January 2007. However, approval was dependent on the commitment of the Western CMA to deal with several conditions, which were based on recommendations from the Natural Resources Commission (NRC) to the Minister. The conditions focused on the Western CMA giving particular attention to improving its business systems, knowledge management processes, collaboration protocols, risk management, monitoring and evaluation, and priority

setting frameworks.

The Western CMA was one of three CMAs subject to the first full audit by the NRC. The audit was held in late May 2008. The full report was published by the NRC in December 2008. The full report, findings and recommendations are available at www.nrc.nsw.gov.au.

In the 2009–10 year, the NRC has assisted Namoi and Central West CMAs conduct a pilot CAP review process. All other CMAs have halted CAP review work until the NRC issues a CAP review framework, based on the experiences of the two pilot reviews. Regardless, the Board has instructed the CMA to retain the basic direction of the original CAP, while refining targets to address the changing CMA environment.





### **5.2** Investment Strategies and Investment Program

Summary of incoming natural resource funding

Activity	Source of Funds	Amount 2009-2010
2009–10 Investment Program: Base bid	Caring for our Country (CFOC)	\$2,468,000
2008–09 Investment Program: Base bid	Catchment Action NSW	\$1,609,000
Protected Areas on Private Lands	National Reserve System	\$158,688
2009–10 Landcare: Sustainable Practices	CFOC Sustainable Practices	\$150,000

### Investment Program/Annual Implementation Plan

The Western CMA has submitted its 2010–11 Investment Program (incorporating the Annual Implementation Plan). Approval from the NSW Minister for Climate Change and the Environment has been received. Due to the acquittal of previous programs and reduction in federal funding under the Caring for our Country Program, on-ground activities for the Western CMA as represented in the Investment Plan will be reduced. Of particular note is

that the Western CMA has shifted to a two-year incentive program, rather than the previous annual program. That is, the CMA has combined the allocation from two years' funding and run a single round across two financial years. The 'current' round was launched in 2009–10, and will not conclude until the following financial year. This has resulted in a considerable improvement in project implementation by land managers and facilitated a more accommodating timeframe for contract management by the Western CMA.

### 5.3 Summary of funds granted

Summary of funds granted to non-government bodies.

### **National Landcare Program**

Projects	Landholder (1)	Training/education/ sponsorship/research	\$727
		3portsorstrip/research	

### 2009–10 Investment Program: Incentives

Landscape management	Landholders (46)	On-ground works	\$408,022
	Community group (5)	Training/education/ sponsorship/research	\$14,035
	Landholder (1) and workshops (5)	Training/education/ sponsorship/research	\$92,301
	Education/school/university (1)	Training/education/ sponsorship/research	\$1,364
Pests	Landholders (4)	On-ground works	\$16,985
High conservation value	Landholders (33)	On-ground works	\$955,355
Sustainable agriculture	Landholders (18)	On-ground works	\$113,471
	Community group (8)	Training/education/ sponsorship/research	\$34,149

### 2009–10 Investment Program: Projects

Pests	Private providers (2)	On-ground works	\$70,000
	Community groups (2)	On-ground works	\$45,000
	Education/school/university (1)	Training/education/ sponsorship/research	\$24,700
	Private providers (4)	Training/education/ sponsorship/research	\$53,386
Landscape management	Landholder (1)	On-ground works	\$25,000
Aquatic Habitat	Landholders (3)	On-ground works	\$114,340

Summary of funds granted to government bodies.

### 2009–10 Investment Program: Projects

Pests	Darling Livestock Health and Pest Authority	On-ground works	\$100,000
	North West Livestock Health and Pest Authority	On-ground works	\$45,000
	Western Livestock Health and Pest Authority	On-ground works	\$65,000
	Bourke Shire Council	On-ground works	\$10,000
	Industry and Investment NSW	Training/education/ sponsorship/research	\$36,012
Aquatic Habitat	Industry and Investment NSW	On-ground works	\$37,500



### 6. On-ground works

# 6.1 Catchment and management targets

A catchment target is an acceptable condition of natural resources at a specified point in time. A management target is the level of action needed to achieve a catchment target. The Western CMA's targets are:

### Catchment theme 1: Land and vegetation

### Catchment target:

Quality and quantity of vegetation managed to maintain and/or improve designated cover capable of preventing soil erosion (i.e. designated cover greater than or equal to 40%).

### Management targets:

- Sustainable Agriculture Management practice carried out by 50% of landholders by 2016.
- Maintain and rehabilitate one million hectares of native pasture vegetation communities by 2016.
- No increase in the number of species or extent of pest weeds or animals above current levels and a reduction in the impact of pest species.

### Catchment theme 2: Rivers and groundwater Catchment targets:

The Surface Water System Health Index Rating and the Groundwater System Health Index Rating improved at 60% of relevant monitoring sites by 2016.

Salinity in the Barwon-Darling at Wilcannia less than 800EC for 80% of the time as measured on a daily basis and less than 350EC for 50% of the time by the year 2016.

### Management targets:

- Habitat improvement actions implemented on 20% of identified priority areas of stream, floodplain, wetland and riparian areas by 2016.
- Water quality and salinity levels meeting ANZECC drinking water and recreational use criteria for greater than 95% of the time at key town use sites by 2016.
- Flow sharing arrangements including water sharing plans implemented by the Department of Water and Energy for all priority streams by 2010, with advice from the Western CMA on water management issues which affect the catchment community.
- Water pressure stabilised in key regions of the Great Artesian Basin, as defined by the NSW Great Artesian Basin Advisory Group, by 2016.

### **Catchment theme 3: Biodiversity**

### Catchment targets:

Ecological communities of high conservation value are adequately protected.

In each of the other ecological communities, 12% of the area will be managed for conservation within 10 years of Catchment Plan approval and 25% within 25 years of Catchment Plan approval.

### Management targets:

- Ecological communities of high conservation value (including threatened species) are identified within three years of Catchment Plan approval and adequately protected throughout the Catchment by negotiation with landholders, within eight years of Catchment Plan approval.
- An ongoing program is established that allows landholders to incorporate lands managed for conservation as an alternative landuse and part of a viable enterprise, within two years of Catchment Plan approval.

### **Catchment theme 4: Community**

### Management targets:

- Establish an Indigenous Natural Resource and Cultural Reference Group, within two years of Catchment Plan approval to formally coordinate the input of Aboriginal communities into natural resource management planning activities in the Western Catchment.
- Develop and assist the implementation of a process for the documentation, evaluation and ownership of Aboriginal knowledge of sustainable land management and cultural values in the Western Catchment by 2009.
- There is a continual increase in land managers' awareness, knowledge and skills in natural resource management and adoption of practices which improve natural resource outcomes.
- Land managers and other natural resource managers are actively engaged in collaborative action to improve the management of natural resources through the development and implementation of regionally relevant natural resource management.
- There is a continual increase in the willingness of land managers, other stakeholders and the community to partner natural resource management organisations to deliver natural resource outcomes.

### 6.2 Native vegetation

Catchment Management Authorities are responsible for the joint administration of the *Native Vegetation Act 2003* and *Native Vegetation Regulation 2005* with DECCW. The Act and Regulation set out the framework for management of native vegetation in NSW.

Western CMA staff provide native vegetation management advice and develop Property Vegetation Plans (PVPs) with landholders.

In 2009–10 the Western CMA produced 43 PVPs covering a total area of over 594,000 ha.

The majority of the PVPs are invasive native scrub PVPs, allowing management of invasive native scrub across more than 593,000 ha. The PVPs enable landholders to manage the invasive native scrub to restore a balanced landscape and maintain habitat for native species in the rangelands.

The Western CMA also developed Clause 28 Policy PVPs for rehabilitating native groundcover. The rehabilitation PVPs have allowed minor clearing for the rehabilitation of groundcover on more than 500 hectares. The rehabilitation has many long-term environmental benefits including increased biodiversity and reduced erosion.

The Western CMA has funded many projects that will rehabilitate native perennial grass in large areas of the rangelands. Property Vegetation Plans are developed for such projects.

As well as assisting land managers to undertake invasive native scrub management on their properties, the Western

CMA is supporting research projects to learn more about this problem and ways to solve it.

The Western and Central West CMAs jointly supported a research project focused on invasive native scrub (INS) management in the Cobar Peneplain region. It culminated in the publication of a best management practice guide called Managing Invasive Native Scrub to Rehabilitate Native Pastures and Open Woodlands. Landholders' experience and knowledge were well-documented throughout the publication and a number of management programs are profiled through case studies. Although native plants, INS out-competes native grasses and can lead to bare and eroded soil without careful management.





Four demonstration sites have been established throughout the Western Catchment. They are farm-scale sites where pre-clearing vegetation conditions have been recorded and various strategies are trialled. They are continually monitored and information on their progress is regularly shared with other landholders at field days and through publications. A field day was held at one of the demonstration sites, on Malabar Station, near Walgett. The site shows the success of invasive native scrub management with thriving native grasslands in areas that have been managed on the property. The field day was hosted by Judy and Wayne Newton and was attended by 35 people.

### 6.3 Incentives program

During the 2009–10 financial year the Western CMA has worked with local groups, organisations and individuals to ensure a healthier catchment in the longer term.

A new initiative this year was to combine the reduced funding for both 2009–10 and 2010–11 years into a two-year program. This has meant that \$8.9 million will be invested over the two years to improve natural resources in the Western Catchment.

This innovation also allows land managers and other co-operators a full 12 months to implement catchment programs, ensuring much better and more timely outcomes considering the vagaries of the Western Catchment climate.

The Western CMA's incentive program implemented for the two years committed \$3.2 million to land managers undertaking 119 natural resource management projects. This brings the total number of projects funded since the Western CMA became operational to more than 600.

This funding went towards projects which meet the Western CMA's natural resource management targets and are aligned with both NSW and Australia-wide targets and priorities.

### Major project funding for 2009-2011

- \$29,469 was committed to two applicants to encourage sustainable agriculture through conservation farming. Two machines are being converted to controlled traffic and no-till, which will result in 7,850 ha (78 km²) of cropping land converted to minimum or no-till agriculture.
- \$535,480 was committed to 27 applicants for groundcover management. Land managers are using

a total of 356 km of fencing, and controlling access to 22 watering points used in conjunction with trapyards, to assist with the management of total grazing pressure. This will encourage native pasture growth on a total of 171,012 ha (1,710 km²). This is roughly equivalent to the size of the Paroo-Darling National Park, north of Wilcannia.

- Landholders were funded to erect 26 trapyards to control feral goats on 110,718 ha. Control of feral goats has positive results for landscape management and sustainable agriculture as well as pest management.
- \$181,465 was committed to 18 applicants to rehabilitate 3,842 ha of rangelands using a range of measures including water ponding, water-spreading and contour furrowing.
- \$189,909 committed to 16 applicants to treat 53,933 ha (539 km²) affected by invasive native scrub through the incentives program. The landholders will use a combination of methods such as chaining, mechanical pushing, spot treatment and burning to manage invasive native scrub and restore native perennial pastures.
- \$136,881 was committed to five applicants to control plant and animal pests. Rabbit warrens have been treated on 405 ha. Control of pest plants has been undertaken including treatment of 6,919 ha of Hudson pear (as part of a larger, long-term plan), 219 ha of parkinsonia and African boxthorn and 91,680 ha of mesquite.
- \$511,545 was committed to 14 applicants for riverine

habitat and water quality improvements. Thirty-three off-river watering points have been installed to stop stock accessing waterways and 219 km of waterways have been fenced (equivalent to the distance by road from Collarenebri to Brewarrina). As a result, 20,063 ha (200 km²) of riverine vegetation is being protected, which is larger than the Ledknapper Nature Reserve near Enngonia.

• \$171,285 was committed to 17 community groups and landholders who undertook a wide range of activities including training, educational workshops and field days with schools and landholders, awards for recognition of environmental achievements, community activities (including a 'carp muster'), tree planting and land rehabilitation, and educational signage in Milparinka. During the 2009–10 year, the Training and Communities Activities funding program was changed from an annual to a fourmonthly basis. This gives Western Catchment people more flexibility and greater opportunity to take advantage of activities available.

The Western CMA continues to improve its application and assessment processes to ensure the best projects are funded. Changing the incentives program to a two-year program and increasing the frequency of Training and Communities Activities funding are examples of the adaptive management responses by the organisation.

As well as improving natural resources, the incentives program injects much needed cash into communities affected by prolonged drought by supporting local suppliers and contractors.



# 6.4 On-ground works undertaken to achieve catchment management targets

Note: Budgets are indicative only and may be modified as projects progress over the two year implementation program.

### Land and vegetation

### Feral goat strategy

Overgrazing by a large, unmanaged feral goat population is the major factor influencing groundcover over the majority of the Catchment, predetermining the success of most other land management activities. Projects to manage total grazing pressure resulting from feral goat impact dominate landholder proposals for incentive funding. The issue is confounded by an active feral goat harvest industry and poor recognition of the broadscale environmental impact resulting from the uncontrolled grazing by these animals. This project involves developing background information on the feral goat problem to enable more strategic implementation of on-

ground management measures, as well as informing land managers, policy makers and the public of the impact of the issue.

Current status (as at 1 July 2010):

Five components of this project have been identified and contracted out to expert providers:

- A literature review of feral goat ecology, impact and control measures
- A review of the policy context of feral goat management
- A review of the feral goat harvest industry and implications for natural resource management in the Western Catchment
- Processing and analysis of feral goat population data already collected through the DECCW Kangaroo Management Program
- Modelling of the economics of grazing enterprises based on feral goat harvesting in comparison with those where total grazing pressure management systems are in place.

Total project budget: \$80,000





### Landscape management

Specialist rangeland rehabilitation services are not commercially available within the Catchment despite knowledge gained from comprehensive research programs conducted during previous decades. There is strong demand from landholders for specific advice and design information on scald reclamation, gully stabilisation and the rehabilitation of perennial pastures. This project is re-establishing land rehabilitation skills within the Catchment, providing access to specialised equipment and an advisory service.

Current status (as at 1 July 2010):

The major incentive funding round in 2009-2011 involved 14 properties. Land managers constructed 131 km of banks which will rehabilitate 1,311 hectares through water spreading. A further 720 hectares will be rehabilitated using water-ponding.

Works were carried out on two other properties in addition to the incentives program. Water spreading is being used to rehabilitate 50 hectares while a crocodile (a large soil pitting machine) is being used to treat 500 hectares.

Total project budget: \$160,000

### **Weed Control Programs**

The Western CMA has taken a partnership approach to weed control in the catchment. This includes small-scale projects with Local Weed Authorities to control discrete infestations of athel pine, African boxthorn and parkinsonia. On a larger scale, mesquite has been addressed in the far west of the Catchment through collaboration with the Livestock Health and Pest Authorities, landholders and specialised contractors. A

partnership approach has been established with South Australian Arid Lands NRM through Caring for our Country to address athel pine on ephemeral streams in the Western Catchment. The Hudson Pear Taskforce is coordinating treatment and monitoring of Hudson pear cactus infestations on 60,000 ha in the Lightning Ridge area, a public awareness campaign and investigations into use of biological control of the weed. The Hudson Pear Taskforce won the Business and Industry category in the 2009 Western Catchment Environmental Care Awards. The Hudson Pear Taskforce comprises a range of partners including local landholders, miners and farmers groups, the Castlereagh Macquarie County Council, Walgett Shire Council, four government agencies and the Western CMA.

Current status (as at 1 July 2010):

All these programs will be progressed over the next two years.

Total project investment: \$405,000 for 2009-2011



Bernie Doggett, Glengarry Grawin Sheepyard Miners' Association sprayer assisting Western CMA staff to map the density and extent of Hudson Pear.

### Rivers and groundwater

### Aquatic habitat - demonstration reach from Brewarrina to Bourke

This is a joint initiative between the Western CMA and Industry and Investment NSW (formerly the NSW Department of Primary Industries) to improve the aquatic habitat in the Barwon-Darling River from Brewarrina to Bourke. Native fish populations will be protected and encouraged by improving passage and habitat within the river system through re-snagging, fish ladder installation, discouraging carp populations, improving feed sources and increased riverbank stability.

Current status (as at 1 July 2010):

The installation of three off-stream watering points to allow improved grazing management of 40 km of Barwon River frontage was completed. Industry and Investment NSW has finalised all necessary site approvals for the construction of the proposed rock-ramp fishway in the weir at Brewarrina and a tender process has been finalised. However, the commencement of construction has been delayed by renewed concern over aspects of the fishway by part of the Brewarrina community. This has necessitated further community consultation.

Total project budget: \$2.5 million over three years

### Aquatic habitat - Wilcannia Make-More-Fish

In 2008, Western CMA contracted Industry & Investment NSW to prepare a river rehabilitation plan for a 60 km reach of the Darling River centred on the township of Wilcannia. This plan was the result of consultation with the Wilcannia community. Following on from this assessment, in 2008–09 Industry & Investment NSW was contracted to undertake on-ground river rehabilitation works for priority sections of the river identified in the planning report.

Current status (as at 1 July 2010):

Project completed. Proposed fencing in the Steamer's Point area was not implemented following advice that grazing use of the reserve was to be limited.

Current project budget: \$450,000

### **Biodiversity**

### **High Conservation Value Areas**

The Western CMA contracted DECCW to identify high conservation value areas in the Western Catchment. The final report from stage one is now complete and

Western Catchment Management Authority
Annual Report 2009 - 2010



the products are being used to identify and rank high conservation value areas on a number of criteria, depending on the conservation values that the Western CMA is seeking to protect. Stage two of the project, where an overall spatial mapping product identifying specific regions in the catchment that are of a significant value for biodiversity, is nearing completion.

During 2009-2011 a total of \$1.5 million was committed to 20 land managers who are managing 16,185 hectares for conservation under the High Conservation Value incentives program. This includes 3,000 hectares of malleefowl habitat, conservation of the endangered plants, showy indigo and lancewood and protection of The Little Thigabillas, a series of low hills forming part of an Aboriginal creation story. The community interest in this program continues to grow with an increasing diversity of projects being implemented across the catchment.

### Enterprise Based Conservation in the Western Catchment

This project provides the resources to implement the model developed under the Develop Conservation Industry project. It provides the incentive and administration to deliver Enterprise Based Conservation

into the rangelands of Australia. The Western CMA has not had any funds to commit to new Enterprise Based Conservation projects in 2009-2010 and so continues to seek resources for the project. Inquiries from interested landholders in the Western Catchment are received regularly by the CMA.

Nine landholders within the NSW Western Division are managing a total of 60,000 hectares for conservation products rather than agriculture until at least 2023 under the Enterprise Based Conservation program.

The program provides grants for landholders to actively manage part or all of their property for specific conservation goals. These grants also provide income offsets for the project area for the life of the contract.

This is a joint project with the Lachlan and Lower Murray-Darling CMAs. Six properties are located within the Western Catchment.

Landholders participating in this program and the WEST 2000 Plus Enterprise Based Conservation program which has been in operation since 2004, hold annual workshops to exchange ideas and learn from each other.

Total project budget: \$4.3 million across the NSW Western Division.

### Community

### **Cultural heritage**

This project establishes mechanisms that raise awareness and increase knowledge and engagement within the Aboriginal community to achieve sustainable natural resource management.

Current status (as at 1 July 2010):

The Western CMA Aboriginal Reference Advisory Group (ARAG) met four times during the year, providing advice to the CMA Board. The ARAG is continuing its work to develop a model for capturing and maintaining Indigenous land management knowledge. During

the 2009-2010 financial year, filming for nineteen documentaries was undertaken as part of the *Through our Eyes* project. The films feature Elders and knowledge-holders from the Ngemba, Kamilaroi and Euahlayi language groups. They document the land management practices and social, spiritual and cultural knowledge that enabled their people to care for the country for tens of thousands of years. The films are part of the larger project, which will collate information into a webenabled database linking users to relevant organisations, documents and audio and video files.

Total project budget: \$138,260



Western Catchment Management Authority Annual Report 2009 - 2010



### Community education and support

This project establishes mechanisms that raise awareness and increase knowledge and engagement within the community to achieve sustainable natural resource management.

Current status (as at 1 July 2010):

This is an ongoing project. Eight staff members have been employed. The Western CMA facilitated six forums, public meetings or training courses during the 2009-10 year. In addition, the Western CMA participated in 25 public events. In total, natural resource management information was provided to approximately 2,000 people, which is more than 10% of the Western Catchment population. These events are listed in Appendix D3 of this report.

### Monitoring and evaluation

This project is implementing Monitoring, Evaluation, Reporting and Implementation (MERI) systems for the Western CMA. It ensures that a framework is in place to monitor the appropriateness, efficiency and effectiveness both at the Catchment Plan scale and at the projects level.

Current status (as at 1 July 2010):

Several MERI activities have been undertaken through the year, consistent with the draft plan. These have included a social benchmarking survey, performance monitoring, 04/08 Investment Strategy review, improvements to spatial data capture and developing a riparian monitoring framework.

Total project budget: Funds are defined as 10% of investment budget.

### 7. Financial statements

# Western 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 statements exhibit a true and fair view of the financial position of the Western Catchment Management Authority as at 30 June 2010, and transactions for the year ended
- (b) The financial statements have been prepared in accordance with:
  - The applicable Australian Accounting Standards, which include Australian Accounting Interpretations and other mandatory professional reporting requirements; and
  - The requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2010 and the Treasurer's Directions.
- (c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

For and on behalf of the Board

Mr Rory Treweeke Chairman

Dated: 15th October 2010

Diana Hoffman Board Member



GPO BOX 12 Sydney RSW 2001

#### INDEPENDENT AUDITOR'S REPORT

#### Western Catchment Management Authority

#### To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Western Catchment Management Authority (the Authority), which comprises the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### Auditor's Opinion

In my opinion, the financial statements:

- present fairly, in all material respects, the financial position of the Authority as at 30 June 2010, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 41B of the Public Finance and Audit Act 1983 (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

### The Board's Responsibility for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements 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 financial statements that are 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 statements 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 statements are free from material misstatement.

An audit Involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, 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 statements 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 statement.

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
- 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 (urther promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- 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.

MT Spriggins

Director, Financial Audit Services

18 October 2010 SYDNEY

### Start of audited financial statements

Statement of comprehensive income for the year ended 30 June 2010

	Note	Actual 2010 \$'000	Actual 2009 \$'000
Revenue			
Revenue	3	6,859	11,622
Other income	4	660	837
Total revenue		7,519	12,459
Expenses			
Personnel services expenses	5	2,844	3,166
Other operating expenses	5	1,700	1,713
Depreciation	5	14	16
Grants & subsidies	5	2,735	9,372
Total expenses		7,293	14,267
Surplus/(Deficit) for the year		226	(1,808)
Other Comprehensive Income for the year		-	-
Total comprehensive income for the year		226	(1,808)

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

## Statement of changes in equity for the year ended 30 June 2010

	Accumulated Funds \$'000	Total \$'000
Balance as at 1st July 2009	3,348	3,348
Surplus for the year	226	226
Other comprehensive income for the year	-	-
Balance as at 30th June 2010	3,574	3,574
Balance as at 1st July 2008	5,156	5,156
Deficit for the year	(1,808)	(1,808)
Other comprehensive income for the year	-	-
Balance as at 30th June 2009	3,348	3,348

The above statement of changes in equity is to be read in conjunction with the attached notes.

	Note	Actual 2010 \$'000	Actual 2009 \$'000
Assets			
Current assets			
Cash and cash equivalents	6	4,598	3,806
Receivables	7	113	559
Total current assets		4,711	4,365
Non-current assets			
Plant and equipment	8	26	40
Total non-current assets		26	40
Total assets		4,737	4,405
Liabilities			
Current liabilities			
Payables	9	771	607
Provisions	10	389	447
Total Current Liabilities		1,160	1,054
Non-current liabilities			
Provisions	10	3	3
Total non-current liabilities		3	3
Total liabilities		1,163	1,057
Net assets		3,574	3,348
Equity			
Retained surplus		3,574	3,348
Total equity		3,574	3,348

The above statement of financial position is to be read in conjunction with the attached notes.

### Statement of cash flows for the year ended 30 June 2010

	Note	2010 \$'000	2009 \$'000
Cash flows from operating activities			
Receipts from customers & government		8,088	13,502
Payments to suppliers		(4,771)	(7,858)
		3,317	5,644
Grants and subsidies paid		(2,735)	(9,372)
Interest received		210	417
Net cash flows from operating activities	11	792	(3,311)
Cash flows from investing activities			
Purchase of property, plant and equipment & intangibles		-	-
Proceeds from sale of plant and equipment		-	9
Net cash flows from investing activities		-	9
Net (decrease) in cash and cash equivalents		792	(3,302)
Opening cash and cash equivalents		3,806	7,108
Closing cash and cash equivalents	6	4,598	3,806

The above statement of cash flows is to be read in conjunction with the attached notes.

Notes to and forming part of the financial statements for the year ended 30 June 2010

### Note 1 - Reporting entity

The Western 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 reporting entity is consolidated as part of the NSW Total State Sector Accounts.

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

These financial statements have been authorised for issue by the Board of the Authority on 15th October 2010.

### Note 2 - Summary of significant accounting policies

The following significant policies have been adopted in the preparation and presentation of the financial statements:

### (a) Basis of preparation

The Authority's financial statements are general purpose

financial statements which have been prepared in accordance with:

- The applicable Australian Accounting Standards, which include Australian Accounting Interpretations;
- The requirements of the Public Finance and Audit Act 1983 and the Public Finance and Audit Regulation 2010 and the Treasurer's Directions.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit or loss' and available for sale are measured at fair value. Other financial statement 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 statements 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 agency 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 agency 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.

#### (e) Insurance

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

### (f) Accounting for the Goods and Services Tax (GST)

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

- 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.

The net amount of GST recoverable from or payable to the Australian Taxation Office is included as part of receivables and payables.

Cash flows are included in the statement of cash flows 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.

### (g) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the 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, 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.

#### (h) 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. All amounts below \$5,000 are expensed to profit and loss as incurred.

(i) Revaluation of property, 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.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their higher and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling price for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The Authority revalues each class of property, plant and

equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

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

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net assets accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of asset, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

### (j) Impairment of property, 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.

### (k) Depreciation of property, 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 2009/10 and 2008/09:

Plant and equipment

6.67%-25%

### (I) 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.

#### (m) 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.

### (n) 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.

#### (o) Investments

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transactions costs. The Authority determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

• Fair value through profit or loss-The Hour-Glass Investment Facilities are designated at fair value through profit or loss using the second leg of the fair value option i.e. these financial assets are managed and their performance is evaluated on a fair value basis. In accordance with the Authority's risk management strategy, information about these assets is provided internally on that basis to the Authority's key management personnel.

Designation at fair value through profit or loss is consistent with the Authority's risk management policy.

The movement in the fair value of the Hour-Glass Investment facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item 'investment revenue'.

### (p) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the Authority will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the surplus/(deficit) for the year.

Any reversal of impairment losses are reversed through surplus/(deficit) for the year, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

### (q) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Authority transfers the financial asset:

- Where substantially all the risks and rewards have been transferred or;
- Where the Authority has not transferred substantially all the risks and rewards, but has not retained control.

Where the Authority has neither transferred nor retained substantially all the risks and rewards of ownership or transferred control, the asset is recognised to the extent of the Authority's continuing involvement in the asset, and an associated liability for amounts it may have to pay.

#### (r) Other assets

Other assets are recognised on a cost basis.

#### (s) 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 Statement of Comprehensive Income 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.

### (t) Liabilities

### (i) Payables

These amounts represent liabilities for goods and services provided to the Authority and other amounts. 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.

#### (ii) Personnel Services

#### (a) Personnel services

The Authority does not employ staff but utilises the personnel services of the Department of Environment, Climate Change and Water (DECCW). The costs of 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 Authority 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.

#### (b) 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 2008/09 and 2009/10, 9% was contributed.

### (c) 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, Climate Change and Water and the liability of these items has been assumed by the Crown Entity.

(iii) Provision for restoration of leased premises A provision for restoring leased premises has not been recognised as the amount is not significant.

### (u) Assistance provided by other organisations free of charge

The maintenance of the Authority's accounting records and provision of corporate services (excluding IT services) were provided by the Department of Services, Technology and Administration and the Department of Environment, Climate Change and Water free of charge under the provisions of the Corporate Services Service Level Agreement. Some agreed services were provided by "Service First" on a cost recovery basis. In addition, other organisations including community groups provide in kind assistance free of charge. The Department of Environment, Climate Change and Water and the Department of Services, Technology and Administration cannot reliably estimate the fair value of these services to individual CMA's.

### (v) 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.

### (w) New Australian accounting standards issue In the current year the Authority has adopted all of the

new and revised Standards and Interpretations issued by the AASB that are relevant to the operations and effective for the current reporting period. Details of the impact of the adoption of these new accounting standards are set out in the individual accounting policies notes in the financial statements.

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2010 reporting period. In accordance with the NSW Treasury mandate (TC 10/08), the Authority did not early adopt any of these accounting standards and interpretations that are not yet effective:

- AASB 2009-5 (January 2010) arising from annual improvements project
- AASB 2009-8 (January 2010) regarding share based payments transactions
- AASB 2009-9 (January 2010) regarding additional exemptions for first time adoption
- AASB 2009-10 (February 2010) regarding classification of rights issue
- AASB 9 and AASB 2009-11 (January 2013) regarding financial instruments. (This Standard may be applied to annual reporting periods ending on or after 31 December 2009 that begin before 1 January 2013 provided AASB 9 is also applied for the same period.
- AASB 124 and AASB 2009-12 (January 2011) regarding related party disclosures
- Interpretation 19 and AASB 2009-13 (July 2010) regarding extinguishing financial liability with equity instruments
- AASB 2009-14 (January 2011) regarding prepayments of a minimum funding requirement
- AASB 2010-1 (July 2010) regarding AASB 7 comparatives for first time adopters.
- AASB 2010-2 and AASB 1053 (July 2013) regarding application of Tiers of Australian Accounting Standards
- AASB 2010-4 (January 2011) arising from further amendments to Australian Accounting Standards arising from annual improvements project

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.

#### Note 3 - Revenue

	2010 \$'000	2009 \$'000
Contributions received from:		
Joint State/Commonwealth contributions (i)	4,077	8,198
Operating grant funding	2,550	2,522
Other contributions (ii)	232	902
	6,859	11,622

- (i) Contributions were received from the Department of Environment, Climate Change and Water (DECCW) towards achieving pre-negotiated natural resources management outcomes.
- (ii) Other contributions were received for specific agreed works towards achieving natural resources management outcomes.

## Note 4 - Other Income

	660	837
Other	345	322
Liability assumed by the Crown	105	98
Interest	210	417

## Note 5 - Expenses

	2010 \$'000	2009 \$'000
Personnel services expenses		
Salaries and wages (including recreation leave)	2,346	2,631
Staff on-costs	498	535
	2,844	3,166
Other operating expenses		
Auditors remuneration (i)	15	11
Board Member's remuneration (ii)	177	163
Board Member's and Committees costs	35	37
Contractors	227	222
Bad Debts	33	-
Fees for services	139	139
Insurance	7	9
Accommodation and related expenses	356	287
Stores, materials and minor equipment	216	208
Plant/vehicle expenses	243	315
Travel	156	170
Other	96	152
	1,700	1,713
Depreciation	14	16
Grants and subsidies	2,735	9,372
Total	7,293	14,267

<sup>(</sup>i) Audit fee to The Audit Office of New South Wales for audit of financial statement. The auditors received no other benefits.

# Note 6 - Current Assets - Cash and Cash Equivalents

	4,598	3,806
NSW Treasury Corporation – HourGlass cash facility	2,410	3,307
Cash at bank and on hand	2,188	499
Current assets – Cash and Cash equivalents		

<sup>(</sup>ii) Board members received no other benefits.

## Note 7 - Current Assets - Receivables

	2010 \$'000	2009 \$'000
Accounts receivable	51	143
Less: Allowance for impairment	(33)	-
Goods & Services Tax recoverable	93	406
Accrued income	1	10
Other amounts receivable	1	-
	113	559
Also refer to Note 14.		
Impairment allowance:		
Opening balance	-	-
Decrease/(Increase) in allowance	(33)	-
Closing balance	(33)	-

# Note 8 - Non-Current Assets - Plant and Equipment

	Plant and Equipment	Total
	\$'000	\$'000
At 1 July 2009		
Gross carrying amount	87	87
Accumulated depreciation	(47)	(47)
Net carrying amount	40	40
At 30 June 2010		
Gross carrying amount	87	87
Accumulated depreciation	(61)	(61)
Net carrying amount	26	26

## Reconciliation

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

	Plant and Equipment	Total
	\$'000	\$'000
Year ended 30 June 2010		
Net carrying amount at start of year	40	40
Depreciation expense	(14)	(14)
Net carrying amount at end of year	26	26
At 1 July 2008		
Gross carrying amount	97	97
Accumulated depreciation	(33)	(33)
Net carrying amount	64	64
At 30 June 2009		
Gross carrying amount	87	87
Accumulated depreciation	(47)	(47)
Net carrying amount	40	40

## Reconciliation

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

	Plant and Equipment \$'000	Total \$'000
Year ended 30 June 2009		
Net carrying amount at start of year	64	64
Disposals	(8)	(8)
Depreciation expense	(16)	(16)
Net carrying amount at end of year	40	40

Note 9 - Current Liabilities - Payables

	2010 \$'000	2009 \$'000
Accrued personnel services	35	29
Creditors	266	99
Accruals	38	210
Other	432	269
	771	607

Also refer to Note 14.

All payables are expected to be paid in the next 12 months.

## Note 10 - Current/Non-Current Liabilities - Provisions

	2010	2009
	\$'000	\$'000
Personnel services and related on-costs		
Personnel services provision	297	357
On-costs	95	93
	392	450
Aggregate personnel services and related on-costs		
Provisions – current	389	447
Provisions – non current	3	3
	392	450

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

## Note 11 - Notes to the Statement of Cash Flows

## Cash

For the purpose of the Statement of Cash Flows, 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 Statement of Cash Flows is reconciled to the Statement of Financial Position in Note 6.

# Reconciliation of (deficit) for the year to net cash flows from operating activities.

	2010	2009
	\$'000	\$'000
Surplus / (Deficit) for the year	226	(1,808)
Depreciation	14	16
Net loss on sale of non-current assets	-	(1)
Decrease in receivables	446	262
Increase / (decrease) in payables and provisions	106	(1,780)
Net cash flows from operating activities	792	(3,311)

## Note 12 - Commitments for Expenditure

	2010 \$'000	2009 \$'000
(a) Operating lease commitments		
Aggregate operating lease commitments for office accommodation and motor vehicles. Contracted but not provided for at balance date, payable:		
Not later than one year	121	118
Later than one year and not later than 5 years	201	49
Later than 5 years	-	-
Total	322	167

The commitments above include GST of \$29,283 (2009: \$15,157), expected to be recoverable from the Australian Taxation Office.

	2010 \$'000	2009 \$'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	e, payable:	
Not later than one year	2,396	378
Later than one year and not later than 5 years	11	-
Later than 5 years	-	-
Total	2,407	378

The commitments above include GST of \$218,776 (2009: \$34,329), expected to be recoverable from the Australian Taxation Office.

## (d) Finance lease payable commitments

The Authority did not have any finance lease payable commitments at balance date. (2009: \$Nil)

## Note 13 - Contingent Liabilities/Assets

The Authority is not aware of any material contingent liability (2009: \$Nil). Apart from the amounts disclosed in Note 12, there are no known contingent assets at balance date.

#### Note 14 - 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 statement.

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.

#### a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
Class:			2010 \$'000	2009 \$'000
Cash and cash equivalents	6	N/A	4,598	3,806
Receivables <sup>1</sup>	7	Loans and receivables (at amortised cost)	20	153
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
Class:			2010 \$'000	2009 \$'000
Payables <sup>2</sup>	9	Financial liabilities measured at amortised	771 cost	607

#### 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. Authority's deposits held with NSW TCorp are guaranteed by the State.

## (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 (f) 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.

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 (2010: \$14,584 2009: \$142,507) and not less than 1 month past due (2010: \$581 2009: \$Nil) are not considered impaired and together these represent 29% of the total trade debtors (2009: 100%). 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. No interest is earned on trade debtors.

	Total <sup>1,2</sup> (\$'000)	Past due but not impaired (\$'000) <sup>1,2</sup>	Considered impaired (\$'000) <sup>1,2</sup>
2010			
< 3 months overdue	-	-	-
3 months – 6 months overdue	36	-	36
> 6 months overdue	-	-	-
2009			
< 3 months overdue	-	-	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	-	-	-

<sup>&</sup>lt;sup>1</sup>. Each column in the table reports 'gross receivables'; <sup>2</sup>. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB7 and excludes receivables that are not past due and not 'impaired'. Therefore, the total will not reconcile to the receivables total recognised in the balance sheet.

#### (iii) Other financial assets

The Authority has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. For fixed term deposits, the interest rate payable by TCorp is negotiated initially and is fixed for the term of the deposit, while interest rate on at call deposits can vary.

Deposits at 30 June 2010 were earning an average interest rate 4.50% (2009: 3.03%) while over the period the average interest rate was 3.63% (2009: 4.57%).

#### 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 expenditure.

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% (2009: Nil%). The table below summarises the maturity profile of the Authority's financial liabilities, together with the interest rate exposure.

			Interest Ra	te Exposure	٨	Naturity Dates	5
	Weighted Average Effective Int. Rate	Nominal Amount \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	< 1 year \$'000	1-5 years \$'000	> 5 years \$'000
2010							
Payables:							
Accrued salaries							
and wages	N/A	35	-	-	35	-	_
Creditors							
and accruals	N/A	736	-	_	736	_	
		771	-	-	771	-	-
2009							
Payables:							
Accrued salaries							
and wages	N/A	29	-	-	29	-	-
Creditors							
and accruals	N/A	578	_	_	578	-	
		607	-	-	607	-	-

#### 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 balance date. The analysis is performed on the same basis for 2009. 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 change in the level of interest rate volatility. The Authority's exposure to interest rate risk is set out below.

#### \$'000

	Carrying	(-1%)		+	1%
	Amount	Proft	Equity	Profit	Equity
2010					
Financial assets					
Cash and cash equivalents	4,598	(46)	(46)	46	46
Receivables	20	-	-	-	-
Financial liabilities					
Payables	771	-	-	-	-
2009					
Financial assets					
Cash and cash equivalents	3,806	(38)	(38)	38	38
Receivables	153	-	-	-	-
Financial liabilities					
Payables	607	-	-	-	-

#### 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	2010 \$'000	2009 \$'000
Cash Facility	Cash, Money market instruments	Up to 2 years	2,410	3,307

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 unit holders 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.

The Authority uses Level 2 hierarchy for the Hour Glass Investment Cash Facility as the prices are observable, however, no active market exists for the facilities as they are only accessible to government agencies.

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 collected over a ten-year period, quoted at two standard deviations (i.e., 95% probability). 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). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

#### Hour Glass Investment Cash Facility

## Impact on profit/loss

Change in unit price	2010 \$'000	2009 \$'000	
+1%	24	33	
-1%	(24)	(33)	

#### 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.

The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short-term nature of many of the financial instruments.

## Note 15 - After Balance Date Events

There are no significant events subsequent to balance date.

End of audited financial statements.

# 8. Appendices

# APPENDIX A: Research and development

The Western CMA invests in research specifically in order to improve management and investment decisions. It is not typically a research body, nor does it fund basic research.

Current research focuses on:

- scoping what information already exists to ensure gaps in knowledge are identified
- establishing the current status of issues within the Catchment

- identifying and mapping areas of high priority for targeted management
- developing best management practice guidelines.

During 2009–10 the Western CMA commissioned independent research into attitudes and practices relating to natural resource management by landholders, urban residents and relevant organisations. Three surveys were conducted, which included a phone survey of 381 landholders, a phone survey of 100 urban residents and interviews with 21 organisations. The results of the survey can be downloaded, as a complete copy, a summary or an atlas, from the Western CMA website.



#### Landholder research

The landholder survey was primarily designed to measure and benchmark attitudes and practices towards sustainable agricultural management and to understand land managers' awareness, knowledge and expertise in natural resource management. Information was collected on landholder characteristics, cropping, grazing, pests, vegetation and training and skills.

Of the landholders surveyed, 87 per cent were aware of the Western CMA with 68 per cent of landholders able to effectively describe the organisation's main areas of activity. Of the 68 per cent of landholders able to describe the Western CMA's major responsibilities, 93 per cent thought the Western CMA was doing a good job supporting land managers to manage natural resources in the region and 94 per cent were generally supportive of the Western CMA and what it does.

## Urban residents survey

The urban residents survey involved people from Bourke, Brewarrina, Cobar and Wilcannia. The three most commonly reported environmental issues all related to water management and included the lack of river flows and riparian and river management.

#### Organisation survey

Telephone interviews with relevant organisations were undertaken in April 2009 and included 11 non-government organisations and 10 government organisations.

# **APPENDIX B: People and policies**

## **B1. Staff statistics**

Summary of staff employed by the Western CMA as at 30 June 2010:

Category	1/7/2009 - 30/6/2010
Permanent (recurrently funded)	16
Temporary (program funded)	14
TOTAL	30

## B2. Consultants engaged

There were no consultants engaged by the Western CMA for the period 1 July 2009 to 30 June 2010.

# B3. Performance and numbers of executive officers

General Manager: Daryl Green
Date appointed: 8 June 2004
Performance Review: August 2009
Remuneration Package: \$138,128

# B4. NSW Government Action Plan for Women

The NSW Government is strongly committed to a whole of government approach to the principles of equity, access, rights and participation for women. The Government continues to build on achievements to remove obstacles to women's full participation in society. This recognises that in some areas of social, political and economic life, women have different experiences and needs than men. The NSW Government Action Plan provides a mechanism for leadership and management of coordinated strategies across government agencies.

The Catchment Management Authorities are committed to the aims and objectives of the NSW Government Action Plan for Women.

The Western CMA employed 20 female staff (67 per cent of employees) as at 30 June 2010. One woman, Diana Hoffman, served on the Western CMA Board over the reporting period.

#### **B5. Ethnic Affairs Priorities Statements**

As DECCW is the host employer for the CMAs, DECCW's personnel policies and practices extend in coverage to all CMAs. These policies and practices include an Ethnic Affairs Priority Statement.

DECCW's EAPS outlines key strategies and actions to assist in achieving the Government's policies in ethnic affairs and the principles of cultural diversity. The EAPS is based on four key objectives: leadership; community harmony; access and equity; and economic and cultural opportunities, including tourism and employment.

## **B6.** Disability plans

As DECCW is the host employer for the CMAs, DECCW's personnel policies and practices extend in coverage to all CMAs. These policies and practices include disability plans.



DECCW is currently revising and further developing its agency-wide Disability Action Plan that continues to improve employment, access and services for staff and the public.

# **B7. Equal Employment Opportunity**

As DECCW is the host employer for the CMAs, DECCW's personnel policies and practices extend in coverage to all CMAs. These policies and practices include Equal Employment Opportunity (EEO).

## Statistical information on EEO target groups

FFO Crave	Benchmark	Percentage of total staff			
EEO Group	or target	2006-07	2007-08	2008-09	2009-10
Women	50%	56%	51%	61%	67%
Aboriginal people and Torres Strait Islanders	2%	13%	10%	10%	13%
People whose first language was not English	19%	6%	0	0	0
People with a disability	12%	0	0	0	0
People with a disability requiring work-related adjustment	7%	0	0	0	0

<sup>&</sup>lt;sup>1</sup> Staff numbers are as at 30 June

<sup>&</sup>lt;sup>2</sup> Excludes casual staff

## B8. Occupational Health and Safety

As DECCW is the host employer for the CMAs, DECCW's personnel policies and practices extend in coverage to all CMAs. These policies and practices include Occupational Health and Safety (OH&S) policies.

The Board of the Western CMA has adopted DECCW's OH&S polices as listed on the intranet. The Western CMA is overhauling its OH&S policies and procedures to more closely align with DECCW's established processes, including establishment of an OH&S committee and OH&S training.

There have not been any significant OH&S incidents this year. The Western CMA has provided each field officer with boots, hats and sunglasses to OH&S standards and provided satellite phones and Emergency Position-Indicating Radio Beacons (EPIRB) to officers who work in remote locations.

#### **B9.** Code of Conduct

The Department of Premier and Cabinet Code of Conduct was adopted when the CMAs were established in 2003. All Western CMA Board members and staff are required to declare any potential conflicts of interest (including nil returns). Conflict of interest declarations are kept on file and a register is being developed. Conflicts of interest are declared when there is a real or perceived

conflict and affected parties stand down from decision making or any relevant dealing with the issue at hand.

## B10. Russel Harland Memorial Scholarship

The Russel Harland Memorial Scholarship is awarded annually to a NSW university student who displays strong personal, community and educational commitment to rural or regional areas, and particularly the Western Catchment.

The 2010 Russel Harland Memorial Scholarship recipient was Ben Winter from Hillston. Ben is completing a Bachelor of Science (Agriculture) at the Wagga Wagga campus of Charles Sturt University.

The purpose of the scholarship is to attract graduates to careers in far western NSW. Former recipient Matt Goulton demonstrates the success of this approach as he has continued his association with the Western CMA, working in the Broken Hill office. Two previous recipients are fulfilling the employment component of the scholarship by working as Community Support Officers for the Western CMA. Jenny Sandow is working in the Cobar office while Jemma Odewahn is located in Bourke. The 2009 recipient, Sarah McDonald, is currently studying a Bachelor of Natural Resources at the University of New England and undertook a number of work placements for the Western CMA during her university holidays.



## **APPENDIX C: Administration**

## C1. Legislation

In carrying out its role, the Catchment Management Authorities operate under the following NSW Legislation:

- Catchment Management Authorities Act 2003
- Public Finance and Audit Act 1983
- Public Finance and Audit Act Regulation 2000
- Public Sector Management Act 1988
- Annual Reports Act (Statutory Bodies) 1984
- Annual Reports (Statutory Bodies) Regulation 2000
- Native Vegetation Act 2003
- Native Vegetation Conservation Act 1997
- Soil Conservation Act 1938
- Threatened Species Conservation Act 1995

## C2. Privacy

In the 2009–10 reporting period, there were no requests for access to documents, no applications for an internal review and no complaints under the *Privacy and Personal* 

Information Protection Act 1998. As required under the Act, DECCW has a Privacy Management Plan governing the collection, retention, accuracy, use and disclosure of personal information, including rights of access and correction.

#### C3. Freedom of Information

As in the 2008–09 reporting period, no applications were received during the 2009–10 reporting period.

## C4. Consumer response

No official complaints were received during the reporting period.

## C5. Quarterly summary of Accounts Payable

Note: Payment processing and other financial services provided by Service First, a service provider of the Department of Commerce. Performance statistics in this section primarily relate to Service First's handling of payments.

## Quarterly summary of Accounts Payable

## Aged analysis at the end of each quarter

Quarter	Current (ie. within due date) \$	Less than 30 days overdue \$	Between 30 & 60 days overdue \$	Between 60 & 90 days overdue \$	More than 90 days overdue \$
September					
Quarter	9,407	329	0	0	472
December					
Quarter	843	431	500	0	0
March Quarter	346	398	0	0	322
June Quarter	268,415	2,855	0	0	573

## Accounts paid on time within each quarter

0	To	otal Accounts Paid on T	ime	T . IA D . I A
Quarter	Target %	Actual %	\$	Total Amount Paid \$
September	90	79	383,902	760,599
December	90	88	399,113	465,075
March	90	86	1,538,665	1,678,293
June	90	89	1,336,399	1,463,535

#### 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.

#### Penalty interest paid

There was no penalty interest paid during financial year 2009-10.

## C6. Investment management performance

Western CMA funds invested with the Treasury Corporation – Hourglass Facility had an average interest rate of 3.63 per cent. The total with equivalents at 30 June 2010 was \$4,598,342.

## C7. Credit card certification

Subject to meeting Department of Commerce

requirements, eligible staff members are issued with corporate cards to facilitate travel, accommodation and limited purchases. The Western CMA has three corporate credit cards.

The Western CMA complies with DECCW's corporate card policies, which represent best practice in accordance with Treasury and the Auditor General's guidelines. The Corporate Card Guidelines/Procedures satisfy the requirements of the Revised Treasurer's Directions TD 205.01-205.08 and are based on the NSW Treasury Review of Credit Card Use Best Practice Guide (TPP 99-2). Corporate card expenditures are monitored for compliance with guidelines on a transaction basis and usage was considered to comply with best practice guidelines.

The Western CMA incurred no late payment fees as a result of corporate card usage.

## C8. Budget forecast 2010-11

Recurrent funds have been approved for 2010–11 by NSW Treasury, with the total recurrent funds being equal to \$2,722,000. Current program funding is according to the 2010–11 Investment Program.

## C9. Risk management

Effective risk management is a core management requirement. Risk management is considered at all levels of CMA operations in the normal course of all activities.

The Department of Commerce, through Service First, organised insurance cover to the CMAs during the reporting period. This involved CMAs participating in the NSW Treasury Managed Funds self-insurance scheme that provides workers compensation, legal liability, motor

vehicles, property and miscellaneous cover. One of the conditions of this insurance coverage is a requirement to place a high priority on the implementation of sound risk management practices.

During the 2009–10 year a full corporate risk assessment was undertaken by an external risk specialist contractor. A full risk register was developed in consultation with staff, management and Board members. Any risk deemed to have a residual risk of high or greater is reviewed regularly by the Board.

# Internal Audit and Risk Management Attestation for the 2009-2010 Financial Year for the Western Catchment Management Authority

I, Rory Treweeke, Chair of the Western Catchment Management Authority am of the opinion that the internal audit and risk management processes for this Authority depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) the Western Catchment Management Authority has implemented or is implementing the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
The Audit and Risk Committee has an independent chair and a majority of independent members. The Audit and Risk Committee has at least three members, and no more than five members.	All thirteen Catchment Management Authorities are covered by a comprehensive Corporate Governance Manual, which has been prepared with the assistance of the Internal Audit Bureau. A copy of this Manual will be provided to Treasury upon request for assessment purposes.
The Audit and Risk Committee has a Charter consistent with the content of the 'model charter'.	The basis for this exception from the core requirements is two-fold. Firstly, Catchment Management Authorities operate as independent organisations governed by

The operation of the Internal Audit function is consistent with IIA International Standards for the Professional Practice of Internal Audit. In addition, the following requirements must be met:

- a) the Chief Audit Executive has implemented a risk based audit methodology for assessing and responding to audit findings, and this approach has been endorsed by the Audit and Risk Committee
- b) the Chief Audit Executive has ensured a risk rating has been provided on every audit finding and those audit findings considered by the Chief Audit Executive to be the most significant have been reviewed by the Audit and Risk Committee
- c) the Chief Audit Executive has recommended a course of action for every audit finding, and these actions have been referred to operational management for response
- d) the department head or governing board of the statutory body has ensured that operational management has prepared an 'agreed action plan' for every internal audit
- e) the department head or governing board of the statutory body has ensured that operational management has reported and tracked the implementation of 'agreed action plans' to both the Audit and Risk Committee and the department head or governing board of the statutory body to ensure all agreed actions are implemented within agreed timeframes.

boards separate to the Department of Environment, Climate Change and Water (DECCW).

The existence of independent audit committees reporting to statutory boards is an important feature of good corporate governance and we are seeking to maintain internal audit and risk committee arrangements independent of the DECCW committee.

Secondly, application of the new Policy would place a significant material financial burden on the organisations operating budget. Based on the remuneration rates for independent Chairs under the prequalification scheme, and the minimum requirement for the number of independent Board members, the cost would be a minimum of \$12,000 plus as additional \$1200 sitting fee for each day that the audit committee meets per CMA or in excess of \$156,000 across the CMAs.

The thirteen CMA's are investigating a shared cluster arrangement with either a single audit and risk committee or possibly several regionally based committees. This would offer the benefits of improved consistency and allow a degree of specialisation in relation to their function and streamline the situation where each has a separate committee. An exception would allow the CMA's time to work through the options and determine the best model for internal audit in the future.

The Director General of DECCW has written to Treasury requesting a more permanent solution for the audit committees for a number of the statutory bodies under the Super Department structure.

Treasury advised the Director General to seek an exception from the core requirements by writing to the Portfolio Minister which has been done (see attached letter).

The determination by the Portfolio Minister for the Western Catchment Management Authority in respect of these departures, dated 4 March 2010, is appended to this attestation statement.

These processes, including the practicable alternative measures being implemented, provide a level of assurance that will enable the senior management of the Western Catchment Management Authority to understand, manage and satisfactorily control risk exposures.

The Chair and Members of the Audit and Risk Committee are:

- Chair, Rory Treweeke (30<sup>th</sup> June 2011)
- non-independent Member, Andrew Mosely (5<sup>th</sup> March 2012)
- non-independent Member, Diana Hoffman (31st October 2012)
- non-independent Member, Ken Harrison, Chief Financial Officer
- non-independent Member, Daryl Green, General Manager

In accordance with a resolution of the Governing Board of the Statutory Body Signed:

Rory Treweeke

Chairman, Western Catchment Management Authority

Date: 27<sup>th</sup> August 2010

Statutory Body Contact Officer: Ken Harrison

Position and contact details: Chief Financial Officer (Planning and Investment Manager) <a href="mailto:ken.harrison@cma.nsw.gov.au">ken.harrison@cma.nsw.gov.au</a> Ph: 02 68412747 Mob. 0428289204

#### C10. Disclosure of controlled entities

Not applicable.

## C11. Waste

The Western CMA has implemented the Government's Waste Reduction and Purchasing Policy (WRAPP) including the following measures taken to:

- (a) Reduce generation of waste, by:
  - encouraging staff to use electronic, rather than printed, documents where appropriate, thereby reducing paper and toner cartridge waste, in particular extensive use of email and webbased provision of information

- setting 'two-sided' as the default for all printed documents
- accurately estimating print-run requirements in document production
- displaying signage reminding staff to conserve water and electricity in appropriate locations, such as bathrooms and kitchens
- encouraging 'car-pooling' for transport to events, thereby reducing fuel use and wear and tear on vehicles.
- (b) Recover resources, through the recycling of toner cartridges rather than their replacement
- (c) Use recycled material, by:



- encouraging staff to reuse single-sided paper as drafts, notebooks, etc.
- supplying individual recycling bins for paper recycling to all staff members
- supply recycling bins in office kitchens/tearooms to encourage recycling of containers, such as glass bottles, aluminium cans, PET, etc.

# C12. Government energy management performance

The Western CMA has adopted the Energy Management

Policy and Practices of DECCW. The Western CMA considers reducing greenhouse gas emissions a priority by choosing energy efficient infrastructure and assets where possible and promoting energy conservation among staff and stakeholders.

## C13. Electronic service delivery

The Western CMA provides information electronically where possible. The Western CMA internet site is maintained regularly, as is the Western CMA intranet site.

## **APPENDIX D: Promotion**

## D1. Major activities

# Annual Life and Light in the Western Catchment Photographic Competition

The 2009 Annual Life and Light in the Western Catchment Photographic Competition was held for the thirteenth year with the theme 'Living the wild life' and attracted 297 entries. A winner, runner-up and two highly commended photographs were selected in each of the four categories: Open Colour, Open Black & White, Secondary Student and Primary Student. The winning entries were displayed at many agricultural shows, field days and in public galleries during the year.

#### **Western Catchment Landcare Forum**

The Culgoa Community Sports Club, the Culgoa Landcare Group and the Western CMA hosted the Western Catchment Landcare Forum at the Culgoa Sportsground, north of Brewarrina in late October 2009. The two-day event attracted 60 people from across the Catchment.

#### **Western Catchment Environmental Care Awards**

The bi-annual Western Catchment Environmental Care Awards were presented to winners of six categories during the Western Catchment Landcare Forum. The awards highlight the efforts of individuals and organisations who are improving the natural resources of their area.

The winners of the Western Catchment Environmental Care Awards were then nominated for the NSW Landcare Awards. Two groups from the Western Catchment received awards in their sections. The Ngemba Billabong Restoration and Landcare Group from Brewarrina won second place in the Landcare Indigenous category. The Buckwaroon Catchment Landcare Group, Cobar were joint winners of the Landcare Community Group Award.



## D1. Publications and promotional material

#### **Books**

• Reprint of Celebrating 100 years of natural resource progress in the Western Division of NSW

#### Reports

- Western CMA Annual Report 2008-2009
- Western CMA Annual Achievements Report 2008-2009
- Identification of areas of high conservation value in the Western Catchment
- Managing rangeland vegetation with fire: a literature
- Managing invasive native scrub to rehabilitate native pastures and open woodlands (Western CMA contribution)
- NSW CMAs 5 years of achievements (Western CMA contribution)
- Western CMA Community Target Monitoring Social Benchmarking Survey
- Social Atlas: Western CMA Landholder Benchmarking Survey

#### **Fact sheets**

- Production and biodiversity fact sheet series
  - Chenopod shrublands of the Western Catchment
  - Open grasslands
  - Rivers and floodplains
- Grazing Management Principles fact sheet series
  - Grazing Management Principles summary
  - Actively control pest animals
  - Control access to watering points
  - Manage pasture species
  - Match stock numbers to feed availability
  - Rest pastures regularly
  - Think long-term and act short-term
  - Good management, less stress Mosely family case study
  - New location, new practices Ferguson family case study
- Barwon-Darling River fact sheets
  - An historic waterway
  - · Aboriginal life along the river
  - · A wide variety of animal and plant life

- Great Artesian Basin
- The riparian zone
- River flows and water quality
- River structures
- Western catchment people improving the Barwon-Darling River
- Landholder and community benchmarking study 2009 - summary

#### **Brochures/flyers**

- Western Catchment Aboriginal Reference Advisory Group map of current Aboriginal language groups within the Western Catchment
- Protected Areas on Private Lands
- Mesquite identification
- Cropping management
- Field notes for goat management tour
- Field notes for invasive native scrub field day, Malabar

#### Other promotional materials

- Rear cover of NSW Outback tourism brochure
- Framed enlargements of the winning sixteen photographs from our annual photographic competition
- Educational signage at Lake Woytchugga.

## D3. Community events

The Western CMA facilitated a number of forums, public meetings and training courses during 2009–10, and participated in 25 public events. In total, natural resource management information was provided to approximately 2,000 people.

#### **Events facilitated**

- Western Catchment Landcare Forum, Culgoa
- INS Demonstration Field Day at Malabar, Walgett
- Invasive Native Scrub (INS) Best Management Practice guide launch at Hermitage Plains, Canbelego
- Goat Management bus tour, Cobar (jointly hosted with the Lachlan CMA)
- Cobar Swimming Pool mural workshops with Cobar Public School and St John's Catholic School, Cobar
- Enterprise Based Conservation landholder meeting, Cobar

#### **Event participation**

- Bokhara Plains Field Day
- Bourke, Brewarrina, Cobar and Walgett agricultural shows
- · Broken Hill AgFair
- Buckwaroon Catchment Landcare Group School Education Day, Cobar
- Carbon Farming Conference
- Cobar Street Christmas Party
- Culgoa Field Day
- Darling River Run Launch, Menindee
- Discovering the Darling website launch
- Darnick Community Forum
- Gilgunnia Landcare Field Day
- Hungerford Field Day
- Kilfera Field Day
- NAIDOC Week celebrations, Broken Hill and Walgett

- · Nantilla Field Day, Wanaaring
- NSW Biennial Weeds Conference, Narrabri
- Outback Regional Tourism Symposium, Lightning Ridge
- Property inspections with Landcare Awards Coordinator
- School visit Cobar High School
- School visit Koinonia Christian Academy
- St Joseph's Primary Fete, Walgett
- Wanaaring Field Day

## D4. Corporate communication

New staff were supplied with name badges, business cards and uniforms to wear at public events.

Both the Western CMA website and intranet are updated regularly and information is provided electronically wherever practical.









