Working with you to care for the natural resources of our island home.

WE LIVE IN ONE OF THE MOST UNIQUE PLACES IN THE WORLD. NRM NORTH AIMS TO HELP YOU KEEP IT THAT WAY BY CONTINUING TO:

PROVIDE LEADERSHIP TO ENSURE THAT SOUND MANAGEMENT OF THE REGION’S NATURAL RESOURCES CONTINUES;

DEVELOP PROGRAMS THAT RECOGNISE THE NEED TO BALANCE THE ENVIRONMENTAL, ECONOMIC AND SOCIAL NEEDS OF THE PEOPLE OF THE REGION; AND

WORK IN PARTNERSHIP WITH ALL STAKEHOLDERS TO DETERMINE APPROPRIATE INVESTMENT AND COST-SHARING STRATEGIES IN THE MANAGEMENT OF NATURAL RESOURCES.

Disclaimer

The NRM North Yearbook and Annual Report 2015-16 has been prepared with all due care and diligence, using the best available information at the time of publication. NRM North holds no responsibility for any errors or omissions within the document. Any decisions made by other parties based on this report are the responsibility of those parties.

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The area defined as the northern region of Tasmania covers 25,200 square kilometres and is bounded by some of Tasmania’s most outstanding and picturesque landscapes. From Bass Strait, along the craggy peaks of the Western Tiers to the head waters of the Macquarie River, across to the stunning beaches of the Bay of Fires and the unspoilt islands of the Furneaux and Kent Groups.

More than 143,000 people live in the region, with the major urban areas based around Launceston and the Tamar Valley. The valley is dissected by the iconic Tamar River or kanamaluka, Australia’s longest navigable estuary at 70km carrying the combined flows from over 15,000km² including the waters from the North Esk, South Esk, Meander and Macquarie Rivers.

The many smaller towns that service the rural and coastal communities include numerous historic colonial villages and coastal settlements. The region is governed by the eight municipal councils of Break O’Day, Dorset, George Town, Launceston, Meander Valley, Northern Midlands, West Tamar, and Flinders (covering the eastern Bass Strait islands).

Much of the region’s wealth is derived from industries such as agriculture, viticulture, forestry, tourism, fishing, aquaculture and recreation – all of which depend on our natural resources. Regional agriculture alone generates $446m annually, while 66% of Tasmania’s wine is produced within the NRM North jurisdiction.

We are fortunate to have such a large number of people eager to improve their natural resource assets, whether that be individually or through community groups.
About NRM North

NRM North is one of three formally recognised regional natural resource management bodies in Tasmania and one of 55 across Australia.


NRM North’s vision is to be the leading non-government organisation that makes things happen in natural resource management across northern Tasmania.

Our vision is supported by the following principles:

- Whilst the government provides the majority of funding for the activities of the organisation, NRM North is independent in its decision making and seeking alternative funding sources.
- We aim to change people’s attitudes and actions towards managing the natural resources of our region and get relevant activities happening on the ground.
- We recognize that northern Tasmania is made up of the sub-regions of the Dorset, Break O’Day, Tamar, Meander Valley, Flinders Island and Northern Midlands communities.

The constitution of NRM North ensures a balance of the region’s NRM interests are represented within the Northern Tasmania Natural Resource Management Association, therefore reflecting the principles outlined in the state natural resource management framework.

The association includes representatives from a diverse group of people from the Aboriginal community, industry, local government, conservation groups, public and private land managers and others who have an interest or expertise in the region’s natural resources.

The membership of the NRM North Management Committee is primarily skills based (including NRM related skills) to ensure the affairs of the organisation are managed to achieve both the functions of the NRM Act and the aspirations of the association and broader community as set out in the regional NRM strategy in accordance with good governance principles.
**OUR ACHIEVEMENTS**

**HABITAT PROTECTION**

- **480HA** ADDITIONAL NATIVE VEGETATION PROTECTED

- **22KM** RIPARIAN FENCING COVERING 62HA to protect and restore river reaches and water quality

- **60HA** ADDITIONAL NATIVE REVEGETATION UNDERTAKEN

- **638HA** WEED MANAGEMENT UNDERTAKEN

- **96HA** WEED CONTROL TO PROTECT RAMSAR WETLAND VALUES

**WEED MANAGEMENT UNDERTAKEN**

**WATER & LAND MANAGEMENT**

- **3** FARM TRIALS UNDERWAY investigating sustainable production practices

- **14** FARMING & LAND MANAGEMENT EXTENSION EVENTS attracted over 320 participants

- **4** INDIGENOUS LAND MANAGEMENT PLANS developed with support provided for ongoing implementation

- **32** DAIRY FARM MANAGEMENT PLANS with a focus on reducing effluent entering our waterways

- **5** GREEN ARMY TEAMS ESTABLISHED to support implementation of on-ground NRM activities

- **11** STORMWATER INITIATIVES to improve water quality entering our river systems

**IMPLEMENTATION OF**

- **4** WATER QUALITY IMPROVEMENT PLANS COVERING TWO THIRDS OF THE NORTHERN

**348,900HA COVERED BY 426 PROPERTY MANAGEMENT PLANS SINCE 2006 (70% of the productive landscape)**
Community Engagement

39 small community grants awarded to local groups and schools

156 community engagement events & activities

Attracting more than 9,600 participants

NRHM North ENewsletter

More than 1,400 subscribers

Activities conducted at schools

More than 1,170 students engaged

NRHM North ‘Friends of’ Network

More than 220 members

Publications released as at June 2016

Northern Tasmania Natural Resource Management Strategy 2015 – 2020

Fifth Ecosystem Report Card for the Tamar River Estuary
The Tamar Estuary 2016 Report Card was released in June and showed an overall improvement in the health of the Tamar River estuary compared to the previous year’s grades, with the exception of one zone.

The fifth ecosystem report card for the Tamar River estuary was undertaken by NRM North’s Tamar Estuary and Esk Rivers (TEER) Program.

The grades for the report card are derived by comparing water quality and biological results collected from the Tamar over 12 months against Tasmanian and national guidelines.

The report card shows zone two from Legana to Swan Point remained stable while there was a slight improvement for the three zones from Swan Point to Low Head.

NRM North’s Operations Manager, Amanda Locatelli, said climatic conditions were thought to have played a major role in the improvement.

“The report card’s good result from Swan Bay to Low Head is likely due to the influence of lower flows through the North and South Esk catchments resulting in less pollutants delivered to the estuary,” Ms Locatelli said.

The Tasmanian Government, which contributes funds to the report card, is pleased to continue its ongoing contribution to the TEER Program and fostering important partnerships such as the Ecosystem Health Assessment Program to monitor and report on the health of TEER waterways.

The past two Tamar estuary report cards have included data relating to pressures impacting on the health of the Tamar, including sewage treatment plants, stormwater and silt raking.

NRM North’s Chief Executive Officer, Rosanna Coombes, said it was important to monitor and understand the health of the Tamar River estuary.

“The TEER Program is committed to releasing these report cards which provide a snapshot of the health of the Tamar and are a valuable tool to assist the community and management agencies with information to guide future management.”

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TAMAR ESTUARY 2016 REPORT CARD

NRM North Yearbook
RIVERBANK EROSION GRANTS

In 2014, NRM North’s Tamar Estuary and Esk Rivers (TEER) Program secured funding to undertake catchment management activities through the Tamar River Recovery Plan and the Australian Government’s National Landcare Programme. Through this plan and funding source, NRM North implemented a Riverbank Erosion Grant program in association with land managers across the TEER catchment area. The key objective of the Riverbank Erosion Grants program is to reduce sediment loads, nutrients and other pollutants from entering the Tamar estuary through the management of waterway and floodplain erosion.

NRM North’s Stormwater and Catchment Officer, Jesse Webster, said the program provided grant funding of up to $25,000 to community groups, industry groups, local government and individual land managers within the TEER catchment area.

“Funds were available for a range of activities including riverbank stabilisation works, riparian revegetating, fencing out stock, installation of off stream water and creation of localised wetland areas to minimise sediment delivery to waterways,” Mr Webster said.

“The program is now in its second year and has 24 successful applicants.”

A total of $406,000 has been allocated through the Australian Government’s Tamar River Recovery Plan with $467,000 of in-kind contribution towards the program. A River Engineer/Geomorphologist from Water Technology was engaged to deliver initial advice during the application process as well as providing site visits and design reports for each successful project.

“There were 13 riverbank erosion projects funded in round one which are helping to reduce the amount of sediments, nutrients and other pollutants entering the Tamar River,” Mr Webster said.

“Riverbank erosion has the potential to generate high loads of sediment in waterways, particularly during floods.

“In the past, community groups and landholders have struggled to tackle these issues due to the cost involved and the technical nature of stabilising riverbanks.”

Riverbank erosion works resulted in a reduction of 500 tonnes of sediment load entering the river systems. In addition, more than eight kilometres of riparian fencing was erected and more than 5.7 kilometres of revegetation established in riparian areas.

Julian Martin, the River Engineer/Fluvial Geomorphologist contracted to assess the projects, said the program created great community awareness around the impacts on the estuary.

“The Riverbank Erosion Grant program is a collaborative approach to reduce sediment inputs to the Tamar River estuary,” Mr Martin said.

“The program not only provides financial and technical support for landholders to manage and be responsible for their stretch of river frontage, but also works to build community awareness about the impact of land management practices and sediment on river and estuary health.”

The program, which was oversubscribed in both years, has fulfilled a large requirement across northern Tasmania by providing technical advice and support to landholders who would otherwise have had no access.

There have been significant benefits throughout the TEER catchment with a large reduction in riverbank erosion lowering the downstream migration of sediment into the Tamar River estuary.

A substantial increase in riparian vegetation goes a long way to improving water quality, while excluding stock access to waterways and providing off stream water has a multitude of benefits for overall river health. By eliminating stock, there is a reduction in hoof erosion and defecation into the waterway and an increase in streambank vegetation.
The popular beachside holiday destination of Bridport on Tasmania’s north-east coast has become a leader in adopting Water Sensitive Urban Design (WSUD) into the landscape. It started with a small demonstration Bioretention system in the Village Green on Main Street. The project was funded in part by NRM North and the Dorset Council with Syrinx Environmental contracted to design and construct the system. The project aims were not only to capture stormwater flows from a local carpark, but increase local habitat, improve amenity as well as provide an educational tool for the community regarding stormwater treatment and its connection to water quality.

NRM North’s Stormwater and Catchment Officer, Jesse Webster, said a raingarden was the second installation, located outside the tourist information centre on Main Street. “Stormwater from the roof is diverted into the treatment device before being returned to the existing stormwater system,” Mr Webster said. “The local Green Army team constructed the raingarden while learning about the important role that macrophytes play in removing pollutants from stormwater which would otherwise end up in our waterways.”

Finally, a larger Bio-Swale was installed on the foreshore at the corner of Elizabeth Street and Main Street. The new system is located in a highly visible area on the foreshore walking trail and incorporates a detailed sign informing the public of the connection between stormwater treatments and protecting coastal saltmarsh habitats.

Coastal saltmarsh communities have been listed as vulnerable on the EPBC Act (1999) as they have suffered heavily from human impacts across Tasmania, with close to half of these important natural assets already lost or degraded.

Members of the Northern Tasmanian Stormwater Working Group (NTSWG) involving eight northern Tasmanian councils were invited to two informative workshops and site visits of both large systems. This enabled the members to ask questions about the installations and maintenance programs, while demonstrating what can be achieved in northern Tasmania regarding the installation of green infrastructure.

“The three devices which are within walking distance from each other, provide information, improved amenity, biodiversity and increased habitat for the local community and visiting tourists alike,” Mr Webster said. “The connection between what enters our stormwater drains and what flows out into the estuary where important ecosystems like saltmarsh communities live, has been brought to the community’s attention. These are great educational tools.”

The NRM Facilitator for the Dorset region, Mike Bretz, said people were now talking about stormwater issues within the community. “These projects are a benefit to the estuary and saltmarsh ecosystem in a highly visible site where thousands of people visit,” Mr Bretz said.

“Coastal saltmarsh communities have been listed as vulnerable on the EPBC Act (1999) as they have suffered heavily from human impacts across Tasmania, with close to half of these important natural assets already lost or degraded.”

NRM North is working with partners and council to design and construct more green infrastructure across the Tamar Estuary and Esk Rivers catchments in the future.
This scene represents a typical day in the life of a group of saltmarsh monitoring volunteers, who, over the last summer, have been trekking to key saltmarsh sites in the Tamar River estuary to record valuable data.

NRM North’s MERI Coordinator, Emma Williams, said the monitoring efforts were part of a state-wide project, initiated by NRM North and the University of Tasmania, to map and monitor Tasmanian saltmarshes with a view to improving the way we perceive and manage them.

“While the Tamar saltmarshes have already been mapped, there is no baseline information about their natural values and the threats and impacts they face,” Ms Williams said.

“This monitoring program is the first step toward building that baseline.”

Saltmarshes occur in low energy coastal environments which experience tidal inundation and are home to a range of salt-tolerant plant species.

UTAS researcher and project leader, Vishnu Prahalad, said saltmarsh wetlands were an important coastal asset in our landscape.

“They perform a range of functions that provide us with an array of benefits ranging from fisheries productivity, carbon sequestration, water quality improvement and habitat for biodiversity,” Mr Prahalad said.

This biodiversity includes invertebrates, birds (including several migratory species), and many unique and highly adapted plant species like the rare yellow sea-lavender and shrubby glasswort bushes estimated to exceed 100 years in age.

These values, however, are at risk. In 2013, subtropical and temperate saltmarshes were listed as a nationally threatened community. More than half of Tasmanian saltmarsh has been lost or degraded through inappropriate development, draining and clearing, damage caused by livestock and off-road vehicles and rubbish dumping. In addition, saltmarsh ecosystems are among some of the most vulnerable to the long-term impacts of climate change and sea level rise.

“Local community groups and individuals living close to these wetlands are in a very good position to help us collect important information that will enable better understanding and management,” Mr Prahalad said.

The development of a new app will aid this data collection.

“The Saltmarsh App is an exciting new development and provides a repository for people to submit information relating to saltmarshes.”

The Saltmarsh App can be accessed online at saltmarsh.eskmapping.com.au

Originally from Pakistan, Australian Maritime College student and saltmarsh volunteer, Ali Sethi, said the surveys gave him the opportunity to learn about the flora and fauna native to this beautiful island state.

“NRM North’s saltmarsh surveys provided the perfect opportunity for that. I would surely look forward to more such events to learn and also benefit from the lively company of other volunteers and NRM North staff.”

Saltmarsh surveys are held during summer in the Tamar River estuary and other northern Tasmanian locations and are open to all community members. No expertise in bird or plant identification is required and all resources are provided.
Over the past year, NRM North has awarded 39 small community grants to local groups and schools.

The grants are funded through the Australian Government’s National Landcare Programme and support volunteer activities to protect and rehabilitate local habitats and other environmental values. This includes community-based approaches to promoting environmental sustainability.

NRM North’s Engagement and Communications Manager, Melissa Lewarn, said the grants program helped local groups to remain active and vibrant.

“Local community groups play a crucial role in the management of our natural resources and NRM North remains committed to supporting grass roots efforts and hopes the grants can help these groups reach their goals,” Mrs Lewarn said.

The Quamby Bend Landcare Group has secured funding through NRM North’s Community Grants program to assist its efforts to improve the health of the Meander River and its tributaries. Many people may not know that one of the first farmers in this region was Sir Richard Dry, the first Tasmanian-born premier and the first Tasmanian to be knighted.

NRM North’s Regional Landcare Facilitator, Alison Hugo, said landholders saw the value in protecting waterways by continuing to fence off areas, where practical, to control stock access.

“They then revegetate the riverbanks with local riparian natives. This activity stabilises the banks, increases important habitat for wildlife and birds and improves biodiversity values in the area,” Mrs Hugo said.

Mr Eyles said as caretakers of the land, it was important to maintain and protect the environmental assets on farms and support the work of neighbouring properties through landcare activities.

“We do this for long term sustainability outcomes and to assist with the health and longevity of the land, waterways and flora and fauna for the current generation and into the future.”

Quamby Bend Landcare, with support from NRM North, has held several successful field days covering topics such as river management, riparian fencing and riverbank erosion. These field days enable other farmers and community members to see best practice river management in action.
Since 1999, Interweave Arts has been bringing art with a message to the Launceston community through the Streets Alive program. A highlight has been the Remade Sustainable Wearable Art Show, an event exploring waste and reuse (amid other significant social and environmental issues), supported with a calendar of workshops and activities.

In 2015, Interweave Arts was successful in receiving a community grant from NRM North to deliver recycling and sustainability workshops with school groups, culminating in the presentation of works developed by students, under the guidance of local artists, at the Remade Fashion Show, held in November 2015 at the Queen Victoria Museum and Art Gallery.

One of the school groups that participated was from the Mowbray Primary School which undertook ‘The Bubblewrap Project / My Life as your Rubbish’. The project unravelled the way we discuss and view unwanted items, encouraging a group of year six students to use discarded bubblewrap to create costumes in keeping with the theme, which were worn during a choreographed piece with thought given to further reuse after the event.

While the sustainability message of this and other workshops is evident through the subject matter and materials, the social benefits of the project were also profound.

Mowbray Primary teacher, Cindy Wright, said the project had a positive impact on the students involved.

“After having their garment hanging on display in the quadrangle, students were asked did they want to ‘recycle’ their bubble wrap outfit or take it home. One student said they wanted to take it home and wear it on Christmas day when the family came over,” Ms Wright said.

“For one student whose life is particularly challenging, the chance to be part of Remade improved her self-esteem so much, she finally found her voice and was able to share with her counsellor how she was really feeling.”

Students from Glen Dhu Primary School also took part in the Remade 2015 project while Lilydale District students benefited from the skills and traditional knowledge of Tasmanian Aboriginal artist Vicki West.

“The work made with Lilydale District school students celebrates the resilience and continuing cultural relationship Tasmanian Aborigines have to their natural environments,” Ms West said.

More than 120 young people participated in project activities, many showcasing their lesson pieces at the matinee and evening Remade catwalk events, in front of more than 600 people.

Based on the success of the 2015 project, Interweave Arts has been pleased to be able to support Kings Meadows High School with the integration of a course in making wearable art from recycled mediums. It has also developed Junior Remade – a junior event which will precede Remade 2016.

NRM North has built on its partnership with Interweave Arts through a further community grant for Remade: The Zine, a community based arts project with a focus on environmental sustainability.
Nigel and Clare Russell are not first-time smallholders, so they knew exactly what they were looking for when they purchased 70 hectares at Lilydale in 2014: enough grazing land to supplement their ‘day jobs’ with a small amount of farm income, a short commute to Launceston and a great place to raise their young family.

They are now running 50 head of Angus and Hereford cattle and producing Tasmanian purple garlic for local markets.

However, the property is not without challenges including steep ground, a badly eroding creek, weeds and degraded pastures. With support from NRM North’s Small Farm Living program, they have already made great progress towards their vision for the property.

Busy with day jobs and three young children, Mr and Mrs Russell can’t always make it to events, so they opted to undertake NRM North’s Smallholder Property Management Planning (PMP) as a self-assessed process.

“The property maps were particularly helpful. We used them for planning our new paddock layout and prioritising creeks and gullies for revegetation,” Mr Russell said.

“The risk assessment also gave us a good perspective across our property management as a whole, on issues that need attention and those that we are already on top of.”

Mr Russell has attended Small Farm Living field days on soil health and pasture management and has already embarked on a staged program of pasture improvement.

Keen to protect and enhance the natural values of the property, the family courageously started with the most urgent, but also the largest problem area - rehabilitating one kilometre of Rocky Creek which runs through their property.

Assisted by a small grant from NRM North’s Small Farm Living program and hands-on help from a Green Army team, they have commenced control of Hawthorn, Blackberry, Spanish heath and Gorse, fenced both sides of the creek to exclude stock access and planted more than one thousand native seedlings.

With help from their children Tully (6), Bede (4) and Flynn (2), Mr Russell grew several hundred of the seedlings himself through his membership of the Understorey Network, the remainder being supplied through the NRM North small grant.

NRM North’s Biodiversity and Coastal Program Manager, Kate Thorn, said it was great to see Mr and Mrs Russell implement actions to improve both environmental and productive aspects of their property.

“You can already see where they are applying knowledge from some of our field days and incorporating advice provided by NRM North staff on-site.”

According to Ms Thorn, benefits will start almost immediately, particularly in terms of water quality.

“With stock now excluded from the creek, drinking and crossing points will start to recover and animal waste will be less likely to enter the creek system.

“As it matures, the revegetation will further improve bank stability, as well as enhancing habitat for threatened species such as the Eastern Barred Bandicoot, Giant Freshwater Crayfish and Mt Arthur Burrowing Crayfish, which all occur close by.”

Future actions include utilising a planned burn as a means of primary control for Gorse on an extremely steep slope above the creek and fencing and revegetating several minor watercourses on the property.

“I’d like to involve the kids more and more as they get older. We really enjoy family time exploring the property and it’s great to know we are improving it as well,” Mr Russell said.
Since 2006, NRM North has been supporting landholders throughout the region to undertake Property Management Planning (PMP) and implement a range of priority actions for the protection and enhancement of natural resources.

To date, more than 426 landholders have participated in the program in property clusters based on a local area or a shared management issue. This represents 70 per cent of the productive landscape.

Five members of the Deloraine Landcare group in the Meander Valley were amongst the earliest participants in NRM North’s PMP program. Consultants from Agricultural Resource Management (now Macquarie Franklin) were contracted to work with the landholders to develop property maps and comprehensive inventories of the condition and management needs of the soil, water and biodiversity resources for each property.

Then came the development of action plans to outline priorities and timeframes for implementation where participants reflected on their personal needs as well as the broader benefits.

NRM Facilitator for the Meander Valley region, Stuart Brownlea, has been involved since the inception of the Deloraine PMP cluster.

“There’s ample evidence to suggest the landscape is in much better shape as a result of combined efforts to effect positive change. It’s a credit to all those involved,” Mr Brownlea said.

Since the onset, it has been NRM North’s intention to support landholders in both their property planning and the implementation of their plans. After the individual property planning was complete, the group undertook a collective approach to the first stage of implementation. A map of priorities at this scale (pictured) then translated into meaningful activities being funded for individual properties.

“Landholders had ownership of clear actions that could be wholly or partly funded by NRM North, with a commitment of personal contributions,” Mr Brownlea said.

“Since then, numerous rounds of funding have been made available to support on-ground implementation where proposed activities have been consistent with both grant objectives and landowner property plans. Some landowners are still building on previous works as their landscape changes.”

Deloraine PMP participant, Tim Schmidt, has been an advocate of the program.

“Over the years, NRM North with funding and support, has been instrumental in the functioning of our Deloraine Landcare group, assisting us as a group and as individuals to achieve the environmental enhancement goals we have set for our land that we manage both for us and the community.”

All participants have undertaken weed management, resulting in better outcomes from a collective approach. Significant fencing, both of watercourses and native vegetation, has extended protection to natural values across property boundaries. It has become possible for wildlife to traverse broader habitats linked to riparian zones. Works to exclude stock from rivers and drains have provided cumulative water quality outcomes, supplemented by revegetation to improve filtration and biodiversity outcomes. Farms in the cluster have also benefited from emerging projects aimed at water efficiency and soil nutrient management trials.

Landowners involved in PMP over the last decade have seen their farms transformed for the better. Separating stock from natural values whilst providing them clean water has made farm management easier. Erosion has been addressed, preventing loss of fertile soils and river banks. Weed management was given a big boost, improving both environmental and economic outcomes.

**PROPERTY MANAGEMENT PLANNING IN DELORaine**

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In last year’s potato growing season (2014-15), NRM North and Impact Fertilisers, approached Elizabeth Hall from the Waterhouse property ‘Manuka Park’ about setting up a demonstration trial involving the use of a nitrogen-based controlled release fertiliser that is mainly used in speciality horticultural crops.

Ms Hall was happy to establish a trial on a one hectare pasture paddock where she had planned to grow potatoes.

At the completion of the trial, it was demonstrated that the controlled release nitrogen has potential in potato production on sandier soils compared to standard fertiliser management, both economically in terms of competitive yield and costs and environmentally due to reduced nitrogen leaching through the soil profile.

Impact Fertilisers Field Officer, Scott Evans, was pleased with the results.

“If yields can be maintained and better utilisation of nitrogen occurs resulting in less leaching into the environment then everyone’s a winner.”

The positive results were promoted to landholders via the NRM North website, hard copy hand outs and through delivery at the annual Roberts Ltd potato forum held at Scottsdale.

Given the results, Ms Hall was keen to run a similar trial for this year’s growing season.

“If it can reduce my time in applying extra top dressing and the numbers stack up then that is appealing,” Ms Hall said.

Similar to the previous year, six solution capture probes (Solusamplers) were installed directly below the potato root zone profile to capture leached soil solution at both the treated and controlled sites.

The captured samples were sent to the laboratory for nitrogen concentration tests.

After the controlled release fertiliser for nitrogen was banded at planting, no further nitrogen applications were required for the season compared to an extra three nitrogen top dressings required for the normal fertilised crop.

NRM North’s Regional Landcare Facilitator, Peter Heading, said the controlled release fertiliser plot proved to be cost effective, saved time and reduced nutrient leaching into the environment.

“Yields were similar and the extra cost of the controlled release fertiliser is evened out by the three top dressings required by the standard practice,” Mr Heading said.

“Trials like these are important because the coastal sands have the potential for a high degree of nutrient leaching especially for such a highly mobile nutrient as nitrogen which can have major implications for groundwater and downstream contamination.

“Also there are less compaction issues as top dressings do not have to be applied via spreaders and less labour time as well.”

Roberts Ltd Senior Agronomist, Stuart Millwood, said the added benefit was that specific gravity tests (higher solids to water) were consistently higher in the controlled release fertiliser over the two years.

“This has major implications in terms of increase potato storage capacity and also getting the crop harvested earlier so avoiding later autumn/winter rains.”

A number of landholders are expected to run similar experimental trials in the future to see if they are able to improve their practices.
NRM North partnered with Fonterra in June 2015 to deliver financial incentives to improve the sustainability of dairy farming in the northern region. Each organisation co-funded the project, which delivered outcomes consistent with the National Landcare Programme and reached more farmers than a purely NRM-focused project could.

Fonterra area managers identified farms that could benefit from NRM assistance but would not normally put their hands up for it. Dairy NRM specialist, Rachel Brown, assisted these farmers with project design, then project proposals were assessed by the Fonterra Farmer Forum.

NRM North’s Land and Water Program Manager, Adrian James, said the Singline family’s dairy farm at Weldborough was one successful applicant.

“Their picturesque farm is bisected by the Weld River plus numerous creeks and drains and historically, the farm had minimal subdivision and cows had access to all the waterways,” Mr James said.

“With farm succession underway, sons Mark and Nathan are looking at the property with new eyes.”

Assistance from NRM North and Fonterra towards nutrient budgeting, effluent irrigation, fencing riparian zones and piping stock water to troughs, is making a big difference. Nathan and Mark are also working on wallaby fencing, laneways and stock crossings to upgrade the family farm.

“As part of our family succession planning, we are looking at opportunities for different configurations of paddocks so we can better manage pastures and we’ve put in water troughs so the cows have better access to drinking water and we can look after the creeks that flow through our farm,” Nathan Singline said.

Once these activities are finished, the new farm design will be more productive and improve the health of the Weld River, local creeks and contribute to improved health of the Ringarooma Ramsar wetland.

Fonterra’s Social Responsibility Manager, Jack Holden, spoke highly of the partnership with NRM North.

“This partnership means we can engage farmers who really need to be involved, versus those who are always engaged and aware of funding opportunities.”
The Australian Government’s Green Army program rolled out across the country from July 2015, providing employment and training for young people aged 17 to 24. NRM North has so far secured seven teams, each undertaking a work program of around five months. Three of these programs were completed in 2015/16.

Each work site contributes to NRM North’s landscape-scale approach to natural resource management because the projects are undertaken across a range of land tenures. All projects involve working with partners on site – whether they be community groups, private landholders or public land managers. This means that the extra ‘boots on the ground’ are directed not just to priority projects, but also to those where the partner organisation has the ability and commitment to maintain the work into the future.

NRM North’s Biodiversity and Coastal Program Manager, Kate Thorn, said delivery of the Green Army projects involved a partnership between NRM North and Conservation Volunteers Australia (CVA).

“CVA recruit, manage and supervise the participants and are a Registered Training Provider,” Ms Thorn said.

“The teams of up to nine participants plus a supervisor have undertaken weed management, revegetation and trail maintenance projects within one hour’s travel of Launceston.

CVA’s Green Army State Coordinator, Steve Bailey, said the partnership brought many benefits to the young people involved.

“The teams are fortunate to be undertaking a diverse range of conservation activities in many splendid locations throughout northern Tasmania,” Mr Bailey said.

“This has enabled them to meet and work alongside a wide variety of landowners, land managers and community care groups, broadening their skill level and knowledge, as well as providing the opportunity to increase their personal and professional networks.”

The Tasmanian Land Conservancy (TLC), is one land manager which has utilised Green Army teams. The TLC owns and manages around 30,000 hectares of conservation properties across Tasmania.

Operations Manager for TLC’s Reserves and Conservation Programmes, Leigh Walters, said Green Army teams worked on TLC properties at Epping Forest and Nunamara in 2015, managing weeds which are impacting on natural values such as wetlands and threatened species habitat.

“The Green Army assistance has allowed the TLC to focus on treating high threat weeds that are only able to be treated using manual methods, due to a range of environmental and physical constraints,” Mr Walters said.

“Having a team of people means we achieve a high level of impact in a short period and gives us confidence that with our combined efforts, we will achieve long term control.”

Other examples of the more than 30 projects supported so far include erosion management to protect fragile alpine ecosystems on Ben Lomond, revegetation for landscape connectivity in the Northern Midlands and strategic weed control to help prevent weed spread in recreation areas such as Kate Reed Reserve.

With more teams scheduled through to at least the end of 2017, NRM North is able to plan well ahead to provide support to on-ground projects over several years where required, or to address emerging issues and priorities.
In December, it was with great pleasure that the management committee appointed Rosanna Coombes as the new CEO of NRM North. Rosanna hit the ground running in early January. She brings with her a wealth of expertise gained from many roles at organisations including the Department of Primary Industries, Parks, Water and Environment, Truckee Meadows Regional Planning Agency and Microsoft.

Rosanna has concentrated her focus on the organisation and the business of NRM. This process has seen the concept of “Strategy to Action” developed for NRM North. This process will bring clarity to the operations of NRM North, linking the strategic direction in a cascading down approach to work plans and actions.

Under the Tasmanian Resource Management Act, NRM North is charged with the facilitation, development and update of the Northern Tasmania Natural Resource Management Strategy. This is not NRM North’s strategic plan. NRM North does not own this plan; this strategy is developed on behalf of the broader community. As a consequence, the process involves a huge amount of consultation with community including landholders, land, sea and water managers, community and business groups, research and education organisations, NGOs and all levels of government.

I encourage all members of NRM North and residents of the region to read this strategy. Our commitment must go further than simply reading the document and then placing it on the shelf until the next review. If we are not going to adopt and utilise these strategies, then why bother producing them? We need to ask the questions “Where do we fit in with this plan? What is our role? What can we do?” My belief is that everyone has a responsibility and job to do to deliver on this strategy. This includes the state government; the strategy is developed on its behalf to set strategic direction under the act. Its obligation to the environment does not finish there but must translate into meaningful outcomes on the ground.

In NRM North’s strategic review “Strategy to Action”, these are the questions we have been asking. We are not capable of delivering on everything in the strategy but can focus and prioritise on a few key areas where we can deliver tangible outcomes. We need to be able to articulate in simple language what our role is and what we will deliver. When people ask the simple question “What is it that you do?” we need to be able to provide a concise answer that reflects our “Strategy to Action”.

In my opinion, NRM North’s business focuses around delivery, facilitation and resource provision for sustainable environmental outcomes in our region. Our key areas of operation are Land and Water and Coasts and Biodiversity.

We need to be able to articulate the value proposition for what we do. This is an important process for us as well as all of our partners and stakeholders. The true value proposition needs more than us just telling the warm and fuzzy stories. We need to be able to benchmark our progress and worth with real and meaningful numbers. These benchmarks need to reflect all components of the three-legged (some claim four-legged) stool. That is social, financial, environmental, cultural and heritage benchmarks. Not an easy task, but these tools are being developed. Despite this holistic approach, we should never lose sight that our core business is delivering on environmental outcomes.

The development of National Environmental Accounts, which uses the concept of e-condition to monitor trends, will play an important role in scientifically monitoring the state of the environment and our impact on it. The exciting development is that this methodology can be applied at multiple scales including farm, catchment, local, regional, state and national levels. I urge all players in the NRM space to support this national initiative of the Wentworth Group.

Organisations such as NRM North then have to access funding through government programmes such as the National Landcare Programme, which bring with them another set of strategies, priorities and focus. As our major funders, we need to accommodate these in any applications.
Keeping our federal masters happy is a continual challenge for NRM North. The National Landcare Programme is now in place and the reporting is now shifting to outcomes rather than outputs. This is a logical shift in thinking that better reflects the long term nature of the work we do, but every time reporting standards change, it places extra pressure on compliance of organisations. As NLP1 is bedded down, discussions are starting on what NLP2 will look like in the future. It is essential that NRM North contributes to these deliberations.

Finally, I have a challenge for all our members and the broader NRM community in general. It does not matter which way you look at it but on-going funding from all levels of government is critical if we are going to come anywhere near maintaining our natural resources. The funding needs to be substantial, reliable and committed for NRM bodies to be effective and deliver outcomes. Otherwise the NRM networks will die a slow and painful death along with the environment. The challenge for us all is to lobby and apply pressure to our elected representatives at every opportunity.

We need to get the environment as a major issue front and centre for all election campaigns. The government’s commitment to the environment needs to stand alongside health, education and finance. Our future depends on this fundamental change.

I would like to thank all the staff at NRM North for their loyalty and dedication. I congratulate them in the way they have embraced change as we move into an exciting and challenging future in the NRM space.

James Walch
Chairman NRM North
Having been overseas for 15 years, I am pleased to be back in northern Tasmania and was honoured to have been selected in December 2015 as the new CEO for NRM North. I would like to express my appreciation to the Management Committee, staff and the NRM family who have welcomed me back to the northern Tasmanian community.

This year has been one of change for the organisation and challenge for the physical and financial landscape. The level of passion and resolve in the community and strong partnerships never cease to amaze me when I see how it fuels the resilience of those that work in NRM and those that manage our natural resources in the north.

The seasonal conditions the state has experienced in the past 12 to 18 months have been extreme. Mother Nature tested the fortitude of all land managers with snowfall in the midlands, raging fires in the highlands and north west coast, followed by ever decreasing rainfall and extremely dry seasonal conditions, only to culminate in 1 in 100-year rainfall and widespread flooding. This year has demonstrated that our weather patterns are changing and extreme events are becoming more frequent and with increasing intensity. In addition to climatic conditions, the agricultural sector has faced an economic hit with the reduction in milk prices. This has placed a strain on dairy farmers and is an additional challenge in their resolve to remain both economically and environmentally sustainable. These challenges are substantial and we must be nimble, anticipate the extremes, plan for economic and resource prosperity and take action to help mitigate impacts in the future.

In December 2015, and after an extensive community engagement process, NRM North finalised the Natural Resource Management Strategy for Northern Tasmania 2015-2020. The plan is a whole-of-community strategy that aims to balance economic, social and environmental objectives and encourage partnerships between community, industry and government for the betterment of the region’s natural resources. The strategy addresses goals and actions in natural, productive, lifestyle and urban landscapes taking into account the region’s land, water, coast and marine, biodiversity, and community assets. The strategy was certified by the Honourable Matthew Groom, Tasmanian Minister for the Environment, in March 2016. I encourage you to review the strategy, available on the NRM North website, and identify how you can contribute to managing our northern resources.

In May, to identify the key role that NRM North can play in implementing the strategy, the organisation embarked on a “Strategy to Action” planning process to identify priority programs and partnerships. The program planning process is underway with a target completion date of early November. With reduced funding, the organisation must become selective on those activities that can deliver demonstrable outcomes on the ground and in the community.
Partnerships are the life-blood of the organisation and we will continue to focus on building a strong network of organisations and individuals in the community and look to leverage investments from all levels of government, the business sector and the community. We will continue with flagship programs and activities including the Tamar Estuary and Esk Rivers (TEER) Program; the Tamar River Recovery Program; the Clean Rivers Program; devolved community grants; working with the Aboriginal community on country to support a number of invasive species projects and the truwana (Cape Barren Island) Rangers program; 20 Million Trees; facilitating the work of Green Army teams; regional facilitator support in partnership with local governments; Property Management Planning and productivity enhancements in the sustainable agriculture program.

In addition to changes in the landscape, NRM North has also undergone significant changes this year. The previous CEO, James McKee, has moved on to the Coordinator General’s Office in State Growth and Scott Schilg, who was the Operations Manager, moved to the Department of Health and Human Services. Both gentlemen were long-serving and dedicated members of the NRM North team and will be missed. I wish Scott and James well in their new endeavours. I am pleased that James continues to participate at the national level on the National Landcare Advisory Committee and maintains a strong connection with all NRM CEOs in Tasmania; we benefit greatly from his knowledge and involvement. Yet, through the changes, the team has remained focused on delivering great outcomes on the ground, with the community. It is a testament to their professionalism, their love of the community and their passion for natural resource management.

I look forward to working with the Management Committee, the NRM North team, our investors, and our community in reaching new heights in the year to come.

Rosanna Coombes
CEO NRM North
**Program Delivery**

NRM North’s core activity is to oversee the implementation of the Northern Tasmania Natural Resource Management Strategy and associated programs. A review of the strategy to ensure community expectations and state/national standards are being met is a priority area.

**KEY STRATEGIES IN PROGRAM DELIVERY ARE:**

**NRM strategy reviewed and renewed to direct greater stakeholder participation and “buy in”**

The Northern Tasmania Natural Resource Management Strategy 2015-2020 was formally accredited by the Tasmanian Government in February 2016. The strategy was developed by NRM North on behalf of the northern Tasmanian community and was accredited in accordance with section 14 (3) of the Natural Resource Management Act 2002. The strategy was reviewed by the Tasmanian Government and found to be “of a very high standard, reflective of the complexity of natural resource management issues and a practical guiding document for the delivery of NRM”.

The development of the strategy included significant consultation and engagement with sectors across the community and was conducted in close collaboration with both Cradle Coast NRM and NRM South who were also responsible for developing NRM strategies for their regions. This collaboration ensured the new strategies incorporated a common structure to enable stakeholders, managers and policy makers the ability to engage with the NRM regional bodies and facilitate uptake and a partnered approach to implementation in a coordinated manner across the state. The structure of the 2015-2020 strategy has also been updated to provide the community with a clear picture of the environmental, social and economic values of our natural resources as well as the targets and priority actions required to manage them over the next five years. This structured approach to identifying landscapes and triple bottom line values has been developed to enable a greater level of stakeholder participation and “buy in”.

**Regional coordination of NRM related issues across local governments**

Through the 2015-16 financial year, NRM North continued to maintain a strong partnership with local government with co-funded NRM facilitators based in local government offices throughout the region. The role of the facilitators is to ensure effective regional coordination of NRM activities relevant to local communities and over the past year the facilitators supported and coordinated more than 159 community engagement events attracting more than 9600 people in their local communities.

NRM North also continues to foster and build strong local government partnership programs such as the Tamar Estuary and Esk Rivers (TEER) Program and the Northern Tasmanian Stormwater Program. The aim of these programs is to collaborate and share resources and knowledge between multiple agencies and stakeholders. Local governments are the foundation of many of these partnership programs and NRM North continues to work closely with local government to address a range of NRM issues from water quality to climate change planning and vegetation management.
Program outcome reporting which reflects the full range of outcomes including economic, social and environmental indicators

Our natural resources underpin a strong economy and a healthy community. NRM North recognises that our contribution, and the contribution of the community, towards NRM outcomes is not fully captured unless we describe and report on the social, economic and environmental benefits of our activities. As an organisation, NRM North is committed to program outcome reporting that reflects the triple bottom line and demonstrates the social and economic outcomes we deliver in the community as well as the environmental outcomes. The recognition of social and economic values in the Northern Tasmania Natural Resource Management Strategy has further highlighted this key strategy area and will be used as a framework to progress a review of program outcome reporting. At the start of the 2016-17 financial year, NRM North appointed a dedicated Monitoring, Evaluation, Reporting and Improvement (MERI) position to ensure this key strategy area continues to remain a priority in the future.
Partnerships

Partnerships remain crucial to NRM North’s ability to support delivery of NRM targets and investor expectations. This particularly relates to implementing the NRM strategy and leveraging base investment from government. The focus for partnerships needs to go back to the grassroots level to all staff and board members. Ownership for the partnership outcomes becomes everyone’s responsibility. The role of partnerships needs to be better defined and understood as delivering our NRM strategy but in the context of mutual benefit. We need to make it as easy as possible for partners to get involved with well-defined roles in each partnership.

THE KEY STRATEGIES IN PARTNERSHIPS ARE:

Involve partners in program delivery to leverage mutual value

NRM North’s primary partners in delivering NRM activities remain all three levels of government (local, state, federal). The federal government continues to partner with NRM North in delivering national priorities through the National Landcare Programme. Regionally, the team works closely with state government staff on the delivery of programs that are significant at the state level. NRM partners with local governments in funding local facilitators that work at the community level to implement on-ground activities and build community partnerships.

NRM North also partners with a range of organisations, industry bodies and businesses, including, but not limited to: Hydro Tasmania, the Australian Maritime College, Landcare Tasmania, the Tasmanian Farmers and Graziers Association, Launceston Chamber of Commerce, Tasmanian Chamber of Commerce and Industry, the University of Tasmania, Queen Victoria Museum and Art Gallery, City of Launceston, Launceston Flood Authority, TasWater, Meander Valley Council, Break O’Day Council, Dorset Council, Flinders Council, Northern Midlands Council, West Tamar Council, George Town Council, Tamar NRM, the Department of Infrastructure, Energy and Resources, the Department of Justice, the Department of Primary Industries, Parks, Water and Environment and the Department of Health and Human Services. NRM North maintains more formal partnership agreements with the Tamar Estuary and Esk Rivers (TEER) Program, Lake Trevallyn collaboration, Northern Tasmanian Stormwater Partnership, DairyTas, Landcare Tasmania, University of Tasmania and local government to support the sub-regional NRM facilitator network.

Cross organisation learning and innovation

NRM North works closely with the other two Tasmanian NRMs – Cradle Coast NRM and NRM South. For example, during the development of the regional NRM strategies, the three organisations agreed upon a common approach, methodology and look and feel to the documents. The purpose was to ensure that statewide partners have a common framework and can easily work with all three NRM organisations across boundaries. In addition, the three NRM organisations have collaborated on input during the development of the Statewide Planning Scheme, ensuring that input is aligned and developed in collaboration with common stakeholders. After the June 2016 flood event, the three NRM organisations submitted a joint proposal to the state government to support recovery efforts. The three regions are working with the Department of Primary Industries, Parks, Water and Environment to investigate and facilitate the clearance of logjams and on longer term river health and recovery activities.
Build Recognition and Engagement

Recognition and engagement needs to increasingly focus on the “emotional” pull of what we do. Not just what we do, but why people should or would care. This includes ensuring our promotion and engagement activities focus on a “felt need” or fill a void. We need to focus these efforts to key sectors/audiences including young people and local government rather than mass awareness.

Building recognition of NRM North – what it stands for and what it does – will continue to build trust in communities, governments and our existing and potential partners. Communication strategies and activities are priorities.

THE KEY STRATEGIES IN BUILD RECOGNITION AND ENGAGEMENT ARE:

Implement the Communications Plan

Maintaining a strong media presence is a key element of NRM North’s Communications Plan. NRM North has an excellent profile in the media and has built some solid relationships with key media representatives. NRM North experienced an increase in media attention during 2015-16, featuring in more than 97 news articles (print, radio, television and online). Engagement through NRM North’s social media pages continues to grow, particularly Facebook, where page views and post engagement have significantly increased over the past year and page “likes” are now more than 827. NRM North introduced an e-newsletter which aimed to complement the existing biannual newsletter Northern Exposure. The e-newsletter highlights upcoming events and grant opportunities while Northern Exposure celebrates the results of projects and partnerships through case studies and news articles. These newsletters are seen as a valuable source of information for the community and there are now more than 1500 people on the distribution list. NRM North staff are continuing to produce short videos to showcase projects and partnerships in the community. The NRM North website has been upgraded to include a calendar of events on the home page so volunteers can easily stay up to date with NRM news and events in their region.

Promote and facilitate the involvement of volunteers with NRM North and partners

NRM North continues to encourage more participation in natural resource management in the community. Five NRM facilitators are employed in the northern region, four in partnership with local councils. These positions remain a critical element of NRM North’s engagement and delivery structure. NRM North staff and NRM facilitators assisted with 159 community engagement events and activities which attracted more than 9600 participants. The results of these events and activities were promoted through the media and NRM North’s newsletters and website. The biannual newsletter Northern Exposure focuses on promoting the work of volunteers in the community through project case studies and community group profiles. NRM North continues to support annual sub-regional NRM awards or similar recognition events to celebrate the achievements of volunteers. NRM North awarded 39 small community grants to local groups and schools to assist with their NRM projects. The NRM North ‘Friends of’ Network also continues to grow and now has more than 220 members. This is an informal network of people and groups interested in keeping up to date with NRM North news and also gives them an opportunity to provide feedback and participate in NRM North forums and other events.
Maintain engagement with young people

NRM North remains committed to maintaining and enhancing engagement with young people through schools, youth groups and clubs. NRM North staff and NRM facilitators supported a range of schools with events and activities engaging more than 1170 students in NRM themes including climate change, water quality, invasive species, seed collection and propagation and school gardens. A number of tree planting activities were also organised to coincide with Plant Ark’s National Tree Day including events which aimed to connect young people with local landcare groups. Schools in the northern region were also among the 39 recipients awarded small community grants to assist with NRM projects.

Increase engagement with the Aboriginal community and incorporation of Aboriginal knowledge into NRM activities and planning

NRM North is working with a number of Aboriginal organisations and individuals to ensure they receive assistance to implement on-ground projects and to promote knowledge and understanding of Aboriginal culture. They are:

- Aboriginal Land Council of Tasmania (ALCT)
- Tasmanian Aboriginal Centre (TAC)
- melythina tiakana warrana Aboriginal Corporation
- Cape Barren Island Aboriginal Association
- Patsy Cameron (Aboriginal Elder)
- Gloria Andrews (Aboriginal Elder)
- Truwana Rangers project
- Aboriginal Field Officers (Parks & Wildlife Service)

NRM North works with these people and groups to ensure cultural knowledge and aspirations for working on country is factored in to annual works plans.

NRM North has facilitated cultural heritage training for several Green Army teams and NRM North staff and Management Committee, which was presented by Aboriginal Elders. NRM North has also provided assistance to implement priority objectives detailed in the ‘Healthy Country Plans’ for Aboriginal land parcels within the northern region.

We are working closely with the ALCT to assist with the delivery of components of the Australian Government funded project ‘Cape Barren Island Cultural and Natural Resource Management Activity’. We are also providing advice on plant identification and weed management to ensure that weed control works undertaken by the Truwana Rangers is consistent with best practice management.
Governance

Build resilience into the future through good scenario planning and prosecuting a case for substantial roles moving forward. Building on synergies with other regions to ensure a strong future for NRM in the State. Maintain strong HR, Financial and Compliance management with good succession planning. Drive continual improvement, particularly through NRM Performance Excellence process and Corporate Plan.

THE KEY STRATEGIES IN GOVERNANCE ARE:

Maintain and grow a culture of excellence and continual improvement

The Governance and Policy Subcommittee of the NRM North Management Committee monitors the internal policies and procedures of NRM North, identifies gaps and works with the staff to maintain a rolling schedule of reviews and updates. In the past year, the committee has reviewed the Workplace Health and Safety, risk management, financial delegations and procurement policies and a new sponsorship policy. The forward work plan includes a review of the Association constitution, the Management Committee Induction Manual and process and the fraud and information management policies.

In addition, NRM North staff are currently evaluating procedures and practices to eliminate duplication and redundant activities related to reporting on projects to the federal government. Over time, the federal government requirements have changed and software systems have been implemented without an underlying refresh and streamlining of processes and practices.

Good financial and process/policy management and external compliance

The Audit and Finance Subcommittee of the NRM North Management Committee continues to focus on the review and development of internal policies and review process to ensure best practice management of the organisation’s finances. In conjunction with the Governance and Policy Subcommittee, the Audit and Finance Subcommittee reviewed the Financial Delegations Policy and Schedule of Financial Delegations and recommended changes to the Management Committee at the June 2016 meeting. The Subcommittee and Management Committee monitors the finance reports prepared by the Corporate Services Manager and meets with the Auditor to review the annual audit.

In December 2015, Mike Steele, the independent member on the Audit and Finance subcommittee, resigned; the Management Committee welcomed Karen Van der Aa as the independent subcommittee member in June 2016.

Flexible operational structure and staff succession planning

NRM North has undergone significant staffing changes this year. The previous CEO, James McKee, has moved on to the Coordinator General’s Office in State Growth and Scott Schilg, who was the Operations Manager, moved to the Department of Health and Human Services. Both gentlemen were long-serving and dedicated members of the NRM North team and will be missed; we wish Scott and James well in their new endeavours.

In January, the Management Committee appointed a new CEO, Rosanna Coombes. With Scott’s departure, the CEO initiated an internal recruitment process and in April appointed Amanda Locatelli to the position of Operations Manager. This movement created other internal openings in the organisation and provided an excellent opportunity to reimagine the roles and organisational structure. Through a consultative process, the Senior Management Team worked with staff to identify gaps in roles, review organisational needs, skills within the team and adopted a revised organisational structure that recognises opportunities for team members to advance within the organisation.

Information is managed digitally on an open and secure platform, which is accessible and used to the full potential

Beginning in 2014, NRM North initiated a two-year project to review and refresh the digital platform. Through the project, the organisation moved to a cloud based SharePoint infrastructure to allow for flexible work conditions and to provide a searchable, shared environment for collaborative work. In addition, the organisation purchased and implemented enQuire, a grant and project management software system. This new system allows the organisation to manage project and grant lifecycles including applications, workflows and reporting.

The team have undergone training in both systems and are utilising the tools in their workflows. Over the following year, the staff will continue to explore features and implement processes that will increase productivity and efficiency.
Central office

NRM North has its main offices at 63 Cameron Street, Launceston. The offices provide good working conditions, adequate space and are conveniently central for visitors to town and places the organisation in the hub of the CBD. The boardroom is made available to community groups for meetings and quite a number have used it for this purpose.

Sub-regional offices

Due to joint funding arrangements with local governments within the region, NRM North’s four NRM facilitators and other sub-regional support staff are housed within local government offices. This partnership with local government is important to the long term objectives of NRM North and has enabled greater sub-regional engagement with stakeholders. NRM North looks forward to this partnership with local government continuing.

Operational funding

During 2015-16, NRM North received $246,667 of funding for its operations from the Tasmanian Government. This core operating funding was originally guaranteed for four years by the Tasmanian Government. This has recently changed to annual funding due to the difficult state government budget situation. NRM North continues to work with the Tasmanian Government to secure continued funding. The state government core funding remains critical to effectively carrying out the regional committee’s functions under the NRM Act. The Australian Government National Landcare Programme also provides operational funding as a percentage of funding received.

Personnel

Throughout 2015-16, NRM North personnel provided critical support for the development and implementation of natural resource management programs in the region. This support includes effective stakeholder and sector engagement, business administration and management, partnership development and communication. NRM North staff are employed on terms and conditions determined by NRM North.
NRM North Contract Staff*

as at 30 June 2016 was as follows:

<table>
<thead>
<tr>
<th>POSITION</th>
<th>INCUMBENT</th>
<th>COMMENCEMENT DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>Rosanna Coombes</td>
<td>4 January 2016</td>
</tr>
<tr>
<td>Manager – Operations</td>
<td>Amanda Locatelli</td>
<td>1 October 2007</td>
</tr>
<tr>
<td>Manager – Community Engagement &amp; Communications</td>
<td>Melissa Lewarn</td>
<td>22 September 2008</td>
</tr>
<tr>
<td>Manager – Corporate Services</td>
<td>Fiona George</td>
<td>23 July 2008</td>
</tr>
<tr>
<td>Administration Coordinator</td>
<td>Denise Colvin</td>
<td>8 September 2003</td>
</tr>
<tr>
<td>Finance Officer / Executive Assistant</td>
<td>Sarah Presnell</td>
<td>10 May 2010</td>
</tr>
<tr>
<td>Interim Water Theme Manager / Regional Landcare Facilitator &amp; CFI Extension Officer</td>
<td>Adrian James</td>
<td>24 August 2008</td>
</tr>
<tr>
<td>Coastal Coordinator</td>
<td>Emma Williams</td>
<td>1 July 2008</td>
</tr>
<tr>
<td>Property Management Planning Coordinator</td>
<td>Joanna Voller</td>
<td>24 September 2008</td>
</tr>
<tr>
<td>Planning &amp; Knowledge Coordinator</td>
<td>Andrew Baldwin</td>
<td>7 March 2007</td>
</tr>
<tr>
<td>Invasive Species Coordinator</td>
<td>Greg Stewart</td>
<td>31 July 2006</td>
</tr>
<tr>
<td>Interim TEER Program Coordinator / TEER Scientific &amp; Technical Officer</td>
<td>Michael Attard</td>
<td>13 October 2008</td>
</tr>
<tr>
<td>NRM Facilitator – Tamar</td>
<td>Megan Dykman</td>
<td>2 November 2015</td>
</tr>
<tr>
<td>Stormwater &amp; Catchments Officer</td>
<td>Jesse Webster</td>
<td>17 November 2014</td>
</tr>
<tr>
<td>Land Theme Manager &amp; Biodiversity Coordinator</td>
<td>Kate Thorn</td>
<td>6 August 2012</td>
</tr>
<tr>
<td>Sustainable Agriculture Technical Officer</td>
<td>Peter Heading</td>
<td>11 November 2013</td>
</tr>
<tr>
<td>Regional Landcare Facilitator</td>
<td>Alison Hugo</td>
<td>18 February 2013</td>
</tr>
</tbody>
</table>

*The total full time equivalent employees equal 14.4 (FTE)

Staff members who resigned or completed contracts during 2015-16 were as follows:

<table>
<thead>
<tr>
<th>POSITION</th>
<th>INCUMBENT</th>
<th>COMPLETION / RESIGNATION DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>James McKee</td>
<td>23 September 2015</td>
</tr>
<tr>
<td>Manager – Operations</td>
<td>Scott Schilg</td>
<td>22 April 2016</td>
</tr>
<tr>
<td>Information Management Coordinator</td>
<td>Bridget Tidey</td>
<td>2 October 2015</td>
</tr>
<tr>
<td>Communications Support Officer</td>
<td>Biba Bell</td>
<td>23 December 2015</td>
</tr>
</tbody>
</table>

Organisational Health

NRM North constantly strives to promote a friendly, supportive and continual learning environment for staff members. To ensure that this ethic is incorporated into daily operations, the following processes have been reviewed and improved:

- NRM North Employee Handbook;
- Health and Wellbeing program;
- Staff induction procedures;
- Team development opportunities; and
- NRM North Staff Survey.
Corporate Governance

Enabling legislation
NRM North is an independent non-statutory body constituted and operating under the provisions of the Tasmanian Natural Resource Management Act 2002. Reporting, accountability and other rules for operation are set out in the Tasmanian Incorporated Associations Act 1964.

Functions of NRM North
NRM North’s primary functions as determined by the Tasmanian Natural Resource Management Act 2002 (2009 Amendments) are:

- Identify the priorities for natural resource management for the northern region;
- Prepare a regional strategy for the northern region;
- Facilitate the implementation of the regional strategy;
- Promote the natural resource management principles;
- Facilitate the integration of natural resource management and planning activities for the region;
- Seek, manage and allocate funds according to the regional strategy;
- Coordinate the northern region’s participation in national and state programs relating to NRM;
- Monitor and evaluate the implementation of the northern regional strategy; and
- Develop and implement processes to ensure appropriate education and training in natural resource management.

Responsible Minister
At 30 June 2016, the State Minister responsible for NRM North was the Honourable Matthew Groom, Minister for State Growth, Energy, Environment, Parks and Heritage.

Under the Tasmanian Natural Resource Management Act 2002 (2009 Amendments) the Minister has the power to:

- Declare a managing body or committee of an incorporated association or body corporate as a regional committee; and
- Appoint the Chairperson of the regional committee.

Accountability to Parliament

The Management Committee
The Management Committee is responsible for the oversight of the business affairs of NRM North and ensuring appropriate management is in place to carry out its objectives and functions. The Management Committee sets the strategic direction of the organisation and ensures that NRM North as an organisation meets all required areas of compliance and performance.

Management Committee meetings
The Management Committee meets for a minimum of six scheduled meetings within a year. The Management Committee has out of session processes in place to address specific matters that require attention between scheduled meetings.
Composition of the Management Committee

Section 9 (3) of the Natural Resource Management Act 2002 (2009 Amendments) outlines the requirements of the composition of a regional committee. In compliance with the Act at 30 June 2016, the NRM North Management Committee had 10 sitting members with skills across best-practice governance; business administration; legal and contractual issues and the achievement of natural resource management and conservation outcomes.

<table>
<thead>
<tr>
<th>MEMBER</th>
<th>ASSOCIATION STATUS</th>
<th>COMMITTEE TERM</th>
<th>DATE APPOINTED / REAPPOINTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. James Walch</td>
<td>Group B</td>
<td>4 years</td>
<td>October 2015</td>
</tr>
<tr>
<td>Mr. Michael Walsh</td>
<td>Group B</td>
<td>4 years</td>
<td>October 2015</td>
</tr>
<tr>
<td>Mrs. Maureen Bennett</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2014</td>
</tr>
<tr>
<td>Dr. Joanna Ellison</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2012</td>
</tr>
<tr>
<td>Mr. Tim Holder</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2014</td>
</tr>
<tr>
<td>Mr. Peter Voller</td>
<td>Group A</td>
<td>4 years</td>
<td>June 2016</td>
</tr>
<tr>
<td>Mr. Stuart Blom</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2012</td>
</tr>
<tr>
<td>Ms. Mandy Shepherd</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2012</td>
</tr>
<tr>
<td>Mr. John Carswell</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2015</td>
</tr>
<tr>
<td>Mr. Peter Sattler</td>
<td>Group B</td>
<td>4 years</td>
<td>September 2015</td>
</tr>
</tbody>
</table>
Subcommittees and Working Groups

The Management Committee has delegated authority to committees and working groups to undertake certain duties. All matters considered and determined by committees and working groups are submitted to the Management Committee for information and, where appropriate, ratification and decision. The following two subcommittees and working groups operated in 2015-16 to assist NRM North to fulfil its functions effectively.

Audit and Finance Sub-committee

The Audit and Finance subcommittee is responsible to the Management Committee for NRM North’s financial reports including the appropriateness of the accounting policies and principles that the organisation uses. The external auditors are responsible for auditing the Association’s financial reports.

The subcommittee will take appropriate action to set the overall standards for quality financial reporting and sound business practices. In 2015-16 the subcommittee placed a focus on program reporting and refining the reporting to the Management Committee, audit processes and internal financial delegations and procedures.

Members: Michael Walsh (Chairman), Tim Holder, John Carswell, James Walch, Karen van der Aa (Independent Member)

Governance and Policy Subcommittee

The Governance and Policy subcommittee is responsible for ensuring that NRM North’s governance policies and procedures comply with legislation and current best practice standards. The committee will review these policies regularly and make any recommendations to the Management Committee.

The subcommittee helps to set the overall corporate ‘tone’, business practices, and ethical behavior of the organisation. In 2015-16, the subcommittee was focused on reviewing and monitoring risk management, reviewing existing internal policies, NRM North Employee Handbook and associated policies and reviewing existing governance and performance.

Members: Stuart Blom (Chair), Amanda Shepherd, John Carswell, James Walch

Attendance at Management Committee and Subcommittee meetings

Details of attendance by Management Committee members at the NRM North Management Committee and Subcommittee meetings held during the year ended 30 June 2016 was as follows:

<table>
<thead>
<tr>
<th>MANAGEMENT COMMITTEE MEMBERS 1 JULY 2015 TO 30 JUNE 2016</th>
<th>MANAGEMENT COMMITTEE Held</th>
<th>Attended</th>
<th>GOVERNANCE &amp; POLICY SUBCOMMITTEE Held</th>
<th>Attended</th>
<th>AUDIT &amp; FINANCE SUBCOMMITTEE Held</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. James Walch</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Mrs. Maureen Bennett</td>
<td>6</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Joanna Ellison</td>
<td>6</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Tim Holder</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Alistair Scott (Resigned October 2015)</td>
<td>6</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Stuart Blom</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Amanda Shepherd</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Rohan Nelson (Resigned December 2015)</td>
<td>6</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Michael Walsh</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. John Carswell</td>
<td>6</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Mr. Peter Voller</td>
<td>6</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Peter Sattler</td>
<td>6</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Colin Shepherd (December 2015 – March 2016)</td>
<td>6</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Conflicts of interest

The Management Committee has a policy in place for the disclosure and resolution of any matter that may give rise to actual or potential conflicts between the interests of a Management Committee member and those of NRM North.

Ethical standards

NRM North always aims to conduct its business with the highest standards of personal and corporate integrity. The NRM North Management Committee and personnel have adopted Codes of Conduct outlining the standards of personal and corporate behaviour that Management Committee members and personnel observe.

Remuneration of Board member delegates

Members who are self-employed or not otherwise remunerated for attending NRM North Management Committee meetings, may claim sitting fees in accordance with Department of Industrial Relations Policy “Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities” (12 May 2003). NRM North meetings include those meetings that a Management Committee member has been given delegation by the Management Committee to attend on behalf of NRM North.

Significant travel costs associated with meeting attendance may be reimbursed in accordance with Tasmanian Government Directive Department of Industrial Relations Directive No. 06/04 “Motor Vehicle Allowances” (September 04).

Management Committee Payments

as at 30th June 2016

<table>
<thead>
<tr>
<th>MANAGEMENT COMMITTEE MEMBERS AS AT 30 JUNE 2016</th>
<th>SITTING FEES</th>
<th>TRAVEL PAYMENTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Walch</td>
<td>$5,615</td>
<td>$495</td>
<td>$6,110</td>
</tr>
<tr>
<td>Michael Walsh</td>
<td>$1,130</td>
<td></td>
<td>$1,130</td>
</tr>
<tr>
<td>Maureen Bennett</td>
<td>$510</td>
<td>$166</td>
<td>$676</td>
</tr>
<tr>
<td>Dr Joanna Ellison</td>
<td>$1,020</td>
<td>$81</td>
<td>$1,101</td>
</tr>
<tr>
<td>Mike Steele</td>
<td>$93</td>
<td></td>
<td>$93</td>
</tr>
<tr>
<td>Tim Holder</td>
<td>$790</td>
<td></td>
<td>$790</td>
</tr>
<tr>
<td>Stuart Blom</td>
<td>$1,000</td>
<td></td>
<td>$1,000</td>
</tr>
<tr>
<td>Amanda Shepherd</td>
<td>$1,005</td>
<td></td>
<td>$1,005</td>
</tr>
<tr>
<td>John Carswell</td>
<td>$858</td>
<td></td>
<td>$858</td>
</tr>
<tr>
<td>Peter Sattler</td>
<td>$1,059</td>
<td></td>
<td>$1,059</td>
</tr>
<tr>
<td>Peter Voller</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$13,080</td>
<td>$742</td>
<td>$13,822</td>
</tr>
</tbody>
</table>
NRM North Management Committee Member Profiles

Mr James Walch
Epping Forest
- Manager of Stewarton Pastoral, a mixed farming business at Epping Forest
- Member TFGA Environment Policy forum

Mr Michael Walsh
Launceston
- CPA Finance Professional
- Financial Controller - Timberlands Pacific Pty Ltd
- Treasurer – Friends of Four Mile Creek (Coast Care Group)

Mrs Maureen Bennett
Elizabeth Town
- Partner in Farming Business
- Director of Cheese Manufacturing Business

Dr Joanna Ellison
Bridgenorth
- Senior Lecturer – Land & Food, University of Tasmania
- Member – Tamar NRM Reference Group
- Public Officer – Northern Tasmanian Eventing Club
- Member – Westbury Show Horse Committee
- Associate Editor – Wetlands Ecology and Management

Mr Timothy Holder
Launceston
- Executive General Manager – Tasmanian Broadcasters Pty Ltd
- Director – City Mission Inc.
- Director – Tourism Northern Tasmania
- Director – Launceston Chamber of Commerce
- Partner – Abes Audio

Mr Peter Voller
Launceston
- Manager, Natural Values Conservation, DPIPWE
- Chair, West Tamar Landcare Group
- Member, General Committee, Landcare Tasmania
- Small landholder in the West Tamar

Ms Amanda Shepherd
Launceston
- Deputy General Manager – Theatre North Inc
- Australian Institute of Company Directors, Member and Graduate

Mr Stuart Blom
Launceston
- Principal – Rae & Partners Lawyers
- Director – Heritage Isle Credit Union
- Australian institute of Company Directors, Member and Graduate

Mr John Carswell
Launceston
- Science Degree (UTas) Business Degree (Deakin University)
- Consultant geologist
- Fellow and Tasmanian Branch Committee Member of the Australasian Institute of Mining and Metallurgy

Mr Peter Sattler
Bridport
- Farmer – Beef Cattle and Potatoes
- Member – Bridport Lions Club
- Dorset NRM representative on the Scottsdale Irrigation Scheme
- Member – Great Forester Catchment Management Consultative Group
## Statement of Comprehensive Income

for the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>Note</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Government grants</td>
<td>2</td>
<td>1,955,525</td>
<td>2,427,277</td>
</tr>
<tr>
<td>Corporate contributions</td>
<td></td>
<td>660,521</td>
<td>475,026</td>
</tr>
<tr>
<td>Interest received</td>
<td></td>
<td>73,256</td>
<td>95,472</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td>568</td>
<td>933</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2,689,870</td>
<td>2,998,708</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td></td>
<td>(1,271,372)</td>
<td>(1,358,698)</td>
</tr>
<tr>
<td>Professional services</td>
<td></td>
<td>(141,517)</td>
<td>(133,830)</td>
</tr>
<tr>
<td>Communications and information technology</td>
<td></td>
<td>(50,329)</td>
<td>(48,434)</td>
</tr>
<tr>
<td>Contract services</td>
<td></td>
<td>(1,357,434)</td>
<td>(1,432,106)</td>
</tr>
<tr>
<td>Travelling and motor vehicle</td>
<td></td>
<td>(142,041)</td>
<td>(160,064)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td></td>
<td>(245,136)</td>
<td>(316,250)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>(3,209,829)</td>
<td>(3,449,382)</td>
</tr>
<tr>
<td><strong>Net surplus/(deficit)</strong></td>
<td></td>
<td>(519,959)</td>
<td>(450,674)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td></td>
<td>(519,959)</td>
<td>(450,674)</td>
</tr>
</tbody>
</table>
## Statement of Financial Position

as at 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2,135,337</td>
<td>2,668,247</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>92,079</td>
<td>90,870</td>
</tr>
<tr>
<td>Prepayments</td>
<td>15,937</td>
<td>16,319</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>2,243,353</td>
<td>2,775,436</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td>185,956</td>
<td>195,334</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>185,956</td>
<td>195,334</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>2,429,309</td>
<td>2,970,770</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>337,046</td>
<td>338,411</td>
</tr>
<tr>
<td>Provisions</td>
<td>132,015</td>
<td>156,143</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>100,248</td>
<td>138,721</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>569,309</td>
<td>633,275</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>77,706</td>
<td>97,558</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>62,316</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>140,022</td>
<td>97,558</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>709,331</td>
<td>730,833</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>1,719,978</td>
<td>2,239,937</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>1,350,472</td>
<td>1,884,450</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>369,506</td>
<td>355,487</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>1,719,978</td>
<td>2,239,937</td>
</tr>
</tbody>
</table>
## Statement of Changes in Equity

for the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>Future Projects Reserve $</th>
<th>Retained Earnings $</th>
<th>Capital Profits Reserve $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 July 2015</td>
<td>1,809,450</td>
<td>355,487</td>
<td>75,000</td>
<td>2,239,937</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>-</td>
<td>(519,959)</td>
<td>-</td>
<td>(519,959)</td>
</tr>
<tr>
<td>Transfers to and from reserves</td>
<td>(533,978)</td>
<td>533,978</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 30 June 2016</td>
<td>1,275,472</td>
<td>369,506</td>
<td>75,000</td>
<td>1,719,978</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Future Projects Reserve $</th>
<th>Retained Earnings $</th>
<th>Capital Profits Reserve $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 July 2014</td>
<td>2,285,230</td>
<td>295,381</td>
<td>110,000</td>
<td>2,690,611</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>-</td>
<td>(450,674)</td>
<td>-</td>
<td>(450,674)</td>
</tr>
<tr>
<td>Drawdown for acquisition of capital items</td>
<td>-</td>
<td>55,123</td>
<td>(55,123)</td>
<td>-</td>
</tr>
<tr>
<td>Transfers to and from reserves</td>
<td>(475,780)</td>
<td>455,657</td>
<td>20,123</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 30 June 2015</td>
<td>1,809,450</td>
<td>355,487</td>
<td>75,000</td>
<td>2,239,937</td>
</tr>
</tbody>
</table>

### Future Projects Reserve

Grant funding received by NRM North is generally provided for the purpose of achieving specified outcomes. NRM North manage these outcomes through the competitive tender process of service providers who are contracted by NRM North to deliver agreed services, and funds paid under those contracts are conditional upon successful completion of milestones and reporting targets. While funding received by NRM North is recognised as revenue when control of funds is obtained, the unspent portion of the funds is set aside as a reserve to indicate commitments for future and ongoing projects.

### Capital Replacement Reserve

The Capital Replacement Reserve relates to the replacement of capital assets. These assets include capital items such as IT infrastructure and related operating software, office furnishings and fittings and other capital items as necessary.
# Statement of Cash Flows

for the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>CASH FROM OPERATING ACTIVITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from customers</td>
<td>2,704,407</td>
<td>2,960,534</td>
</tr>
<tr>
<td>Contract payments</td>
<td>(1,550,633)</td>
<td>(1,587,732)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(1,315,352)</td>
<td>(1,334,273)</td>
</tr>
<tr>
<td>Other income</td>
<td>568</td>
<td>933</td>
</tr>
<tr>
<td>GST refunded/(remitted)</td>
<td>100,545</td>
<td>118,703</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(493,121)</td>
<td>(550,930)</td>
</tr>
<tr>
<td>Interest received</td>
<td>73,921</td>
<td>88,085</td>
</tr>
<tr>
<td><strong>Net cash provided by (used by) operating activities</strong></td>
<td><strong>(479,665)</strong></td>
<td><strong>(304,680)</strong></td>
</tr>
</tbody>
</table>

| **CASH FLOWS FROM INVESTING ACTIVITIES:** |        |        |
| Acquisition of plant and equipment | -      | (55,123) |
| **Net cash used by investing activities** | -      | (55,123) |

| **CASH FLOWS FROM FINANCING ACTIVITIES:** |        |        |
| Repayment of borrowings          | (53,245) | (49,338) |
| **Net cash used by financing activities** | (53,245) | (49,338) |

| **Net cash increase (decreases) in cash and cash equivalents** | (532,910) | (409,141) |
| Cash and cash equivalents at beginning of year | 2,668,247 | 3,077,388 |
| Cash and cash equivalents at end of year | 2,135,337 | 2,668,247 |
Summarised Notes to the Financial Statements
for the year ended 30 June 2016

1 BASIS OF PREPARATION OF THE SUMMARISED FINANCIAL STATEMENTS

The summarised financial statements are an extract from the full financial statements of NRM North for the year ended 30 June 2016.

The financial report covers Northern Tasmanian Natural Resource Management Association (“NRM North”) as an individual entity. NRM North is an association incorporated in Tasmania under the Associations Incorporations Act 1964 and operates as a not-for-profit entity.

The financial statements, specific disclosures and other information included in the summarised financial report are derived from and consistent with the full financial report of the association. The summarised financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the company as the full financial report. Further financial information can be obtained from the full financial report which is available, free of charge, on request to NRM North.

2 GRANT FUNDING REVENUE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Million Trees</td>
<td>59,377</td>
<td>53,000</td>
</tr>
<tr>
<td>Caring for Our Country</td>
<td>-</td>
<td>1,359,040</td>
</tr>
<tr>
<td>State - DPIPWE</td>
<td>4,565</td>
<td>78,790</td>
</tr>
<tr>
<td>State funding</td>
<td>246,667</td>
<td>246,667</td>
</tr>
<tr>
<td>Climate change funding</td>
<td>22,196</td>
<td>20,420</td>
</tr>
<tr>
<td>National Landcare Program funding</td>
<td>1,622,720</td>
<td>669,360</td>
</tr>
<tr>
<td></td>
<td>1,955,525</td>
<td>2,427,277</td>
</tr>
</tbody>
</table>

THE MANAGEMENT COMMITTEE DECLARE THAT:

1. the summarised financial report as set out on pages 40 to 44 is an extract from the full financial statements for the year ended 30 June 2016 and is consistent with the information contained in the full financial statements.

2. at the date of this statement, there are reasonable grounds to believe that NRM North will be able to pay its debts as and when they fall due.

This declaration is made in accordance with a resolution of the Management Committee.

James Walsh
Chairman NRM North

Michael Walsh
Treasurer NRM North
Dated: 2 September 2016
Independent Auditor’s Report on the Summarised Financial Statements

To the members of the Northern Tasmanian Natural Resource Management Association Incorporated

The accompanying summary financial statements, which comprises the summary statement of financial position as at 30 June 2016, the summary statement of comprehensive income, summary statement of changes in equity and summary statement of cash flows for the year then ended, related notes and Management Committee declaration, are derived from the audited financial report of Northern Tasmanian Natural Resource Management Association Incorporated for the year ended 30 June 2016. We expressed an unmodified audit opinion on that financial report in our report dated 2 September 2016.

The summarised financial statements do not contain all the disclosures required by Australian Accounting Standards reduced disclosure requirements. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Northern Tasmanian Natural Resource Management Association Incorporated.

Management Committees’ Responsibility for the Summarised Financial Statements

The Management Committee are responsible for the preparation and fair presentation of the summarised financial report.

Auditor’s Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited full financial report of Northern Tasmanian Natural Resource Management Association Incorporated for the year ended 30 June 2016 are consistent, in all material respects with that audited financial report.

Synectic Audit & Assurance Pty Ltd

Benjamin Coull
Director
Date: 2 September 2016
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