



Local Land
Services

Annual Report 2015–16



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Availability

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Disclaimer

The information contained in this publication is based on knowledge and understanding at the time of the report. However, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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The Hon. Niall Blair MLC

Minister for Primary Industries
Minister for Lands and Water

52 Martin Place
Sydney NSW 2000

Dear Minister

Submission of Local Land Services 2015–16 Annual Report

In accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*, and the Regulations under these Acts, I am pleased to submit to you the 2015–16 Annual Report of Local Land Services for presentation to the Parliament of NSW.

The annual report outlines the achievements for the 2015–16 financial year in the context of the organisation's strategic priorities and responsibilities.

These achievements were made possible by the expertise and commitment of regional staff and the leadership and direction of their Boards, with the support of the Executive Support Unit.

Yours sincerely

Tim de Mestre

Chair
Local Land Services Board of Chairs

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Chair's Report

I am pleased to present the Local Land Services Annual Report for the 12 months of operation from 1 July 2015 to 30 June 2016.

When I joined Local Land Services in February 2016 I had an appreciation of the complexities of our services as a ratepayer and customer. However, I have learnt so much more in the past five months about the partnerships and linkages we have with other agencies and key stakeholders.

I have also developed a more thorough understanding about the broad nature of our funding base. While there are many demands for our services, I am mindful that the NSW and Australian governments are key funding bodies, with ratepayer income reflecting one fifth of our funding. That portion is directed to biosecurity and emergency response activities.

In the two and a half years since the formation of Local Land Services on 1 January 2014, the business has expanded considerably. In merging the former Catchment Management Authorities and Livestock Health and Pest Authorities, as well as bringing across some agricultural advisory services, we have brought together a range of services.

We cover everything from agricultural production advice to biosecurity, natural resource management and emergency management in one organisation.

This gives us the opportunity to link related responsibilities, and to work with communities across these responsibilities, rather than in agency silos.

There is no other independent organisation like us in NSW. We have people on the ground throughout the state providing information, resources and support that farmers need to help protect their land, produce, businesses and way of life. We also help communities to be profitable and sustainable for the future.

The NSW Natural Resources Commission (NRC) is as an essential and constructive component of our regional arrangements, providing independent oversight, ensuring performance standards and a continual improvement approach.

In a model that is unique in Australia, the NRC undertakes independent audits of our regional plans and progress against their targets. In 2015 they also examined pest animal management issues across the state.



"As we move into our third year of operation, we will continue to bring value to those who work with us for a healthier and more productive landscape."

We will be increasingly accountable from 2016–17 onwards, now that we have finalised our State Strategic Plan and 11 local strategic plans.

The approval of those plans was a significant milestone for us during this financial year and we now have a clear direction to move forward, which will guide the decisions of the Board of Chairs, as well as our 11 local boards.

As we move into our third year of operation, we will continue to bring value to those who work with us for a healthier and more productive landscape.

In the past year, the NRC completed audits into our communications and governance arrangements.

The recommendations from these audits will help us review the structure and role of the Board of Chairs and how we provide statewide services to support the regions and ensure continuity and consistency across regions.

During next year we will be considering what is best done statewide, what can be done regionally and what services are suited to local delivery by each region.

While we recognise that we operate in a varied social and environmental context in each region and that local boards have been put in place to make local decisions, many of our organisational systems and processes have been centralised already now that we sit within the larger Department of Industry.

This creates efficiencies and ensures consistency across the state.

In my visits around the regions over the past five months, I have been heartened by the dedication, skill and commitment of our staff and Boards, and the trust placed in us by our customers and stakeholders.

I have also been impressed with the energy being put into innovative projects that have ranged from two mobile phone apps to GPS collars to track the movements of wild dogs and the use of iPads to track locusts.

One app in the Northern Tablelands is an effective tool for communicating flood warnings, disease outbreaks and essential information, while the other was developed in the Greater Sydney region to provide information to landholders who do not live on their properties and need to be aware of their responsibilities.

Through the NSW Government's \$15 million Local Landcare Coordinators Initiative, we are also seeing more grassroots projects developed in local communities that help meet community needs.

One of the most innovative is the Floating Landcare initiative in the Greater Sydney region that has attracted more than 400 volunteers, who have contributed the equivalent of half a million dollars in bush regeneration activities across 17 different sites.

Further west we also regularly see neighbours joining forces to tackle pest animal management in a partnership approach that helps share the responsibility of biosecurity.

You will see in this report that our regions have partnered with universities and other research institutes to develop more than 50 research and development projects. We also contributed more than \$8 million in funding across all regions to 256 non-government community organisations for a diverse range of projects that had an average value of over \$23,000.

Our field days are increasingly offering information about new and exciting approaches to improving farm productivity, while also providing social opportunities for many landholders who struggle with isolation and the economic challenges that difficult seasonal conditions present.

We are also moving further towards online interaction with our customers.

Last year, nearly half of our 155,000 ratepayers lodged their annual land and stock return notices online and an increasing number of people are now engaging with us through social media.

We also received nearly 700 responses online to the draft statewide framework that was developed to help us better manage the vast network of travelling stock reserves that we are responsible for.

I was also encouraged when we received more than 400 applications for the 45 positions available as chairs and members of our 11 local boards.

This response included more than 150 women and will help ensure we have representation from a range of interests across the regions when the Minister appoints new members to our board for the next term.

We will be continuing to encourage our ratepayers to enrol to vote so that we can further increase this coverage amongst our customers when elections are held in early 2017.

I encourage you to read our 2015–16 Annual Report as a summary of how we have served our community and the value we have delivered.

"In my visits around the regions over the past five months, I have been heartened by the dedication, skill and commitment of our staff and boards, and the trust placed in us by our customers and stakeholders."



Tim de Mestre

Chair
Local Land Services Board of Chairs
October 2016

Who is Local Land Services?

Our charter

Local Land Services was formed in 2014 to deliver integrated services to landholders of NSW.

Across NSW, 11 regions, 79 board members and some 800 staff work together to deliver the priorities of our investors:

- ratepayers of NSW
- NSW government
- Australian government, primarily through the National Landcare Programme.

The organisation operates under the *Local Land Services Act 2013*.

Our aims and objectives

Local Land Services works with land managers and the community to improve primary production within healthy landscapes.

We also assist rural and regional communities to be profitable and sustainable into the future.

We connect individuals with networks, information, support and funding to improve agricultural productivity and better manage our natural resources.

Local Land Services is one statewide organisation offering integrated services, delivered regionally and tailored for each community, industry and landscape.

Our organisation is governed by a Board of Chairs, with an independent Chair and 11 Chairs of regional boards.

The Board of Chairs is accountable to the Minister for Primary Industries and is responsible for the oversight of Local Land Services' strategy and governance.

This includes ensuring Local Land Services is aligned with NSW Government priorities. Local regions provide our front line services.

We are uniquely placed to provide on-ground and face-to-face assistance to land managers throughout the state to help protect their land, business and way of life.

Each region has a local board that is responsible for communicating and engaging with their local communities.

They provide oversight of the following, in line with local and state priorities:

- corporate governance
- regionally appropriate programs
- local strategic plans
- budgets.

Regions vary in geographic and organisational size and approach their local priorities in different ways, which is why it is so important to be locally focused.

Local community advisory groups provide input into the development of plans, projects and services, and are an integral link between Local Land Services and the community we serve.

Our customers, stakeholders and investors

Our Customers: any land manager within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

Our Stakeholders: those organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

Investors: those organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.

Our vision

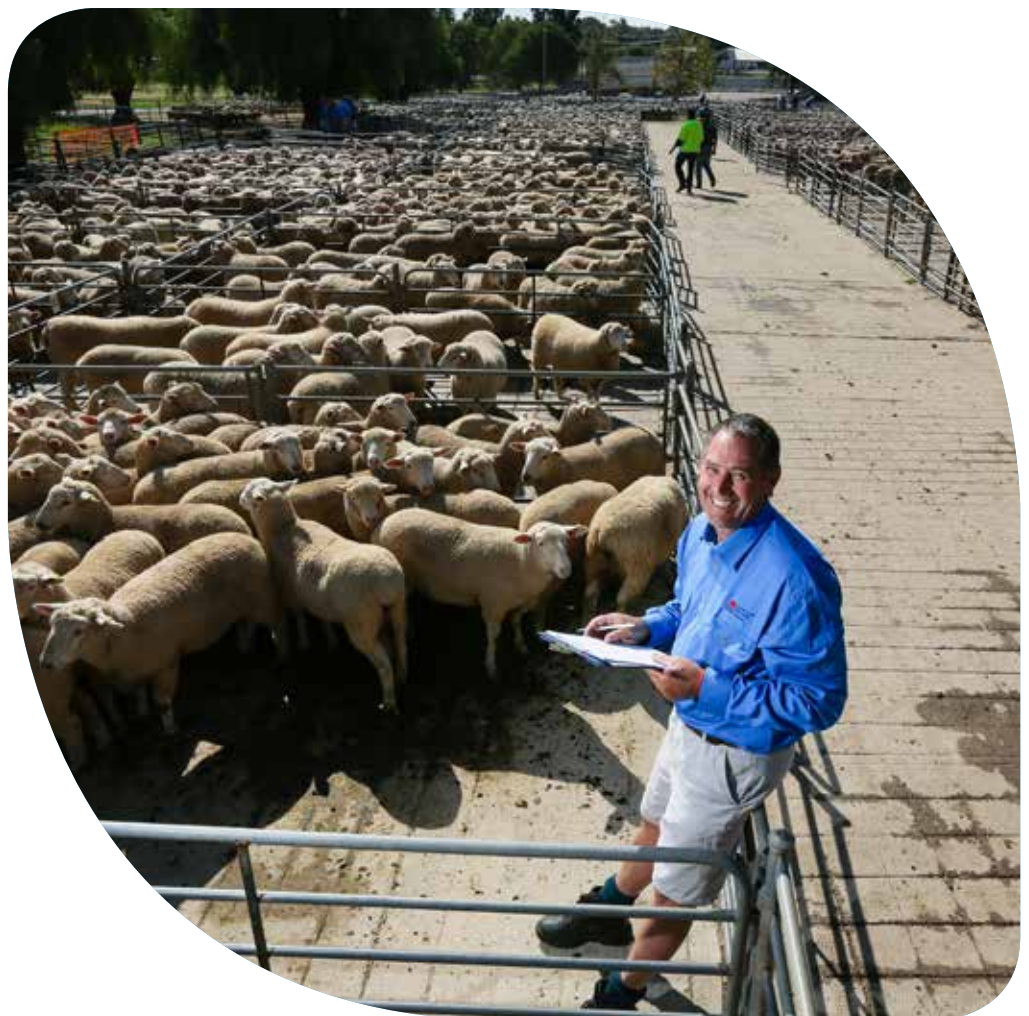
Resilient communities in productive, healthy landscapes.

Our mission

To be a customer-focused business that enables improved primary production and better management of natural resources.

Our values

- Accountability
- Collaboration
- Innovation
- Integrity
- Performance
- Service
- Trust.



Our strategic direction

Local Land Services' State Strategic Plan and 11 local strategic plans set the vision and goals for the organisation.

The State Plan looks ahead 10 years, while local plans outline regional direction for the next five years.

Together, they outline the strategies which will achieve the organisation's goals.

The plans set priorities and outline the way services will be delivered.

Key performance indicators outline what success will look like and how investors and stakeholders can measure performance.

The strategy's foundations are built on the local focus of Local Land Services, underpinned by local decision making and accountability. Each of the 11 local regions is responsible for service delivery and local strategy.

As part of strategic planning, these functions include community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at a local level.

State strategic plan

The Local Land Services State Strategic Plan is consistent with the *Local Land Services Act 2013*.

This Act requires the development of a state strategic plan which sets the vision, priorities and overarching strategy for Local Land Services, with a focus on appropriate economic, social and environmental outcomes.

The State Strategic Plan considers:

- any state priorities for Local Land Services
- provisions of any environmental planning instrument under the *Environmental Planning and Assessment Act 1979*
- any other existing natural resource management plans
- sound evidence-based practices to support primary industries, resilient communities and healthy landscapes
- the need for engagement of the community, including the Aboriginal community.

Local strategic plans

The 11 Local Land Services regions have each developed local strategic plans aligned with the state strategic plan.

State and local alignment is an essential part of the Local Land Services model, where strong, highly-devolved local delivery is balanced with the benefits and resources of being part of a single larger organisation.

The state and local strategic plans also seek to draw out best-practice strategic planning and delivery.

This means the plans are simple, aspirational and evidence-based. The plans address investor preferences and the requirements of the performance standard for Local Land Services.

They put the customer at the centre of the organisation.

Consultation and endorsement

The Minister for Primary Industries endorsed the State Strategic Plan and 11 local strategic plans after a six-week consultation period in late 2015.

The community, our customers and key stakeholders were consulted in a variety of ways, including individual briefings, public meetings, community advisory groups and via the online engagement tool, Local Land Services Open.

More than 270 submissions were received regarding the 12 draft plans, with all feedback being recorded, prioritised and, where appropriate, incorporated into the final plans.

Our goals and strategies

GOAL 1: Resilient, self-reliant and prepared local communities.	GOAL 2: Biosecure, profitable, productive and sustainable primary industries.	GOAL 3: Healthy, diverse and connected natural environments.	GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.
STRATEGY 1: Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.			STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus.
STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.			
STRATEGY 3: Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.			
STRATEGY 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.			
STRATEGY 5: Ensure local people participate in decision making.			
STRATEGY 6: Connect research and development with extension to address priority data, information and knowledge gaps and barriers to improved practice.			
STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.			
STRATEGY 8: Deliver consent and compliance services that educate and protect communities and industries.			
STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.			STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.
			STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation.

Our services

We provide integrated and coordinated services to achieve our three customer-focused goals:

1. Resilient, self-reliant and prepared local communities

Agricultural production

We assist our primary industries through advisory services and support to agriculture, including information on:

- farm management
- land capability
- cropping
- pastures
- mixed farming
- horticulture
- seasonal conditions.

Emergency management

In partnership with the Department of Primary Industries, we help manage livestock and disease emergencies.

These include drought, bushfires and floods and biosecurity events involving plants, animals and pest insects.

We also work alongside other agencies to provide vital support in emergencies where agricultural industries are impacted, including natural disasters such as flood and bushfire.

We help to build landholders' capacity to plan, prepare, respond and recover from biosecurity emergencies and natural disasters.

Drought assistance and other natural disaster relief

We help people prepare for dry times and the impacts of climate change, and play a key role in producing regional seasonal conditions reports.

Aboriginal communities

We support Aboriginal people to care for Country, share traditional land management knowledge and help protect and strengthen Aboriginal cultural heritage.

2. Biosecure, profitable, productive and sustainable primary industries

Biosecurity

Biosecurity is the protection of the environment, economy and community from the impacts of pests and diseases.

We work with landholders, industry and the community to minimise biosecurity risks and their impacts on agricultural production, international market access or environmental health.

Livestock health

We deliver frontline livestock health and disease surveillance services in NSW.

Our district veterinarians and biosecurity officers deliver a range of national, state and local programs, all aimed at safeguarding market access and improving livestock productivity.

Our focus with livestock health is:

- emergency disease prevention
- preparedness and response
- advisory and diagnostic services
- disease surveillance and reporting
- residue investigation and management
- certification
- traceability systems such as the National Livestock Identification System (NLIS).

Stock movement and identification

We administer permits for moving and grazing stock on public roads and travelling stock reserves (TSRs).

We also administer a variety of stock identification systems including property identification codes, branding, earmarking and advice on NLIS.

Maintaining TSRs

We manage approximately 500,000 hectares within the TSR network throughout NSW.

These networks of Crown land provide invaluable fodder reserves and provide important landscape and ecological functions, as well as being popular recreational areas.

TSRs can be especially beneficial in times of drought, bushfire or flood.

Protecting our agricultural industry

Our district veterinarians and biosecurity officers are empowered as stock inspectors in NSW.

Their role includes visiting saleyards to ensure compliance with the NLIS and educating producers about the importance of tracing livestock.

Good surveillance detects problems early and ensures the quality and safety of NSW livestock and livestock products and access to domestic and international markets.

Pest animal and insect control

Pest animals and insects cause serious economic losses to agricultural production, pose a risk of exotic disease, threaten the survival of many native species and cause environmental degradation.

We work with landholders to minimise the impact of pests on agricultural production and the environment.

We provide education, training and support and help coordinate group control programs—bringing landholders together to control wild dogs, rabbits, foxes, pigs, plague locusts and other pests.

3. Healthy, diverse and connected natural environments

Natural resource management

Healthy ecosystems underpin successful, productive primary producers and communities.

Through investment from the NSW and Australian governments, we support a healthy ecosystem across the landscapes of NSW.

We help landholders and communities improve the quality of our land, soil, vegetation and water, through:

- grants and funding for on-ground projects
- partnerships
- training and education.

Native vegetation

Native vegetation benefits both on-farm production and environmental health.

Healthy native vegetation can increase land values and productivity while reducing operating costs.

We work with land managers to develop native vegetation clearing consents.

Our funding partners and review of operations

The services we provide are funded in a variety of ways.

The NSW Government provides funding through a Treasury grant to fund our core functions and through the Catchment Action NSW program.

Catchment Action NSW funding is provided to Local Land Services by the Office of Environment and Heritage. In 2015–16 this amount was \$25.1 million.

It offers regionally-delivered project funding to address state natural resource management priorities, including support for biodiversity, native vegetation, threatened species and Aboriginal cultural heritage outcomes.

The Australian Government is an important funding partner, primarily through the National Landcare Programme (NLP).

The programme helps drive sustainable agriculture, as well as supporting the protection, conservation and rehabilitation of Australia's natural environment.

In 2015–16 the NLP provided \$26.4 million to Local Land Services.

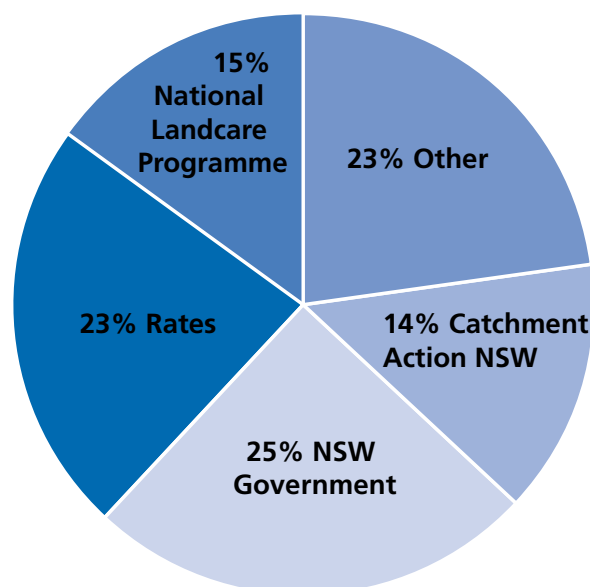
Ratepayers also contribute significantly to funding our biosecurity, livestock health and welfare services.

Market access and healthy and productive industries rely on these services. Private industry partnerships and investments also contribute to our work.

In 2015–16 Local Land Services received \$32.6 million in rates revenue.

This model ensures each group gains maximum value from their investment.

The following chart outlines our expenditure by source.



Local Land Services funding structure 2015–16.

'Other' includes competitive grants from bodies outside the key programs (ie National Landcare Programme and Catchment Action NSW), smaller commercial transactions and miscellaneous revenue from a range of minor activities.

Economic or other factors affecting the achievement of operational objectives

The nature of our funding base provides relative protection from the impact of general economic factors that affect the broader economy.

Although our operational activities have a higher exposure to impacts from climate events (for example, flood), there were no events on the scale to affect achievement of operational objectives during 2015–16.

Our activities are continually subject to the varying seasonal conditions that occur throughout the state of NSW.

Management and activities

As a relatively new organisation, Local Land Services is developing a range of plans that include processes to benchmark current performance and processes for improvement at statewide and local level.

At high level, the State Strategic Plan was released in June 2016. The goals and strategies that form the basis of this plan are outlined on pages seven and eight of this report.

Part 3 Division 2 Section 30 of the *Local Land Services Act 2013* requires local boards to prepare an annual report before 30 March each year on the following matters:

- (a) the performance of any functions under this Act exercised in the local board's region (whether by the local board or another person or body)
- (b) the exercise by the local board of any functions under this Act outside the local board's region.

These reports provide an in-depth outline of regional operations and are available from www.lls.nsw.gov.au

At the statewide level, there were a number of significant projects and strategic initiatives throughout the reporting period, as outlined below.

Strategic plans

In 2016, the Minister for Primary Industries endorsed our 2016-26 State Strategic Plan and the 11 local strategic plans that flow from it. This followed a six-week consultation period in 2015 that attracted more than 270 submissions regarding the 12 draft plans.

The State Strategic Plan sets our vision and goals for the next 10 years and outlines the strategies for achieving these goals. It defines organisational priorities and outlines the way services will be delivered to build resilient communities and meet local needs.

As the plans roll out across the state, regions will develop their business plans out of these documents.

Performance improvement framework

At our request, NRC has developed a draft Performance and Improvement Framework to support consistent measurement of activities and outcomes, as set out in our State Strategic Plan and 11 local strategic plans.

This framework will allow regular reporting and monitoring against these plans. Once the framework is finalised, we will be able to report progress in implementing strategic plans line with these KPIs.

Accommodation strategy

Current NSW Government policy requires agencies that own properties to transfer them to Government Property NSW so that they can focus on delivering services instead of managing assets.

In light of this direction, our Accommodation Strategy identified 65 Local Land Services properties previously owned by Livestock Health and Pest Authorities that should be vested to Government Property NSW. These properties have a total value of approximately \$21 million.

The vesting process will take place in the next financial year. We will lease back relevant properties via an occupancy agreement.

Some of our current premises need work and others are no longer fit for purpose, so alternative accommodation arrangements will need to be considered, including co-locating with other agencies.

Pest and weed funding

We received more than 220 applications for the 2015-16 Pest and Weed Drought program, which offered a total of \$3 million in funding from the Australian Government.

We administered the program through a competitive application process, with funds to be allocated to projects that best meet the intent of the funding agreement.

Applicants were called from nine regions, with South East and Greater Sydney Local Land Services excluded, based on a needs basis with drought conditions.

A central assessment panel was set up to determine the successful applicants, with a focus on outcomes that achieve the best coverage within and across regions, particularly projects that bring groups of neighbours together.

Agricultural advisory services

A key part of our role is to help people make better decisions about the land they manage. We provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.

We also provide products and advisory services that support and enable customers to implement improved practices.

Our regional model and the integration of the agricultural advisory services we offer allows us to be a key player in providing these services and distinguishes us from other 'retail' providers.

In a bid to promote these roles to researchers, industry and land managers, we have been working on ways to improve the way we deliver these advisory services.

We attended a national workshop hosted by the Australian Government's Rural Industries Research and Development Corporation in June 2016 to confirm where we sit within the national advisory services landscape.

We are also developing a clear framework to respond to opportunities as they arise to build a strong relationship with NSW DPI across the research, development and engagement spectrum and consult with external agencies.

Travelling stock reserves

The *Local Land Services Act 2013* gives Local Land Services a chance to improve the way TSRs are managed. As part of the Crown Lands Management Review that began in 2012 into how NSW Crown land is managed, it was recognised that the uses of TSRs has changed over the years.

In September 2015 we launched a consultation process on the draft State NSW TSR Planning Framework. This process generated 688 responses, showing a strong level of interest in the future management of TSRs.

The statewide planning framework has been designed to help us manage nearly 500,000 hectares of TSRs throughout the state under our care, control and management. This consultation process aimed to identify the values that local people hold important for TSRs, including biodiversity and Aboriginal cultural heritage values.

Where the reserves are fit for purpose, the first priority today is to maintain access for travelling stock, but we have a wide range of interests to consider. Our challenge is to understand what's important to the community so we can find the right balance of economic, cultural, recreational and environmental uses over time. The statewide framework will allow us to develop a regional management plan for TSRs, taking into consideration what matters to the community.

The Draft NSW TSR State Planning Framework was approved by the Board of Chairs in April 2016. Regional plans will be developed in line with this framework and must be finalised by 30 June 2017.

Customer service survey

The *Local Land Services Act 2013*, our mission statement and statewide Strategic Plan 2016 identify customer satisfaction as a long-term indicator of success. To establish a benchmark to evaluate and improve customer service levels, we conducted a customer satisfaction survey in October 2015.

An independent research company was engaged to ask 2,300 land managers (200 from each region and 100 public land managers) what they thought of our services through a telephone survey.

Questions covered our overall performance, complaints, communication methods, satisfaction with our services, employee values and behaviour and brand awareness.

The results show how Local Land Services has performed as an entire organisation as well as regionally, with results being used to improve key areas of service.

Figure one below highlights statewide results.



Figure 1: High level results from customer satisfaction survey

Weeds committees

The Natural Resources Commission Weed Review 2014 found significant differences in the effectiveness of weed management across NSW. This was largely because of complex processes and duplications in planning, delivery and funding arrangements.

Our responsibilities are defined in the NRC Weed Review recommendations as:

- delivering regional strategic weed management plans
- facilitating and coordinating regional strategic planning
- assisting with education and community outreach programs.

During 2015-16 we have been replacing 14 existing Weed Advisory Committees with 11 statutory Regional Weed Committees. These regional committees will comprise Local Control Authorities, public and private landholders and community members. The establishment of regional committees is a high priority for Local Land Services to support regional planning under the Biosecurity Act.

The NSW weed reforms provide an opportunity to deliver better outcomes on a landscape scale and allow operations across organisational and tenancy boundaries.

Our approach is to build on past weed management successes to achieve a balance between statewide consistency and regional diversity. One way to achieve this balance is by establishing a Weeds Community of Practice that will be made up of Local Land Services staff who have lead the establishment of weed committees in their regions.

Although regional committees will involve a range of partners, Local Land Services has worked closely with local government due to their major role in weed management under the existing legislation.

Audits

Since our establishment on 1 January 2014, we have been the subject of two scheduled Natural Resources Commission (NRC) statutory performance audits examining corporate governance and communications. These audits made a number of recommendations, which have been considered by the Board of Chairs for implementation over the next few years. Formal responses to the NRC audits are being considered by the NSW government.

Board recruitment

The Local Land Services Act 2013 sets a limit on the length of time a board member can be in office. In May this year we called for applications for 45 appointed chairs and local board members. We appointed recruitment specialist Watermark Search International to undertake the recruitment. More than 400 applications were received, including 152 from women and 15 from people who identified as being of Aboriginal or Torres Strait Islander background.

Local Landcare Coordinators Initiative

One of our key partnerships is with Landcare NSW. We work together to deliver strategically-aligned programs, as well as unlocking the potential of Landcare volunteers.

We signed a Memorandum of Understanding with Landcare in 2015 that will strengthen the partnership between us for the benefit of communities and landscapes throughout NSW.

As part of the NSW Government's \$15 million Local Landcare Coordinators Initiative, announced in September 2015, more than 60 part-time coordinators have been employed by non-profit organisations across NSW. These Landcare Coordinators will help build and support Landcare and community networks across the state over three and a half years. The initiative is jointly managed by Local Land Services and Landcare NSW and facilitated by the NRC.



Local Land Services financial statements

For the year ended 30 June 2016



Local Land Services

Financial Statements

For the year ended 30 June 2016

Local Land Services

STATEMENT BY BOARD MEMBERS

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

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

- (a) The accompanying consolidated financial statements exhibit a true and fair view of the financial position of Local Land Services and its controlled entity Local Land Services Staff Agency as at 30 June 2016, and their financial performance for the twelve month period then ended.
- (b) The financial statements have been prepared in accordance with:
 - The applicable Australian Accounting Standards, which include Australian Accounting Interpretations and other mandatory professional reporting requirements;
 - The requirements of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions; and
 - The Financial reporting directions published in the Financial Reporting Code for NSW Government Sector Entities or issued by the Treasurer.
- (c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

For and on behalf of the Board of Chairs



Richard Bull
Board Member
Local Land Services Board of Chairs

Dated 30.09.2016



Susan Hooke
Board Member
Local Land Services Board of Chairs

Dated 30.09.2016



INDEPENDENT AUDITOR'S REPORT

Local Land Services

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Local Land Services, which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information. The consolidated entity comprises Local Land Services and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of Local Land Services and the consolidated entity as at 30 June 2016, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of Local Land Services and the consolidated entity in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

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

The Local Land Services Board of Chairs Responsibility for the Financial Statements

The members of the Local Land Services Board of Chairs are responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board of Chairs determine is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board of Chairs must assess the ability of the Local Land Services and the consolidated entity to continue as a going concern unless operations will be dissolved by an Act of Parliament or otherwise cease. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>.

The description forms part of my auditor's report.

My opinion does not provide assurance:

- that Local Land Services or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



C J Giumelli
Director, Financial Audit Services

4 October 2016
SYDNEY

LOCAL LAND SERVICES
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

	Notes	Consolidated			Parent	
		Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Expenses excluding losses						
Operating expenses						
Employee related	2(a)	81,594	86,735	77,041	-	-
Personnel services	2(b)	-	-	-	82,403	77,252
Other operating expenses	2(c)	51,658	34,999	52,559	51,658	52,559
Depreciation and amortisation	2(d)	2,813	2,720	3,291	2,813	3,291
Grants and subsidies	2(e)	36,074	37,240	34,823	36,074	34,823
Finance costs	2(f)	-	-	6	-	6
Total expenses excluding losses		172,139	161,694	167,720	172,948	167,931
Revenue						
Sale of goods and services	3(a)	6,222	5,500	5,579	6,222	5,579
Investment revenue	3(b)	652	1,200	2,572	652	2,572
Grants and contributions	3(c)	77,306	29,251	117,147	80,715	120,053
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	3,409	2,494	2,906	-	-
Other revenue	3(e)	9,248	45,927	9,628	9,248	9,628
Rates	3(f)	32,592	37,700	31,388	32,592	31,388
Total revenue		129,429	122,072	169,220	129,429	169,220
Gain / (loss) on disposal	4(a)	511	-	9	511	9
Other gains / (losses)	4(b)	5	-	14	5	14
Net result		(42,194)	(39,622)	1,523	(43,003)	1,312
Other comprehensive income						
Items that will not be reclassified to net result						
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		20,002	-	1,058	20,002	1,058
Superannuation actuarial gains / (losses)	1(j)(iv)(c)	-	-	(211)	-	-
Total other comprehensive income		20,002	-	847	20,002	1,058
TOTAL COMPREHENSIVE INCOME		(22,192)	(39,622)	2,370	(23,001)	2,370

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	Notes	Consolidated			Parent	
		Actual	Budget	Actual	Actual	Actual
		2016	2016	2015	2016	2015
\$'000						
ASSETS						
Current assets						
Cash and cash equivalents	5	64,849	48,170	92,630	64,849	92,630
Receivables	6	10,869	10,358	20,517	10,732	17,707
Inventories	7	1,594	1,685	1,408	1,594	1,408
Biological assets	8	40	-	41	40	41
Assets held for sale	9	199	-	201	199	201
Total current assets		77,551	60,213	114,797	77,414	111,987
Non-current assets						
Inventories		-	26	-	-	-
Property, plant and equipment	10					
- Land and buildings		481,896	458,996	461,545	481,896	461,545
- Plant and equipment		4,199	4,670	5,416	4,199	5,416
- Infrastructure systems		24,112	24,030	24,939	24,112	24,939
- Work in progress		-	-	735	-	735
Total inventory and property, plant and equipment		510,207	487,722	492,635	510,207	492,635
Intangible assets						
- Intangible assets		987	1,183	1,113	987	1,113
Total intangible assets	11	987	1,183	1,113	987	1,113
Total non-current assets		511,194	488,905	493,748	511,194	493,748
Total assets		588,745	549,118	608,545	588,608	605,735
LIABILITIES						
Current liabilities						
Payables	13	28,700	12,865	25,346	44,476	38,650
Provisions	14(a)(b)	15,693	10,250	14,412	709	914
Other	15	1,980	853	1,793	1,980	1,793
Total current liabilities		46,373	23,968	41,551	47,165	41,357
Non-current liabilities						
Provisions	14(c)	929	8,062	2,616	-	-
Other	15	880	1,000	814	880	814
Total non-current liabilities		1,809	9,062	3,430	880	814
Total liabilities		48,182	33,030	44,981	48,045	42,172
Net assets		540,563	516,088	563,564	540,563	563,564
EQUITY						
Reserves		21,060	-	1,058	21,060	1,058
Accumulated funds		519,503	516,088	562,506	519,503	562,506
Total equity		540,563	516,088	563,564	540,563	563,564

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

Consolidated Entity	Accumulated Funds	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at 1 July 2015	562,506	1,058	563,564
Net result for the period	(42,194)	-	(42,194)
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	20,002	20,002
Total other comprehensive income	-	20,002	20,002
Total comprehensive income for the period	(42,194)	20,002	(22,192)
Transfers to / (from) reserves	-	-	-
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to transfer of prepaid superannuation to Crown Entity	(2,785)	-	(2,785)
Increase / (decrease) in net assets due to transfer of unfunded superannuation to Crown Entity	1,976	-	1,976
Total transactions with owners in their capacity as owners	(809)	-	(809)
Balance at 30 June 2016	519,503	21,060	540,563
Balance at 1 July 2014	554,719	-	554,719
Net result for the period	1,523	-	1,523
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	1,058	1,058
Superannuation actuarial gains / (losses)	(211)	-	(211)
Total other comprehensive income	(211)	1,058	847
Total comprehensive income for the period	1,312	1,058	2,370
Transfers to / (from) reserves	-	-	-
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to TSR recognition	6,475	-	6,475
Total transactions with owners in their capacity as owners	6,475	-	6,475
Balance at 30 June 2015	562,506	1,058	563,564

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

Parent Entity	Notes	Accumulated Funds	Asset Revaluation Reserve	Total Equity
		\$'000	\$'000	\$'000
Balance at 1 July 2015		562,506	1,058	563,564
Net result for the period		(43,003)	-	(43,003)
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment		-	20,002	20,002
Total other comprehensive income		-	20,002	20,002
Total comprehensive income for the period		(43,003)	20,002	(23,001)
Transfers to / (from) reserves		-	-	-
Balance at 30 June 2016		519,503	21,060	540,563
Balance at 1 July 2014		554,719	-	554,719
Net result for the period		1,312	-	1,312
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment		-	1,058	1,058
Total other comprehensive income		-	1,058	1,058
Total comprehensive income for the year		1,312	1,058	2,370
Transfers to / (from) reserves		-	-	-
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets due to TSR recognition		6,475	-	6,475
Total transactions with owners in their capacity as owners		6,475	-	6,475
Balance at 30 June 2015		562,506	1,058	563,564

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

	Notes	Consolidated			Parent	
		Actual	Budget	Actual	Actual	Actual
		2016	2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee related		(78,368)	(84,241)	(74,604)	-	-
Personnel services expense		-	-	-	(78,368)	(74,604)
Grants and subsidies		(36,074)	(37,240)	(34,820)	(36,074)	(34,820)
Finance costs		-	-	(6)	-	(6)
Other supplier payments		(47,001)	(35,456)	(64,534)	(47,001)	(64,534)
GST paid on purchases		(6,700)	-	(8,413)	(6,700)	(8,413)
Total payments		(168,143)	(156,937)	(182,377)	(168,143)	(182,377)
Receipts						
Sale of goods and services		6,222	5,500	5,579	6,222	5,579
Interest received		208	1,200	2,190	208	2,190
Rates		34,097	37,700	49,665	34,097	49,665
Grants and contributions		77,306	29,251	114,747	77,306	114,747
Other customer receipts		21,263	45,927	17,735	21,263	17,735
GST received on amounts received		1,012	-	1,353	1,012	1,353
Total receipts		140,108	119,578	191,269	140,108	191,269
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	(28,035)	(37,359)	8,892	(28,035)	8,892
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		1,426	-	1,272	1,426	1,272
Purchases of land and buildings, plant and equipment and infrastructure systems		(1,172)	(5,343)	(1,347)	(1,172)	(1,347)
NET CASH FLOWS FROM INVESTING ACTIVITIES		254	(5,343)	(75)	254	(75)
CASH FLOWS FROM FINANCING ACTIVITIES						
Repayment of borrowings and advances		-	-	(59)	-	(59)
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	(59)	-	(59)
NET INCREASE/(DECREASE) IN CASH						
Opening cash and cash equivalents		(27,781)	(42,702)	8,758	(27,781)	8,758
		92,630	90,872	83,872	92,630	83,872
CLOSING CASH AND CASH EQUIVALENTS	5	64,849	48,170	92,630	64,849	92,630

The accompanying notes form part of these financial statements.

Notes to and forming part of the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

Local Land Services (LLS) is a statutory body, established pursuant to the *Local Land Services Act 2013* (the LLS Act) which commenced on 1 January 2014.

LLS is a NSW Government agency and is charged with the responsibility for delivering local land services in the social, economic and environmental interests of the State. LLS has responsibilities in the areas of biosecurity, natural resource management, agricultural advisory and emergency management. Functions are exercised in each of these key areas with a focus on regional delivery and alignment with State objectives.

The LLS Act does not allow LLS to employ staff. Under the *Government Sector Employment Act 2013*, LLS arranges personnel services through the Local Land Services Staff Agency (LLSSA). LLSSA is a controlled entity of LLS and together the two entities form the economic entity reflected in these consolidated financial statements.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

LLS is a not-for-profit entity (as profit is not its principle objective) and does not have a cash generating unit.

These financial statements have been authorised for issue by the Chair of the Board of the Chairs on 30 September, 2016.

(b) Basis of preparation

LLS's financial statements are general purpose financial statements which, subject to note 1(a), have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1963*, The Public Finance and Audit Regulation 2015; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit and loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Any judgements, key assumptions or estimates management has made are disclosed in the relevant notes to the financial statements.

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

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Significant accounting judgements, estimates and assumptions

(i) Significant accounting judgement

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

(ii) Significant accounting estimates and assumptions

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

(e) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit general government sector agencies.

(f) Insurance

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

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

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

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

(h) Income recognition

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

(i) Grants or contributions

Grants or contributions from government and other bodies are generally recognised as income when LLS obtains control or the right to receive the contributions. Control over a grant or contribution is normally obtained upon the receipt of cash. In other cases recognition may be based on the achievement of milestones which would allow the control of the funds to pass to LLS.

(ii) Sale of goods and services

Revenue from the sale of goods is recognised as revenue when LLS transfers the significant risks and rewards of ownership of the assets and the amount of revenue is reliably measured.

Revenue for the rendering of services is recognised when the service provided or by reference to the stage of completion.

(iii) Rates and charges

Rates are levied annually for the calendar year. Interest is charged on overdue rates, the rates are set at the Commonwealth Bank overdraft index rate as at 1 January of the rating year plus 2%. For 2016 the interest rates on overdue rates are 11.46% (2015 - 11.98%).

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(i) Assets

(i) Acquisition of assets

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

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised. All amounts below \$5,000 are expensed to profit and loss as incurred.

(iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into consideration, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 12 for further information regarding fair value.

LLS re-values each class of property, plant and equipment with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. A revaluation of the TSR's was completed by LPI (Land and Property Information) in 2014 and was based on an independent assessment.

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

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

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. LLS has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

LLS undertook a revaluation of freehold land and building assets during the year. Herron Todd White and Opteon Property Group were engaged and valuations conducted during May and June. The values of freehold land and buildings were revalued in accordance with the valuations obtained.

The methods of revaluing the Crown land assets utilises a mass valuation technique as follows:

Travelling Stock Routes and Stock Watering Places

The determination of global rates per hectare for a variety of land classifications for each local government area is considered the most appropriate approach to determine a value for the Travelling Stock Routes (TSR) and Stock Watering Places (SWP). For the mass valuations, a valuation rate per hectare was provided by Land and Property Information (LPI) on behalf of Department of Primary Industry - Lands (formerly NSW Crown Lands). The TSR vested to and under the effective control of LLS was valued at \$443,425,781 as at 30 June 2016.

(iv) Impairment of property, plant and equipment

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

LLS transfers the carrying value of land for Aboriginal land claims which have been granted to Department of Industry - Lands. The amount, representing the fair value of land granted based on estimated size of the land, is expensed when granted. Until the land is surveyed, the precise area to be transferred is unknown.

(v) Contaminated land

When the Environmental Protection Authority identifies land as contaminated and provides an order, an impairment provision is raised for the land when the cost to remediate the land is quantifiable. In the event that cost of restoring the contaminated land exceeds the value of the land a liability is recognised.

(vi) Depreciation of property, plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity. All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

The depreciation of buildings and infrastructure is calculated on a straight line basis. Due to the nature and location of its activities, a useful life guide of 40 years is used for buildings and 20 years for infrastructure.

Equipment and vehicles are depreciated on a straight line basis over the remaining life to scrap value (where applicable) so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

Each class of asset has a default life which may be varied as a result of management review either at acquisition or at any time during the asset life.

Default asset class lives are:

Buildings	20 - 60 years
Plant and equipment	2 - 20 years
Infrastructure	3 - 67 years
Intangibles	2 - 4 years

(vii) Major inspection costs

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(viii) Restoration costs

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

(ix) Maintenance

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

(x) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

(xi) Investment properties

LLS owns some properties which generate rental income. Investment properties are stated at fair value in the statement of financial position, using the valuation technique that maximises the use of relevant observable inputs. Gains or losses arising from changes in fair value are included in the net result for the year in the period in which they arise. No depreciation is charged on investment properties.

(xii) Intangible assets

LLS recognises intangible assets only if it is probable that future economic benefits will flow to LLS and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives.

Internally developed software costs that are directly associated with the production of identifiable and unique software products controlled by LLS and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include software development employee costs and an appropriate portion of relevant overheads. Costs associated with maintaining computer software are recognised as an expense as incurred.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for LLS's intangible assets, the assets are carried at cost less any accumulated amortisation.

LLS intangible assets are amortised using the straight line method over a period of 1 - 3 years.

Water licences have been valued at cost where there is no active market.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(xiii) Loans and receivables

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

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

(xiv) Other inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

Other inventories are comprised of baits, ammunition, signs and chemicals that are used by LLS in the management of pests and weeds on the travelling stock routes. In some locations these inventories are available for sale to the public.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(xv) Inventories (Seed bank)

Inventories are comprised of processed and unprocessed local native seed which are used on revegetation projects carried out by LLS and other organisations.

Inventories are measured at actual cost reflecting the cost of collection and preparation. The cost is then attributed annually to the various seed lots collected and is then adjusted after viability testing.

Factors such as climate, weather events, available funding and landholder confidence all impact on the quantity and types of seed available for collection and planting.

(xvi) Biological assets

Biological assets are measured on initial recognition and at each reporting date at fair value less estimated point-of-sale costs, or reasonable estimates of the fair value less estimated point-of-sale costs.

A gain or loss arising on initial recognition of a biological asset at fair value less estimated point-of-sale costs and from a change in fair value less estimated point-of-sale costs of a biological asset is included in net result for the period in which it arises.

(xvii) Investments

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

(xviii) Impairment of financial assets

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

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

When an available for sale financial asset is impaired, the amount of the revaluation is removed from equity and a loss recognised in the net result for the year, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the net result for the year.

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

(xix) De-recognition of financial assets and financial liabilities

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

- where substantially all the risks and rewards have been transferred; or
- where LLS has not transferred substantially all the risks and rewards, if the entity has not retained control

Where LLS has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

(xx) Non-current assets (or disposal groups) held for sale

LLS has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sales transaction, not through continuing use. Non-current assets (or disposal groups) held for sale is recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale. Refer Note 9.

(xxi) Other assets

Other assets are recognised on a historic cost basis.

(j) Liabilities

(i) Payables

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(ii) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the net result for the year on derecognition.

Finance lease liabilities are determined in accordance with AASB 117 *Leases*.

(iii) Personnel services

LLS does not employ staff but utilises the personnel services of the LLSSA. The cost of personnel services in respect of wages and salaries, superannuation, annual leave, long service leave, and for personal leave are recognised when it is probable that settlement will be required.

(iv) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on-costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. LLS has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

(b) Long service leave

LLS has two treatments of long service leave. The staff who were transferred from the former Catchment Management Authorities (CMA) have long service leave liability assumed by the Crown. The staff from the former Livestock Health and Pest Authorities (LHPA) have long service leave liability recognised by LLS. LLS accounted for the liability of the former CMA staff as having been extinguished; resulting in the amount assumed being included in the non-monetary revenue item described as "acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*, based on the application of procedures (specified in NSW TC 15/09) to employees with five or more years of service, using current rates of pay. Additional factors were applied based on an actuarial review to approximate present value.

(c) Superannuation

Up to June 2015, LLS had two treatments of defined benefits superannuation. The staff who were transferred from the previous Catchment Management Authorities (CMA) had defined benefits superannuation liability assumed by the Crown. The staff from the former Livestock Health and Pest Authorities (LHPA) had their defined benefits liability recognised by LLS. LLS accounted for the liability of the former CMA staff as having been extinguished; resulting in the amount assumed being shown as the non-monetary revenue item described as acceptance by the Crown Entity of employee benefits and other liabilities.

The superannuation amounts relating to the former LHPA staff were assumed by the Crown Entity effective 1 July 2015; as a result no obligations are shown in the financial statements for the year ended 30 June 2016. The transfer of these commitments is shown as a movement in the equity balances, and no result is reported in the statement of comprehensive income during the year.

The Crown Entity assumes the long service leave and defined benefit superannuation liabilities for certain General Government Sector entities. This means on initial incurrence entities recognise a liability and expense and on assumption of the liability, a revenue equivalent to the liability assumed.

(d) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, worker's compensation insurance premiums and fringe benefits tax.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Other provisions

Other provisions exist when LLS has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the obligation.

Any provision for restructuring is recognised only when an agency has a detailed formal plan and the agency has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at an appropriate percentage, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

(k) Fair value hierarchy

A number of the LLS's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the LLS can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

LLS recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 12 and Note 20 for further disclosures regarding fair value measurements of financial and non-financial assets.

(l) Equity and reserves

(i) Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with LLS's policy on the revaluation of property, plant and equipment as discussed in Note 1(i) (iii).

(ii) Accumulated funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. revaluation surplus).

(m) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted and the actual amounts are disclosed in the primary financial statements in Note 18.

(n) New Australian Accounting Standards issued but not effective

In the current period the entity has adopted all of the new and revised Standards and Interpretations issued by the AASB that are relevant to the operations and effective for the current reporting period. Adoption of these new standards did not have a significant impact on the financial statements.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted for the financial reporting period ended 30 June 2016. These are listed as follows:

- AASB 9, AASB 2010-7 and AASB 2013-9 (Part C), AASB 2014-7 and AASB 2014-8 regarding financial instruments
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-3 regarding materiality

LLS has considered the impact of these standards and do not believe the adoption of the standards in future periods will materially impact the financial statements.

2. EXPENSES EXCLUDING LOSSES

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Employee related expenses				
Salaries and wages (including recreation leave)	66,001	61,695	-	-
Superannuation – defined benefit plans	729	920	-	-
Superannuation – defined contribution plans	5,610	5,069	-	-
Long service leave	4,131	3,489	-	-
Workers compensation insurance	531	872	-	-
Payroll tax and fringe benefits tax	4,243	4,105	-	-
Redundancy payments	349	891	-	-
	81,594	77,041	-	-
(b) Personnel services	-	-	82,403	77,252
	-	-	82,403	77,252
(c) Other operating expenses include the following:				
Advertising and promotion	734	912	734	912
Auditor's remuneration – audit of financial reports	236	408	236	408
Bad and doubtful debts	(291)	874	(291)	874
Board remuneration	2,047	2,089	2,047	2,089
Cleaning	528	568	528	568
Computer software fees	734	317	734	317
Consultancy	525	246	525	246
Contractors and other fees	11,445	11,655	11,445	11,655
Cost of inventories held for distribution	2,816	3,302	2,816	3,302
Cost of sales	1,599	1,499	1,599	1,499
Courier and freight	37	40	37	40
Data/Internet	87	13	87	13
Electricity	611	863	611	863
Insurance	394	853	394	853
Corporate Services	3,201	3,210	3,201	3,210
Legal - Crown Solicitor's Office	5	-	5	-
Legal other	103	210	103	210
Levies	6,679	6,571	6,679	6,571
Maintenance	1,494	945	1,494	945
Motor vehicle	404	2,781	404	2,781
Operating lease rental – minimum lease payments	8,844	4,469	8,844	4,469
Other operating	3,046	3,730	3,046	3,730
Printing	999	1,148	999	1,148
Rates	232	294	232	294
Telecommunication	1,472	1,879	1,472	1,879
Training and staff development	976	1,016	976	1,016
Travel	2,701	2,667	2,701	2,667
	51,658	52,559	51,658	52,559
(d) Depreciation and amortisation expense				
Buildings	356	390	356	390
Infrastructure	880	910	880	910
Plant and equipment	1,456	1,903	1,456	1,903
Amortisation of intangible assets	121	88	121	88
	2,813	3,291	2,813	3,291

2. EXPENSES EXCLUDING LOSSES (continued)

	Consolidated		Parent	
	Actual	Actual	Actual	Actual
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
(e) Grants and subsidies				
Caring for Country / National Landcare Programme	13,303	16,942	13,303	16,942
Catchment Management NSW	9,323	9,156	9,323	9,156
Clean Energy	1,080	1,863	1,080	1,863
Hunter Catchment Contribution	2,723	1,977	2,723	1,977
Landcare Co-ordinators Initiative	2,954	-	2,954	-
Other	6,691	4,885	6,691	4,885
	36,074	34,823	36,074	34,823
	Consolidated		Parent	
	Actual	Actual	Actual	Actual
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
(f) Finance costs				
Amortised interest expense	-	6	-	6
	-	6	-	6

3. REVENUES

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Sale of goods and services				
Sale of goods:				
Minor sales of goods and services	462	490	462	490
Rendering of services:				
Education	100	43	100	43
Fees for services rendered	1,172	822	1,172	822
Permit fees	4,287	3,705	4,287	3,705
Recovery of administrative costs	6	91	6	91
Other services	195	428	195	428
	6,222	5,579	6,222	5,579
(b) Investment revenue				
Interest	208	2,190	208	2,190
Rents	444	382	444	382
	652	2,572	652	2,572
(c) Grants and contributions				
Industry/private bodies	447	791	447	791
Commonwealth Government	32,554	44,249	32,554	44,249
NSW budget sector agencies	39,056	66,933	39,056	66,933
Personnel services received free of charge	-	-	3,409	2,906
Local & other state governments	5,249	5,174	5,249	5,174
	77,306	117,147	80,715	120,053
(d) Acceptance by the Crown Entity of employee benefits and other liabilities				
Superannuation	729	350	-	-
Long service leave	2,640	2,537	-	-
Payroll tax	40	19	-	-
	3,409	2,906	-	-
(e) Other revenue				
Levies	6,170	6,174	6,170	6,174
Other revenue	3,078	3,454	3,078	3,454
	9,248	9,628	9,248	9,628
(f) Rates				
Rates	32,592	31,388	32,592	31,388
	32,592	31,388	32,592	31,388

4. GAIN / (LOSS)

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Gain / (loss) on disposal				
Gain / (loss) on disposal of property, plant and equipment				
Proceeds from disposal	1,426	779	1,426	779
Written down value of assets disposed	(915)	(730)	(915)	(730)
Net gain / (loss) on disposal of property, plant and equipment	511	49	511	49
Gain / (loss) on disposal of assets held for sale				
Proceeds from disposal	-	237	-	237
Written down value of assets disposed	-	(277)	-	(277)
Net gain / (loss) on disposal of assets held for sale	-	(40)	-	(40)
Net gain/(loss) on disposal	511	9	511	9
(b) Other gain/(loss)				
Gain on biological assets	5	14	5	14
Net other gains / (losses)	5	14	5	14

5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Cash at bank and on hand	64,849	92,630	64,849	92,630
	64,849	92,630	64,849	92,630

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, and short term deposits.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	64,849	92,630	64,849	92,630
Closing cash and cash equivalents (per statement of cash flows)	64,849	92,630	64,849	92,630

LLS carries an external restriction against funds held at year end. The restriction applies to the use of funds and arises from contractual and legislative obligations to other bodies. The aggregate of these restricted funds included in the cash and cash equivalent balance reported above is \$13.160 million (2015 \$14.209 million).

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
CURRENT				
Trade debtors	7,868	14,568	7,868	14,568
Miscellaneous	2,187	2,367	2,187	2,342
Less: Allowance for impairment	(895)	(1,201)	(895)	(1,201)
Interest receivable	176	380	176	380
Net GST	1,396	1,606	1,396	1,606
Trade receivables	10,732	17,720	10,732	17,695
Prepayments				
Superannuation*	-	2,785	-	-
Other	137	12	-	12
	137	2,797	-	12
Receivables	10,869	20,517	10,732	17,707

*Note: As described in Note 1j (iv) (c), commitments relating to superannuation balances shown by LLSSA in the 2015 financial statements were transferred to the Crown Entity effective 1 July 2015.

6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES - (continued)

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Movement in the allowance for impairment				
Balance at beginning of period	1,201	327	1,201	327
Amounts written off during the period	(15)	-	(15)	-
Increase/(decrease) in allowance recognised in profit or loss	(291)	874	(291)	874
Balance at end of period	895	1,201	895	1,201
GST				
GST receivable	1,615	1,877	1,615	1,877
GST payable	(219)	(271)	(219)	(271)
NET GST	1,396	1,606	1,396	1,606

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7. CURRENT / NON-CURRENT ASSETS - INVENTORIES

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Seed inventory				
Opening balance of seed stock	434	486	434	486
Seed withdrawn from seed bank	(39)	(58)	(39)	(58)
Sale of seed stock	(45)	(58)	(45)	(58)
Value of seed collected	74	64	74	64
Adjustment to match seed bank				
Net gain/(loss) on value of seed stock	(11)	-	(11)	-
Closing balance	413	434	413	434
Other Inventory on hand				
Opening balance on hand at beginning of period	974	854	974	854
Increase/(decrease) in stock levels during period	207	120	207	120
Closing Balance	1,181	974	1,181	974
Total Inventory on hand at end of period	1,594	1,408	1,594	1,408

8. BIOLOGICAL ASSETS

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Current	40	41	40	41
	40	41	40	41

9. ASSETS HELD FOR SALE

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
NON-CURRENT assets held for sale				
Land and buildings	199	201	199	201
	199	201	199	201

10. PARENT & CONSOLIDATED - NON-CURRENT ASSETS – PROPERTY PLANT AND EQUIPMENT

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
At 1 July 2015						
At fair value	462,130	0	7,977	26,330	735	497,172
Accumulated depreciation and impairment	(585)	-	(2,561)	(1,391)	-	(4,537)
Net carrying amount	461,545	-	5,416	24,939	735	492,635
At 30 June 2016						
At fair value	482,837	-	7,124	26,383	-	516,344
Accumulated depreciation and impairment	(941)	-	(2,925)	(2,271)	-	(6,137)
Net carrying amount	481,896	-	4,199	24,112	-	510,207

Reconciliation

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

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
Period ended 30 June 2016						
Net carrying amount at start of year	461,545	-	5,416	24,939	735	492,635
Additions	23	-	437	23	689	1,172
Disposals	(6)	-	(1,992)	(4)	-	(2,002)
Transfers	688	-	702	34	(1,424)	-
Net revaluation increment less revaluation decrements recognised in reserves	20,002	-	-	-	-	20,002
Depreciation expense	(356)	-	(1,456)	(880)	-	(2,692)
Write back on disposal	-	-	1,092	-	-	1,092
Net carrying amount at end of year	481,896	-	4,199	24,112	-	510,207

Reconciliation

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

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
Period ended 30 June 2015						
Net carrying amount at start of year	454,407	62	7,665	25,734	-	487,868
Additions	6,525	-	462	98	734	7,819
Disposals	-	-	(1,056)	-	-	(1,056)
Transfers	4	(62)	(128)	17	1	(168)
Net revaluation increment less revaluation decrements recognised in reserves	999	-	-	-	-	999
Depreciation expense	(390)	-	(1,903)	(910)	-	(3,203)
Write back on disposal	-	-	376	-	-	376
Net carrying amount at end of year	461,545	-	5,416	24,939	735	492,635

11. INTANGIBLE ASSETS - PARENT & CONSOLIDATED

	Total \$'000
At 30 June 2016	
Fair value	1,251
Accumulated amortisation and impairment	(264)
Net carrying amount	987
Year ended 30 June 2016	
Net carrying amount at start of year	1,113
Disposals / transfers	(5)
Amortisation (recognised in 'depreciation and amortisation')	(121)
Net carrying amount at end of year	987
	Total \$'000
At 30 June 2015	
Fair value	1,256
Accumulated amortisation and impairment	(143)
Net carrying amount	1,113
Year ended 30 June 2015	
Net carrying amount at start of year	1,275
Additions / transfers	170
Disposals / transfers	(303)
Revaluation	59
Amortisation (recognised in 'depreciation and amortisation')	(88)
Net carrying amount at end of the year	1,113

The value of intangible assets include easements against land, irrigation water licences and capitalised software costs.

12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED

The fair value of non-financial assets have been measured in accordance with AASB 13 *Fair Value Measurement*. Under AASB13, fair value is defined as "the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date"

To increase consistency and comparability in fair value measurements and related disclosures, AASB 13 establishes a fair value hierarchy that categorises into three levels aligned to the inputs to valuation techniques used to measure fair value. The fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1 inputs) and the lowest priority to unobservable inputs (level 3 inputs).

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 inputs are inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly or indirectly.

Level 3 inputs are unobservable inputs for asset or liability. Unobservable inputs shall be used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for asset or liability at the measurement date. Where level 3 is adopted a sensitivity analysis shall be included in the assessment of value.

12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED (continued)

(a) Fair value hierarchy

At 30 June 2016

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Non-current assets held for sale (Note 9)	-	199	-	199
Land and buildings (Note 10)	-	481,896	-	481,896
Biological assets (Note 8)	-	40	-	40
Infrastructure systems (Note 10)	-	-	24,112	24,112
Total	-	482,135	24,112	506,247

At 30 June 2015

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Non-current assets held for sale (Note 9)	-	201	-	201
Land and buildings (Note 10)	-	461,545	-	461,545
Biological assets (Note 8)	-	41	-	41
Infrastructure systems (Note 10)	-	-	24,939	24,939
Total	-	461,787	24,939	486,726

There were no transfers between level 1 or 2 during the period.

The freehold land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the freehold land and buildings was determined using the depreciated replacement costs approach by reference to the market value of the land in its existing use and market replacement cost of comparable properties on a price per square foot basis, adjusted for age, condition and functional obsolescence.

The valuer LPI valuation service engaged to value the TSR's and stock watering points use the same mass valuation methodology as it does with all other categories within the Crown portfolio which is a determination of a global rate per hectare for each category. The land is valued on the basis of the highest and best use taking into account zoning and other restrictions, access to services infrastructure and property market demand. These value elements are considered in a global way when formulating a value level to apply to a particular category type.

The plant and equipment is valued at depreciated replacement cost, which approximates the depreciated cost of the assets. The fair value of infrastructure systems was determined by an independent valuer based on the depreciated replacement cost that reflects the estimated current cost of replacing of the asset with a similar asset.

(b) Reconciliation of recurring level 3 fair value measurements

At 30 June 2016

Recurring level 3 fair value measurements	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2015	24,939	24,939
Additions	23	23
Write back on disposal	-	-
Transfers	34	34
Disposals	(4)	(4)
Depreciation	(880)	(880)
Fair value as at 30 June 2016	24,112	24,112

At 30 June 2015

Recurring level 3 fair value measurements	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2014	25,734	25,734
Additions	98	98
Write back on disposal	-	-
Transfers	17	17
Disposals	-	-
Depreciation	(910)	(910)
Fair value as at 30 June 2015	24,939	24,939

There were no transfers between level 2 and level 3 of the fair value hierarchy during the period ended 30 June 2016.

Information about level 3 fair value measurements

Asset classification	Significant unobservable inputs	Valuation techniques	Sensitivity of significant unobservable inputs
Infrastructure	Estimated replacement costs of infrastructure taking into account of functional obsolescence condition and age of assets	Depreciated replacement cost approach	An increase / decrease in the estimated replacement cost will result in increase / decrease in the fair value. A decrease in the estimated remaining useful life will decrease the fair value.

13. CURRENT LIABILITIES - PAYABLES

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
CURRENT				
Accrued salaries, wages and on-costs	207	2,185	-	-
Other taxes payable	1,129	294	-	-
Personnel services payable	-	-	17,375	15,759
Creditors	27,364	22,887	27,101	22,891
	28,700	25,346	44,476	38,650

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 20.

14. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a). CURRENT				
Employee benefits and related on-costs				
Recreation leave	7,348	6,826	-	-
Long service leave	6,745	5,813	-	-
Payroll tax	891	859	-	-
	14,984	13,498	-	-
(b). CURRENT				
Restoration costs	709	914	709	914
	709	914	709	914
Total current provisions	15,693	14,412	709	914

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(c). NON-CURRENT				
Employee benefits and related on-costs				
Long service leave	338	263	-	-
Payroll tax	64	62	-	-
Other employee related provisions	527	315	-	-
Superannuation – pooled fund**	-	1,976	-	-
Total non-current provisions	929	2,616	-	-

**Note: As described in Note 1j (iv) (c), commitments relating to superannuation balances shown by LLSSA in the 2015 financial statements were transferred to the Crown Entity effective 1 July 2015.

14. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS (continued)

Recreation leave

The liability at 30 June was \$7.348m (2015 - \$6.826m). This is based on leave entitlements at 30 June 2016.

The value of recreational leave expected to be taken within 12 months is \$4.3m (2015 - \$4.3m) and \$3.05m (2015 - \$2.53m) after 12 months.

	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Aggregate employee benefits and related on-costs				
Provisions – current	14,984	13,498	-	-
Provisions – non-current	929	2,616	-	-
Accrued salaries, wages and on-costs (Note 13)	207	2,165	-	-
	16,120	18,279	-	-
	Consolidated		Parent	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Movements in provisions (other than employee benefits)				
Restoration costs				
Carrying amount at beginning of financial year	914	696	914	696
Additional provisions recognised	-	218	-	218
Amounts used	(205)	-	(205)	-
Carrying amount at end of financial year	709	914	709	914

15. CURRENT / NON-CURRENT LIABILITIES - OTHER

	Consolidated		Parent	
	30 June 16 \$'000	30 June 15 \$'000	30 June 16 \$'000	30 June 15 \$'000
CURRENT				
Unearned income	1,168	939	1,168	939
Unspent grants	812	854	812	854
Total current liabilities - other	1,980	1,793	1,980	1,793
NON-CURRENT				
Unspent grants	880	814	880	814
Total non-current liabilities - other	880	814	880	814

16. COMMITMENTS FOR EXPENDITURE

	Consolidated		Parent	
	30 June 16 \$'000	30 June 15 \$'000	30 June 16 \$'000	30 June 15 \$'000
(a) Operating lease commitments				
Not later than one year	3,986	3,796	3,986	3,796
Later than one year and not later than five years	3,468	3,769	3,468	3,769
Later than five years	-	-	-	-
Total (including GST)	7,454	7,565	7,454	7,565

The commitments above include GST expected to be recoverable from the Australian Taxation Office. Operating lease commitments include contracted amounts for various office equipment, photocopiers and computers and motor vehicles under operating lease contracts. Office leases vary from 1 to 5 years with, in some cases, options to extend. These leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

(b) Capital commitments

LLS has no capital commitment at year-end (2015 - \$Nil).

17. CONTINGENT LIABILITIES

As at 30 June 2016 LLS had no contingent assets or liabilities.

18. BUDGET REVIEW

The budget process is finalised prior to the beginning of each financial year. Events may arise after that date that necessitates variations to the planned activities of LLS for that year. This in turn may cause variations to the financial activities. Major variations between the budget and actual amounts are outlined below.

Net Result

The net result of \$42.194 million was unfavourable compared to budget. This was due to expenditure incurred during the year relating to funding received in 2014/15.

Revenue of \$129.429 million was favourable compared to budget by \$7.357 million. This was due to additional funding received not confirmed at the time of budget preparation, including increased amounts assumed by the Crown Entity.

Expenditure of \$172.139 million was unfavourable compared to budget by \$10.445 million. Increased expenditure was due to expenditure relating to additional external funding received and items of operating expenditure.

Assets and liabilities

Total equity was \$540.563 million. This was \$24.475 million greater than budget and in the main due to revaluation of land and buildings.

Cash flows

A net reduction in cash and cash equivalents of \$27.781 million resulted in a closing cash equivalent balance for the year of \$64.849 million. This result was \$16.679 million favourable to budget due to timing of payments at year-end and a greater than budgeted payables balance.

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Consolidated		Parent	
	30 June 2016 \$'000	30 June 2015 \$'000	30 June 2016 \$'000	30 June 2015 \$'000
Net cash from operating activities	(28,035)	8,892	(28,035)	8,892
Depreciation and amortisation	(2,813)	(3,291)	(2,813)	(3,291)
Doubtful debts expense	291	(874)	291	(874)
Superannuation expense (actuarial movement)	-	(253)	-	-
Gain on sale of fixed assets	511	23	511	23
Increase/(decrease) in receivables	(7,279)	(15,902)	(7,254)	(15,927)
Increase/(decrease) in inventories and biological assets	185	69	185	69
Increase/(decrease) in prepayments	125	(84)	(12)	(82)
(Increase)/decrease in payables	(3,356)	13,932	(5,828)	13,358
(Increase)/decrease in provisions	(1,570)	(350)	205	(218)
(Increase)/decrease in other liabilities	(253)	(639)	(253)	(639)
Net result	(42,194)	1,523	(43,003)	1,312

20. FINANCIAL INSTRUMENTS

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

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

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

(a) Financial instrument categories

Financial Assets Class:	Note	Category	Consolidated		Parent	
			Carrying Amount	Carrying Amount	Carrying Amount	Carrying Amount
			2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Cash and cash equivalents	5	N/A	64,849	92,630	64,849	92,630
Receivables ¹	6	Receivables (at amortised cost)	9,336	16,114	9,336	16,089
			74,185	108,744	74,185	108,719
Payables ²	13	Financial liabilities measured at amortised cost	27,364	22,887	44,476	38,650
			27,364	22,887	44,476	38,650

Notes

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

(b) Credit risk

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

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

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

Cash

Cash comprises cash on hand.

Receivables - trade debtors

All trade debtors are recognised as receivable amounts at balance date. The policy is to review collectability of trade debtors on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand where necessary. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors except for rates as detailed in the summary of significant accounting policies, income recognition, rates and charges. Sales are made on 30 day terms.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	Total ^{1,2} \$'000	Past due but not impaired ^{1,2} \$'000	Considered impaired ^{1,2} \$'000
2016			
<3 months overdue	578	578	-
3 months - 6 months overdue	3,405	3,405	-
> 6 months overdue	1,930	1,036	895
2015			
<3 months overdue	8,261	8,261	-
3 months - 6 months overdue	242	242	-
> 6 months overdue	2,355	1,154	1,201

Notes

1. Each column in the table reports 'gross receivables'.
The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are
2. not past due and not impaired. Therefore, the 'total' does not reconcile to the receivables total recognised in the statement of financial position.

20. FINANCIAL INSTRUMENTS (continued)

(c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the period was Nil% (30 June 2015 - Nil%).

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

FINANCIAL INSTRUMENTS Consolidated								
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Interest rate exposure			Maturity dates		
			Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
2016								
Payables	0.0%	27,364	-	-	27,364	-	-	-
		<u>27,364</u>	-	-	<u>27,364</u>	-	-	-
2015								
Payables	0.0%	22,887	-	-	22,887	-	-	-
		<u>22,887</u>	-	-	<u>22,887</u>	-	-	-

FINANCIAL INSTRUMENTS Parent								
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Interest rate exposure			Maturity dates		
			Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
2016								
Payables	0.0%	44,476	-	-	44,476	-	-	-
		<u>44,476</u>	-	-	<u>44,476</u>	-	-	-
2015								
Payables	0.0%	38,650	-	-	38,650	-	-	-
		<u>38,650</u>	-	-	<u>38,650</u>	-	-	-

Notes:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which LLS can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. LLS's exposures to market risk are primarily through interest rate risk on borrowings. LLS has no exposure to foreign currency risk and does not enter into commodity contracts.

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

20. FINANCIAL INSTRUMENTS (continued)

Interest rate risk

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

Consolidated

	Carrying Amount \$'000	Result \$'000 -1%	Equity \$'000	Result \$'000 +1%	Equity \$'000
2016					
Financial Assets					
Cash and cash equivalents	64,849	(648)	(648)	648	648
Receivables	9,336	(93)	(93)	93	93
Financial Liabilities					
Payables	27,364	(274)	(274)	274	274

2015

Financial Assets					
Cash and cash equivalents	92,630	(926)	(926)	926	926
Receivables	16,114	(161)	(161)	161	161
Financial Liabilities					
Payables	22,887	(229)	(229)	229	229

Parent

	Carrying Amount \$'000	Result \$'000 -1%	Equity \$'000	Result \$'000 +1%	Equity \$'000
2016					
Financial Assets					
Cash and cash equivalents	64,849	(648)	(648)	648	648
Receivables	9,336	(93)	(93)	93	93
Financial Liabilities					
Payables	44,476	(445)	(445)	445	445

2015

Financial Assets					
Cash and cash equivalents	92,630	(926)	(926)	926	926
Receivables	16,089	(161)	(161)	161	161
Financial Liabilities					
Payables	38,650	(387)	(387)	387	387

(e) Other price risk

LLS holds no units in Hour-Glass investment trusts.

(f) Fair value recognised in the statement of financial position

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of many of the financial instruments.

21. EVENTS AFTER REPORTING DATE

A number of freehold properties (land and buildings) are to be vested to Government Property NSW effective 1 July 2016. Effect of this transfer was provided by Government Property NSW Amendment (Transfer of Property) Order (no 8) 2016. Based on the values recorded by LLS at 30 June, the aggregate value of these properties was \$18.341 million.

End of audited financial statements

Appendix A - Payment of accounts

All suppliers

Quarter	Current within date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2015	\$32,019,359	\$305,748	\$91,934	\$56,259	\$11,923
December 2015	\$20,387,212	\$3,518,768	\$20,776	\$197,622	\$8,541
March 2016	\$24,948,450	\$945,674	\$207,824	\$255,707	\$10,139
June 2016	\$41,320,397	\$726,537	\$230,199	\$141,930	\$9,449
Total all suppliers	\$118,675,417	\$5,496,728	\$550,733	\$651,519	\$40,052

All small business

Quarter	Current within date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2015	\$69,367	\$540	\$0	\$0	\$0
December 2015	\$154,041	\$2,700	\$0	\$0	\$0
March 2016	\$215,240	\$333	\$0	\$0	\$0
June 2016	\$134,318	\$0	\$0	\$0	\$0
Total small business	\$572,966	\$3,573	—	—	—

All suppliers

Measure	September 2015	December 2015	March 2016	June 2016	Full year
Invoices due for payment (number)	4,567	4,324	3,679	5,440	18,010
Invoice paid on time (number)	4,408	4,042	3,484	5,211	17,145
Percentage paid on time	96.5%	93.5%	94.7%	95.8%	95.2%
Amount due for payment	\$32,485,223	\$24,132,920	\$26,367,793	\$42,428,512	\$125,414,448
Amount paid on time	\$32,019,359	\$20,387,212	\$24,948,450	\$41,320,397	\$118,675,417
Percentage paid on time	98.6%	84.5%	94.6%	97.4%	94.6%
Number of payments of interest on overdue accounts	0	0	0	0	0
Interest paid on late accounts	\$0	\$0	\$0	\$0	\$0

Overdue: Nil

Interest on overdue: Nil

All small business

Measure	September 2015	December 2015	March 2016	June 2016	Full year
Invoices due for payment (number)	23	43	51	38	155
Invoice paid on time (number)	22	42	50	38	152
Percentage paid on time	95.7%	97.7%	98.0%	100.0%	98.1%
Amount due for payment	\$69,907	\$156,741	\$215,574	\$134,318	\$576,539
Amount paid on time	\$69,367	\$154,041	\$215,240	\$134,318	\$572,966
Percentage paid on time	99.2%	98.3%	99.8%	100.0%	99.4%
Number of payments of interest on overdue accounts	0	0	0	0	0
Interest paid on late accounts	\$0	\$0	\$0	\$0	\$0

Overdue: Nil

Interest on overdue: Nil

Note: Small business must be registered to be able to be reported on for the payment of account statistics.

Appendix B - Credit card certification

We adhere to the policies and procedures of the Department of Industry, which outline conditions for eligibility, usage and management of Visa cards.

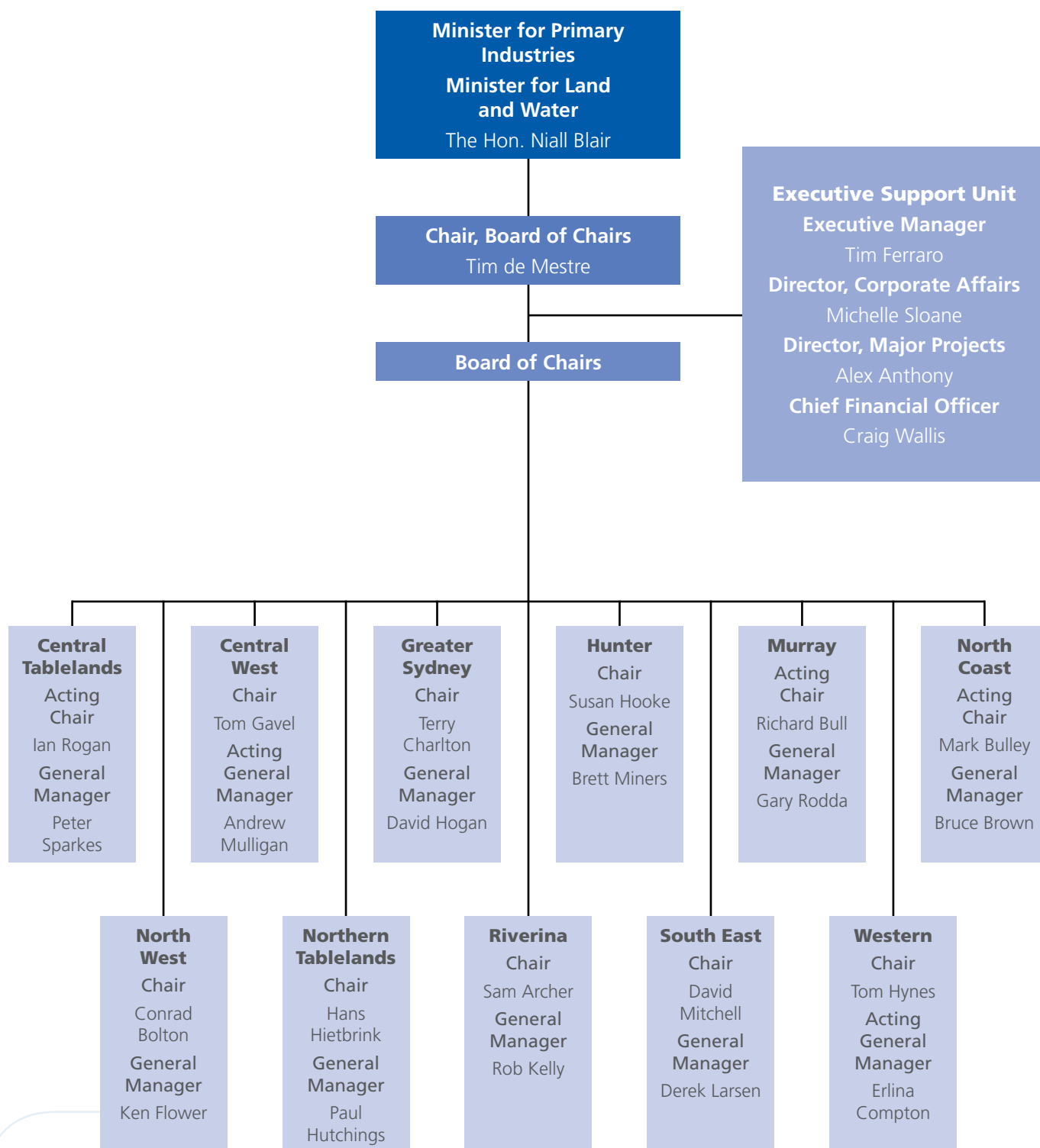
As required by Treasurer's Direction 205.01, the Chair of Chairs of Local Land Services certifies that credit card usage was in accordance with the relevant government policy, Premier's Memoranda and Treasurer's Directions.

Appendix C - Local Land Services organisation

Management and structure (at 30 June 2016)

The statewide Board of Chairs is accountable to the Minister for Primary Industries. The Board of Chairs is led by the Chair of the Board of Chairs, who is appointed by the Secretary of the Department of Industry and accountable to the Minister for Primary Industries.

The Chair is the division head of Local Land Services and is responsible for oversight of the day-to-day management of the affairs of Local Land Services.



Appendix D - Board members

We have a mix of board members: some appointed by the NSW Minister for Primary Industries and others elected by landholders from the region they serve.

Board members are appointed or elected for up to three years and paid remuneration and allowances set by the Department of Premier and Cabinet.

Appointed members

Four board members were appointed to each region by the NSW Minister for Primary Industries, including local chairs.

Elected members

The inaugural Local Land Services Board Member election took place on 12 March 2014.

Ratepayers elected 34 board members across the 11 regions. Three members were elected to each region, except for the Western region where four members were elected.

Board of Chairs

The statewide Local Land Services Board of Chairs comprises 11 local board chairs from 11 regions.

The Board of Chairs is responsible for the delivery of organisation-wide governance, strategy, priorities and policy and has an oversight role across the organisation.

Board of Chairs meetings were held monthly, excluding November 2015 and March and May 2016.

Name of Board Member	Number of meetings attended	Comment
Tim de Mestre	3	Tim de Mestre appointed Chair 16 Feb 2016
Alex Anthony	7	Acting Chair effective 11 May-16 Feb 2016 Resigned as Murray Chair 26 Feb 2016
Ian Armstrong	6	Resigned Central Tablelands Chair effective 10 Feb 2016
Ian Rogan	3	Acting Central Tablelands Chair from 12 Feb 2016
Tom Gavel	9	
Terry Charlton	6	
David Palmer	2	Attended in Terry Charlton's absence
Susan Hooke	8	
Daryl Dutton	1	Attended in Susan Hooke's absence
Richard Bull	9	Acting Murray Chair from 11 May 2015
Mark Bulley	9	Acting North Coast Chair from 3 Jun 2015
Conrad Bolton	8	
Hans Hietbrink	8	
Sam Archer	6	
Barney Hyams	2	Attended in Sam Archer's absence
David Mitchell	8	
Tom Hynes	8	

Appendix E - Senior officers at 30 June 2016

Tim de Mestre

B. Ag. Sci. University of Sydney
Chair, Board of Chairs, Sydney

Tim Ferraro

B. App. Sci., MBA (Strategic Management)
Executive Manager, Dubbo

Michelle Sloane

B. Arts, MA (Psych), MBA, CAHRI, MAICD
Director, Corporate Affairs, Sydney

Craig Wallis

B. Com., Assoc. Dip. Bus. (Accounting),
Cert IV TAE, FCPA
Chief Financial Officer, Maitland

Alexandra Anthony

MAICD
Director, Major Projects, Albury

Erlina Compton

PhD (Rural Sociology), B. App. Sci. (Protected
Area Management)
Acting General Manager, Western Local Land
Services, Dubbo

Derek Larsen

GPFI
General Manager, South East Local Land Services,
Goulburn

Rob Kelly

B. Sci. (Hons), GAICD
General Manager, Riverina Local Land Services,
Wagga Wagga

Ken Flower

BE. (Civil), Engineer Water Supply Vic, CE,
(Municipal Engineer Vic), Grad. Dip. Bus, MBA
General Manager, North West Local Land Services,
Narrabri

Paul Hutchings

B. Sci., Grad. Dip. Nat. Res.
General Manager, Northern Tablelands Local Land
Services, Inverell

Bruce Brown

B. Ag. Ec. (Hons) Dip. of Agriculture (Hons)
General Manager, North Coast Local Land Services,
Coffs Harbour

Gary Rodda

B. For. Sci. (Hons)
General Manager, Murray Local Land Services,
Deniliquin

Brett Miners

B. Sci. Natural Resource Management
General Manager, Hunter Local Land Services,
Paterson

Andrew Mulligan

Adv. Dip. Emergency Management (Public
Safety), Dip. Conservation Land Management
Acting General Manager, Central West Local Land
Services, Wellington

David Hogan

Dip. Bus. (Organisational Leadership), Dip. Bus.,
Adv. Cert. Bus. (Management and Marketing)
General Manager, Greater Sydney Local Land
Services, Penrith

Peter Sparkes

Dip. App. Sci. Ag., Dip. Education
General Manager, Central Tablelands Local Land
Services, Cowra

Appendix F - Risk management and insurance activities

During 2015–16 we implemented a risk management framework to govern and embed risk management throughout the organisation.

Our risk management framework was developed in compliance with the NSW Treasury Internal Audit and Risk Management Policy for NSW Public Sector (TPP 15-03) and is also based on the international risk management standard (AS/NZS 31000).

We have adapted the general framework from our cluster principal department (the Department of Industry, Skills and Regional Development) and tailored it to our needs under the guidance of the NSW Risk Management Toolkit for Public Sector Agencies (v1).

Our Board of Chairs is responsible for setting the risk management mandate and is committed to implementing, operating, maintaining and continually improving the Local Land Services risk management framework.

At the strategic level, our Board of Chairs is responsible for managing those high level risks that may critically impact on our ability to achieve our corporate objectives.

At the operational level, our senior executive team is responsible for managing operational risks across the organisation and for advising our Board of Chairs on risk and risk exposures generally.

Both our Board of Chairs and senior executive team are committed to developing a risk management culture—one that is underpinned by the framework that facilitates the use of a consistent process to manage risk whenever decisions are made.

As risk management is part of and not separate to all practices and processes, our approach to managing risks is being progressively embedded in:

- planning processes
- decision making structures
- operational procedures.

In addition, risk management is already embedded in a number of our specific operational processes such as:

- workplace health and safety programs
- biosecurity and emergency management delivery
- natural resource management services.

Our risk management approach is supported by insurance through the Treasury Managed Fund, a self insurance scheme of the NSW Government, administered by major insurers GIO and Allianz.

Internal audit and risk management attestation for the 2015-16 financial year for Local Land Services

I, Tim de Mestre am of the opinion that Local Land Services has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core Requirements

Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The Chair and Members of the Audit and Risk Committee at 30 June 2016 were:

- Chair, Susan Hooke
- Member, Tim de Mestre
- Member, Thomas Gavel
- Member, Thomas Hynes
- Member, Warren Stretton.



Tim de Mestre

Chair
Local Land Services Board of Chairs
October 2016

Local Land Services contact officer

Sally Laws (T: 02 6391 3102 E: sally.laws@lls.nsw.gov.au)

Appendix G - Public access to information

Government Information (Public Access) Act 2009

Details of the agency's review under s7(3) of the Act during the year and details of any information made publicly available as a result of the review.

Month	Access applications made to the agency	Nature of the application(s)	Accepted, refused, withdrawn	Whether Local Land Services is aware that information requested is now publicly available
July 2015	0			
August 2015	0			
September 2015	0			
October 2015	1	Property records	Accepted	No
November 2015	0			
December 2015	1	Storage of S7 poisons	Accepted	No
January 2016	0			
February 2016	0			
March 2016	0			
April 2016	4	Personnel information	Accepted	No
		Annual land and stock returns	Accepted	No
		Notional carrying capacity applications	Accepted	No
		Customer details	Refused for privacy reasons	No
May 2016	0			
June 2016	0			
TOTAL	6			

Appendix H - Promotion and overseas travel

In May 2016 three Local Land Services veterinarians (Jillian Kelly, Scott Ison and Ian Poe) travelled to Nepal to participate in foot and mouth disease (FMD) training to strengthen Australia's capacity to prevent FMD and manage any outbreaks.

The training was funded by the Australian Government's Department of Agriculture and Water Resources and coordinated in conjunction with the Food and Agriculture Organisation of the United Nations and the Nepalese Government.

As part of the exercise, the three staff received intensive training to recognise and sample animals for FMD and visited Nepalese farms to investigate potential cases of infection.

The exercise was delivered by the European Commission for the Control of Foot and Mouth Disease.

Australia has not had an FMD outbreak since 1872, but the disease is considered one of the country's biggest biosecurity risks.

Appendix I - Human resources

We implement the personnel and industrial relations policies and practices of the NSW Department of Industry in this area, as part of cluster arrangements.

Size of agency (headcount)	2014	2015	2016	% change 2015 to 2016
Headcount at census date	797	770	801	4.03
Non-casual headcount at census date	785	765	792	3.53
Casual headcount at census date	12	5	9	80%

Workforce diversity actual staff numbers (non-casual headcount at census date)

Remuneration level of substantive position	Total staff	Respondents	Men	Women	Unspecified gender	Aboriginal and Torres Strait Islanders	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0 - \$44,683	5	2	0	5	0	0	0	0	0	0
\$44,683 - \$58,867	96	76	25	71	0	1	0	0	0	0
\$58,867 - \$65,608	33	27	21	12	0	0	0	0	0	0
\$65,608 - \$83,022	134	53	62	72	0	0	0	1	0	0
\$83,022 - \$107,362	397	172	190	207	0	5	3	21	1	1
\$107,362 - \$134,202	111	73	69	42	0	0	0	5	1	1
\$107,362 - \$134,202 (SES)	1	1	0	1	0	0	0	0	0	0
\$134,202 > (Non SES)	0	0	0	0	0	0	0	0	0	0
\$134,202 > (SES)	15	2	13	2	0	0	0	0	0	0
Total	792	406	380	412	0	6	3	27	2	2

Note 1: Unspecified gender includes unknown, withdrawn, or indeterminat/intersex recorded values.

Appendix J - Numbers and remuneration of senior executives

Level	Number		Salary range (\$)		Average (\$)		Male		Female	
	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16
SES Band 1	12	15	199,300 - 229,250	192,000 - 235,000	205,416	209,369	12	13	-	2
SES Band 2	1	1	272,453	313,050	272,453	313,050	-	1	1	-

* In 2014-15 the Chair of Chairs position was filled on a part-time basis during part of the reporting period. The average salary reflects this part-time position.

There were no staff at the SES band three or four level during the reporting period.

The approximate percentage of total employee-related expenditure in the reporting period attributable to senior executives is 4.0%. In the above table, it should be noted average remuneration is expressed on an annual basis.

Remuneration is inclusive of superannuation contributions.

Appendix K - Disability inclusion action plans

The NSW Department of Industry, Local Land Services' cluster agency for the reporting period, launched its Disability Inclusion Action Plan on the International Day of People with Disability, 3 December 2015 via a video.

The plan outlines practical steps the agency will take to contribute to the NSW State Disability Action Plan which will enable people with a disability to fulfil their potential as equal citizens.

We are committed to supporting the objectives and principles of improving the lives of people with disability to reaffirm the statewide focus on building a truly inclusive community.

Appendix L - Workforce diversity

We are committed to actively developing initiatives to develop and maintain a diverse workforce which is free of discrimination and reflective of the NSW community.

We implement the workforce diversity policies and practices of the NSW Department of Industry in this area, as part of cluster arrangements.

Trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark/ target	2013–14	2014–15	2015–16
Women	50%	51.5%	51.0%	52.0%
Aboriginal people and Torres Strait Islanders	2.6%	1.1%	0.8%	0.8%
People whose first language spoken as a child was not English	19.0%	4.1%	3.7%	3.4%
People with a disability	N/A	0.4%	0.4%	0.3%
People with a disability requiring work-related adjustment	1.5%	0.1%	0.1%	0.3%

Trends in the distribution of workforce diversity groups

Workforce diversity group	Benchmark/ target	2013–14	2014–15	2015–16
Women	100	89	90	90
Aboriginal people and Torres Strait Islanders	100	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	117	117	114
People with a disability	100	N/A	N/A	N/A
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A

Note 1: A distribution index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels.

Note 2: The distribution index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.

Appendix M - Public interest disclosures

The *Public Interest Disclosures Act 1994* was amended to require agencies to report every six months to the Ombudsman on public interest disclosures (PIDs) and to include this information in annual reports.

From 1 January 2014 the information required to be reported includes PIDs made by staff in performing their day-to-day functions.

This report covers those PIDs received during the period from 1 July 2015 to 30 June 2016.

Public interest disclosures received

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who have made a disclosure to the Agency	1	0	1
Number of public interest disclosures received by the Agency	1	0	1
Of public interest disclosures received, how many were primarily about:	1	0	0
» corrupt conduct	0	0	1
» maladministration	0	0	0
» serious and substantial waste	0	0	0
» government information contravention	0	0	0
Number of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period.	2		

We apply the NSW Department of Industry Public Interest Disclosure Reporting Policy and Procedure which was developed in accordance with the requirements of the *Public Interest Disclosures Act 1994* and effective 1 October 2011.

The policy and procedure are publicly available on NSW Industry's website as Open Access Information under the *Government Information (Public Access) Act 2009*.

The following action has been taken to ensure staff are aware of the contents of the policy, and of the protections available, as required under s6E(1)(b) of the *Public Interest Disclosures Act 1994*:

- PID information is included in induction processes for new staff
- PID information is included in staff meetings and as part of our culture change project
- PIDs information was included in NSW Industry staff newsletters and circulars which, are emailed to all staff
- information on PIDs, including the policy and procedures, is available on the intranet.

In addition, PIDs have been the subject of senior executive briefings this financial year.

Appendix N - Multicultural policies and services program (formerly EAPS)

We are governed by cluster arrangements that are committed to the community relations and principles of *Multiculturalism Act 2000* and the NSW Government's aims and objectives for multiculturalism as set out in the Community Relations Commission's multicultural policies and services program.

We implement the policies and practices of the NSW Department of Industry in this area, as part of cluster arrangements.

These policies and practices include:

- industrial relations
- equal employment opportunity
- disability plans
- ethnic affairs priorities statements
- work health and safety.

Agreements with Multicultural NSW

We are governed by cluster arrangements and abide by the policies and practices of the NSW Department of Industry in relation to any arrangements or agreements with Multicultural NSW.

Appendix O - Work health and safety

We are required to provide a statement setting out work health and safety performance during the reporting year.

This includes details of work-related injuries, illnesses and prosecutions under the *Work Health and Safety Act 2011*.

1 July 2015 – 30 June 2016	
Total incidents reported	302
Lost time injuries	3
Medical treatment only	21
Lost time injury frequency rate	2.40
Open workers compensations claims	10

Appendix P - Additional matters

We are governed by cluster arrangements that cover the requirements of the *Privacy and Personal Information Protection Act 1998*.

We adhere to relevant policies in this regard.

No reviews were conducted in 2015–16 by or on behalf of Local Land Services under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

Production cost

Premier's Memorandum 2013-09 requires that departments minimise production costs for this report by:

- limiting content to recording performance and meeting statutory obligations
- printing hard copies in black and white and compiling reports using existing desktop equipment in house
- eliminating unnecessary use of photographs or illustrations
- eliminating all external production costs such as copy writing, design and printing.

This report has been prepared in line with this memorandum.

Access online

The 2015–16 Local Land Services Annual Report is available online at:

- <http://www.lls.nsw.gov.au/resource-hub/publications>

Appendix Q - Digital information security policy attestation

We are governed by a service level agreement in relation to the provision of digital and information system security.

This service level agreement is with the NSW Department of Industry.

Digital Information Security Annual Attestation Statement for the 2015–16 Financial Year for Local Land Services

I, Tim de Mestre, am of the opinion that Local Land Services had an Information Security Management System in place during the 2015–16 financial year that is consistent with the core requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of Local Land Services are adequate.

There is no agency under the control of Local Land Services which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.



Tim de Mestre

Chair
Local Land Services Board of Chairs
October 2016

Appendix R - Funds granted to non-government community organisations

This appendix lists details of funds we granted to non-government community organisations during 2015–16.

There were 342 grants in total, administered to 256 non-government community organisations. The total value of these grants was \$8,008,757 with an average value of \$23,417.

Guide to references

Clean Energy Future (CEF)

National Landcare Programme (NLP)

Catchment Action NSW (CA NSW)

Environmental Protection Authority (EPA)

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Central Tablelands	Bathurst Aboriginal Lands Council	\$5,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
Central Tablelands	Bathurst and Mudgee Aboriginal Lands Council	\$7,560	NLP	Development via a consultant, management plans for Aboriginal lands.	Aboriginal community
Central Tablelands	Central Tablelands Landcare Inc.	\$36,526	NLP	Landcare network support and conference attendance. On-ground project: Building community capacity for the revegetation of our endangered grassy woodlands in the Central Tablelands Landcare District. This project creates community awareness of the issues surrounding the revegetation of our local grassy woodland communities. It will build the capacity of the local Landcare community to identify, collect seed from and propagate local native plants from these threatened communities.	Landcare
Central Tablelands	Lithgow Oberon Landcare Association	\$67,740	NLP Biodiversity fund	Landcare network support and conference attendance. On-ground project: Lithgow footslopes purple copper butterfly habitat restoration project (20 ha of native purple copper butterfly habitat enhanced). On-ground project: Cox's river willow management control.	Landcare
Central Tablelands	Little River Landcare Group	\$15,500	NLP	Landcare network support and conference attendance.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Central Tablelands	Mid-Lachlan Landcare	\$35,540	NLP	Landcare network support and conference attendance. On-ground project: Various works, including capacity building events, targeted personal support and on-ground work programs that deliver sustainable practice change outcomes.	Landcare
Central Tablelands	Mount Rankin Landcare Group Inc.	\$1,064	NLP	Community Landcare project: Native vegetation enhancement.	Landcare
Central Tablelands	Mudgee Aboriginal Lands Council	\$5,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
Central Tablelands	Mudgee District Environment Group Inc.	\$1,971	NLP	Community Landcare project: Box gum grassy woodland restoration.	Landcare
Central Tablelands	Orange Local Aboriginal Land Council	\$2,000	NLP	Community Landcare project: 'Frogs n boxes'. Works to include a frog or bird survey and installation of nesting boxes.	Landcare
Central Tablelands	Summer Hill Creekecare Inc.	\$1,064	NLP	Community Landcare project: Community event to raise awareness of the management issues as well as ecological and cultural values of Summer Hill creek and its catchment.	Landcare
Central Tablelands	Trustees of St Mary's School	\$1,900	NLP	Community Landcare project: Outdoor learning area enhancement (work to include an extension to existing garden beds, composting facilities, rain gauge, moisture probe, egg incubator, plus a small native shrub nursery).	Landcare
Central Tablelands	Watershed Landcare Group Inc.	\$49,598	NLP	Landcare network, conference attendance and community project support. On-ground project: Reading the Landscape. Wire and water projects to improve grazing management and farm tree/revegetation projects to enhance native vegetation values and landscape connectivity. Capacity building/training events to improve knowledge and awareness in hydrogeological landscapes, land function analysis as well as grazing management.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Central West	Central West Farming Systems Inc.	\$25,000	NLP	<p>Women and youth: A sustainable natural resource management future.</p> <p>To provide capacity-building opportunities in sustainable agricultural practices through increased education, engagement of women and youth in land management. Encourage young people to understand food production and participate in sustainable farming practices, including soil acidity and soil health.</p>	Central West Farming Systems
Central West	Central West Lachlan Landcare	\$146,606	NLP	<p>Tree drive for corridors and wind breaks and Eco day.</p> <p>Reconnect with landholders and Landcare groups within the community to share resources. Tree corridors to provide wind breaks, habitat for birds, insects and shelter for animals and improve soil stability in areas at risk.</p> <p>Eco day to continue existing environmental education day for district primary schools. Hands-on activities for local students, benefits of recycling and recognising the importance of Indigenous culture.</p>	Landcare
Central West	Condobolin and Districts Landcare Management Committee	\$23,915	NLP	<p>Condobolin and Districts Landcare Biosecurity project.</p> <p>Develop strong, effective and self-reliant biosecurity management groups with the capacity to plan and conduct ongoing management to reduce the impact of biosecurity threats, including invasive species, improve community economic stability and social wellbeing through enduring partnerships.</p>	Landcare
Central West	Coonamble Shire Council	\$19,950	NLP	<p>Landcare and natural resource management projects in the Coonamble district and Castlereagh catchment.</p> <p>Encourage social and economic capacity through management of natural resources, increase native vegetation, reduce invasive species and improve the condition of river ecosystems. Protect the natural environment and undertake activities that support sustainable agricultural practices, encourage natural resource activities that contribute and improve economic sustainability and social wellbeing.</p>	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Central West	Dunedoo Area Community Group	\$19,950	NLP	Renew, educate, revegetate and eradicate. To deliver educational training and workshops to district farmers, community and Landcare members on sustainable farming practices and sound land management and river protection projects to increase long-term sustainability and profitability.	Landcare
Central West	Little River Landcare Group	\$17,890	NLP	Women in agriculture and young farmer network. Provide educational sessions to increase knowledge and skills. Provide an opportunity to build relationships with a long-term focus to undertake activities that support sustainable agricultural practices and increase the number of people engaged in a natural resource activity.	Landcare
Central West	Macquarie Cotton Growers Association	\$2,800	CA NSW	Biodiversity conservation. Field day for local cotton growers and irrigators focusing on fish health as a sustainability issue in the Macquarie River regulated system.	Producer group
Central West	NSW Soil Knowledge Network Group	\$24,000	NLP	Soils and land management. Increase knowledge and understanding of soil health issues relevant to landholders, increase landholders capacity to manage soil health issues and implement a sustainable soil health monitoring program.	Producer group
Central West	RiverSmart Australia	\$17,250	NLP	Promoting Landcare participation through the Window on the Wetlands Centre, Warren. To educate, encourage recreation and support Indigenous culture in a central location for the community. Supporting structured education programs focussed on river and wetland health and sustainability. Develop an outdoor information shelter which supports the principles and practices of being a RiverSmart farmer.	Landcare
Central West	Spicers Creek Talbragar Catchment Management Group	\$13,200	NLP	Paddock tree project and training. Resource and empower community and landholders to maintain trees for stock shade, shelter, habitat, soil improvement ecosystems and landscape benefits. The group will be confident to contribute to sustainable management of agriculture and natural resources.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Central West	Trundle, Bruie Plains and District Landcare	\$10,650	NLP	<p>Building resilient landscapes and farming systems in Central West NSW.</p> <p>To encourage a resilient rural landscape supporting strong biodiversity, diverse healthy grasslands, healthy rivers and strong community groups supporting active sustainable regenerative management practices. Improving erosion control, build diverse grasslands, maintain grazing management practices, reconnect remnant vegetation, rebuild lost biodiversity and logical capital and provide habitat for local bird life.</p>	Landcare
Central West	Warrumbungle Landcare Group	\$17,703	NLP	<p>Improve biodiversity in the Warrumbungle Landcare Group area.</p> <p>To improve management of native vegetation, protect remnant vegetation and microsystems through education programs for the community, in particular the control of feral species and increase the knowledge to benefit long-term sustainable agricultural practices.</p>	Landcare
Central West	Weddin Landcare Inc.	\$9,800	NLP	<p>Managing weeds and feral animals in the Weddin shire.</p> <p>Contribute to maintaining economic sustainability of farmland and urban areas through promotion, education and engaging landholders and the community in managing pests and weeds.</p> <p>Protect the natural environment from predators and weed infestation. Give skills and opportunities to manage the impact of invasive species.</p>	Landcare
Central West	Weddin Landcare Steering Committee	\$10,000	NLP	<p>Sustaining our soils.</p> <p>Informing landholders of the benefits of different farming systems and encouraging change for more sustainable agricultural practices.</p> <p>Improve partnerships which encourage profitable farming systems.</p> <p>To improve management of soil systems and microsystems through education programs.</p>	Landcare
Greater Sydney	Asian Women At Work Inc.	\$1,500	NLP	Aquatic Champions: Development of Chinese community education materials.	Community group

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Greater Sydney	Barragal Landcare Group Inc.	\$19,695	NLP	Coordinating the Menangle fox control campaign across the landscape to reduce impacts on livestock and native wildlife.	Environment group
Greater Sydney	Bouddi Bushcare	\$10,000	NLP	Restoration of Wagstaffe spotted gum community (endangered ecological community) - Bouddi National Park.	Community group
Greater Sydney	Bushcarer's Major Day Out	\$27,369	NLP	Bushcarer's day out: The Middle Harbour community environmental project.	Environment group
Greater Sydney	Campbelltown Golf Course Bushcare Group	\$21,250	NLP	Community stewardship to restore Cumberland Plain Woodland and significant waterways within urban vegetation corridors at Campbelltown golf course.	Community group
Greater Sydney	Clean4Shore	\$32,639	NLP	Foreshore debris clean up and restoration.	Environment group
Greater Sydney	Cockle Bay Bushcare	\$10,000	NLP	Restoration of saltmarsh and swamp sclerophyll forest in Cockle Bay Nature Reserve.	Community group
Greater Sydney	Community Environment Network Inc.	\$1,484	NLP	Stepping stones: Wildlife and habitat workshop.	Environment group
Greater Sydney	Conservation Volunteers Australia	\$1,490	NLP	Biodiversity in your backyard: Awareness program.	Environment group
Greater Sydney	Copacabana Dunecare	\$12,000	NLP	Gosford City Council/Copacabana Dunecare: Bush regeneration.	Community group
Greater Sydney	Darkinjung Local Aboriginal Land Council	\$18,716	NLP	Untracked track rehabilitation project.	Aboriginal community
Greater Sydney	Darkinjung Local Aboriginal Land Council	\$12,999	CA NSW	Bell Road Aboriginal site complex conservation program.	Aboriginal community
Greater Sydney	Friends of Bungan Inc.	\$9,746	NLP	Control of transformer weeds in Bungan and Betty Morrison Reserve, North West section.	Environment group
Greater Sydney	Friends of Freshwater Inc.	\$9,295	CA NSW	Undercliffe reserve Bushcare project in Freshwater.	Community group
Greater Sydney	Friends of Freshwater Inc.	\$1,500	NLP	Interpretive signs developed to build community awareness of biodiversity values in Undercliffe Reserve.	Environment group
Greater Sydney	Friends of the Colo	\$1,490	NLP	Black willow control program landowner mailout.	Environment group

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Greater Sydney	Friends of the Colo	\$1,495	NLP	Improving safety for volunteers using packrafts for remote weeding and mapping project.	Environment group
Greater Sydney	Greater Sydney Landcare Network	\$805	NLP	Conservation, preservation and restoration: Climate change and the challenge of beliefs.	Environment group
Greater Sydney	Greening Australia NSW	\$7,000	NLP CA NSW	Recovery of <i>pimelea spicata</i> , <i>swainsona monticola</i> and <i>thesium australe</i> in grassy woodland on the Cumberland Plain.	Environment group
Greater Sydney	Hawkesbury Environment Network Inc.	\$20,675	NLP	Water in The Landscape: Community engagement in the Hawkesbury.	Environment group
Greater Sydney	Henry Doubleday Research Association Inc.	\$1,430	NLP	Bushland production reconciliation.	Community group
Greater Sydney	International Environmental Weed Foundation	\$1,204	NLP	Weed and habitat awareness resources for the Chinese community in Ryde/Eastwood by International Environmental Weed Foundation.	Community group
Greater Sydney	Kariong Eco Garden	\$14,680	CA NSW	Kariong Eco Garden: Weed removal.	Community group
Greater Sydney	Kariong Eco Garden	\$1,485	NLP	Putting out the welcome mat for wildlife.	Community group
Greater Sydney	Katoomba Christian Convention Limited	\$20,000	NLP	Creation care at Katoomba Christian Convention Centre: Bushland restoration.	Environment group
Greater Sydney	Koori Country Firesticks	\$28,500	NLP CA NSW	Koori Country firesticks workshop.	Aboriginal community
Greater Sydney	Leura Falls Creek Catchment Working Group	\$1,500	NLP	Connecting community with our catchment awareness program.	Environment group
Greater Sydney	National Parks Association of NSW Inc.	\$50,000	NLP	Community education: Dragons of Sydney Harbour.	Environment group
Greater Sydney	Norah Head Lighthouse Coastcare	\$1,480	NLP	Norah Head Headland: Nature trail signs.	Environment group
Greater Sydney	Norah Head Lighthouse Coastcare	\$27,990	NLP	Norah Head Lighthouse Beach: Foreshore and bushland restoration.	Environment group

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Greater Sydney	Norah Head Residents Ratepayers and Coastcare Assoc. Inc.	\$500	NLP	Banners to advertise for Coastcare volunteers in Norah Head.	Environment group
Greater Sydney	Norah Head Residents Ratepayers and Coastcare Assoc. Inc.	\$15,120	NLP	Invasive weed control: removal of bitou bush, ground asparagus and turkey rhubarb at Norah Head.	Community group
Greater Sydney	NSW National Parks and Wildlife Service: Bushcare Support	\$43,000	NLP Biodiversity fund	Peri-urban volunteer Bushcare support and highland swamp protection in the Blue Mountains.	Environment group
Greater Sydney	Pittwater Natural Heritage Association	\$1,490	NLP	Pittwater Indian myna action group: Myna control education.	Environment group
Greater Sydney	Pittwater Youth Hostel Association	\$11,602	NLP	Morning Bay Bush regeneration event.	Environment group
Greater Sydney	Popes Glen Bushcare Group	\$1,500	NLP	Development of 'Decades of Healing' booklet for dissemination amongst the local volunteer community.	Environment group
Greater Sydney	Scattergood Reserve Bushcare Group	\$17,640	NLP	Improving critically-endangered shale sandstone transition forest at Scattergood Reserve.	Environment group
Greater Sydney	South Lawson Bushcare	\$1,500	NLP	South Lawson Bushcare film.	Environment group
Greater Sydney	Take 3 Ltd	\$54,169	NLP	Take 3—Green sea turtle: Marine litter awareness program.	Community group
Greater Sydney	The Friends of Knudsen Reserve Landcare Group	\$10,290	NLP	Bushland restoration along Ropes Creek: The last stretch—the coming of age.	Community group
Greater Sydney	Tribal Warrior Association	\$33,000	CA NSW	Cultural camps on Country.	Aboriginal community
Greater Sydney	Tuggerah Lakes Secondary College—Tumbi Umbi Campus	\$1,070	NLP	Tuggerah Lakes Secondary College: Berkeley Vale Campus Take 3 community project.	Environment group
Greater Sydney	Wahroonga Waterways Landcare	\$16,466	NLP	Wahroonga Waterways Landcare: Comenarra Parkway regeneration.	Environment group

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Greater Sydney	Wivenhoe Conservation Landcare	\$1,464	NLP	Interpretive signage by Wivenhoe Conservation Landcare at Cobbity.	Environment group
Greater Sydney	Yaralla Bushcare Group	\$30,000	NLP	Yaralla Bushcare rehabilitation.	Environment group
Hunter	Bahtabah Local Aboriginal Land Council	\$9,000	CA NSW	Bush regeneration and marine debris clean-up along Little Ned's Creek. Track maintenance and upgrading of Serpent Trail. Community education and engagement with local schools. Tree planting and pest management.	Aboriginal community
Hunter	Belmont Neighbourhood Centre Inc.	\$990	NLP	The project will allow the production of educational signage about the natural vegetation established. The youth have researched each species planted and the environmental benefit to the area.	Community group
Hunter	Combined Hunter Underwater Group	\$500	NLP	Marine debris clean up: 200 m at Nelson Bay and 200 m at Swansea Channel.	Community group
Hunter	Dungog Gresford Hoof and Hook Competition	\$1,000	NLP	Support the Dungog-Gresford Land and Beef group in the Hoof and Hook event held in support of members to improve production of beef.	Community group
Hunter	Greater Toukley Vision Inc.	\$1,000	NLP	Support the Whale Dreamers Festival 2016.	Community group
Hunter	Hastings Landcare Inc.	\$5,000	NLP	Two workshops in the Hastings River area focusing on weed management, riparian vegetation management, feral animal control, erosion and sedimentation, and building productive soils.	Landcare
Hunter	Hunter Dairy Development Group Inc.	\$7,500	NLP	Delivery of dairy farmer training and capacity building activities by Hunter Dairy Development Group, including a follow-up workshop from 'Churning Milk into Money' (2014-15 activity). Support for Young Dairy Network and support for Hunter Dairy Development Group farmer meetings.	Incorporated group
Hunter	Hunter Region Landcare Network Inc.	\$40,225	NLP	Lower Hunter Landcare Partnership. Support Landcare in the Lower Hunter via the Hunter Region Landcare Network to increase skill and capacity of current Landcare members and groups in the district, as well as increase the awareness of Landcare, and how to get involved.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Hunter	Karuah and Great Lakes Landcare Inc.	\$12,500	NLP	Facilitate five workshops with Karuah Great Lakes Landcare including property planning, soil health, feral animal control, weed control and local food production.	Landcare
Hunter	Lake Macquarie Landcare	\$865	NLP	Deliver practical training on weed removal techniques to new Landcare Team Leaders. Training delivered by Lake Macquarie City Council's Landcare Support Officer, who is qualified and experienced in bush regeneration. Handouts on technical aspects utilised from the Australian Association of Bush Regenerators (bush regeneration information sheets) as well as weed identification materials from the Lake Macquarie Landcare Resource Centre.	Landcare
Hunter	Lake Macquarie Sustainable Neighbourhood Alliance Inc.	\$500	NLP	Marine debris clean-up: Caves Beach Swansea Area Sustainable Neighbourhood Group.	Community group
Hunter	Lambs Valley Landcare Group Inc.	\$5,000	Hunter Catchment Contribution	Project to release winter active dung beetles to improve natural resource management and reduce waste nutrient runoff into riparian areas.	Landcare
Hunter	Manning Landcare Inc.	\$513	NLP	Erect signage for bush regeneration project at local wetland park.	Landcare
Hunter	Manning Landcare Inc.	\$15,500	NLP	Facilitate five workshops with Manning Landcare including soil health, farm planning, farm gate tour and feral animal control. Manning Landcare to establish and maintain nigrospora fungi (giant Parramatta grass crown rot) distribution sites and maintain a register of recipients for monitoring.	Landcare
Hunter	Manning Landcare Inc.	\$10,000	NLP	Manning Great Lakes Landcare Coordinator Initiative support.	Landcare
Hunter	Martindale Creek Catchment Landcare Inc.	\$5,000	NLP	Martindale Creek Catchment Landcare support to control emerging weeds in the catchment Emphasis on educating landholders and capacity building with possible on-ground works component to assist in program as timing is imperative. Conduct a natural resource/sustainable agriculture management bus tour plus a field day on native grasses in the farmscape.	Landcare

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Hunter	Merriwa Landcare Group Inc.	\$5,000	Hunter Catchment Contribution	Merriwa Landcare is supporting members to take part in a tree planting project, adopting sustainable practice change and building natural resource management skills.	Landcare
Hunter	Merriwa PAH&I Association Inc.	\$1,500	NLP	Contribution towards Merriwa Farm Safety Day.	Community group
Hunter	Millers Forest Progress Association Inc.	\$1,000	NLP	Support the community group with flood preparation through the purchase of emergency radio equipment.	Community group
Hunter	Murra Country Inc.	\$5,000	NLP	Support for riparian management program on Pages River behind Murrurundi Public School. Focus on weed eradication, diverse native plantings and an outdoor learning space.	Aboriginal community
Hunter	Muswellbrook Shire Council	\$5,000	NLP	Upper Hunter Landcare Coordinator Initiative support.	Landcare (though local government)
Hunter	Ocean and Coastal Care Initiatives Inc.	\$500	NLP	Marine debris clean-up: Marine Parks Association. 200m Nelson Bay marine rock wall (northern section).	Community group
Hunter	Ocean and Coastal Care Initiatives Inc.	\$2,000	NLP	Funding provided to run a coastal habitat awareness project course in May 2016.	Community group
Hunter	Ocean and Coastal Care Initiatives Inc.	\$1,000	NLP	Install detangler bins and train volunteers in the Port Stephens area to help prevent fishing lines and fishing waste entering the waterways.	Community group
Hunter	Ocean and Coastal Care Initiatives Inc.	\$500	NLP	Marine debris clean-up: Caves Beach Swansea Sustainable Neighbourhood Group (3,000 m divided between Throsby Creek and Lake Macquarie).	Community group
Hunter	Ocean Watch Australia Ltd	\$8,000	NLP	Works to enhance the riparian environment and water quality of the Hunter river estuary at Kooragang Island.	Community group
Hunter	Picture You in Agriculture	\$12,000	NLP	Education resources to cover climate change, biosecurity, land, energy and water, and careers in agriculture. Targeting agricultural schools within region. Produce a decorated fibreglass cow, videos, blogs and other resources as part of the schools program work.	Community group

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Hunter	Rotary Club of Newcastle Enterprises Inc.	\$1,440	Hunter Catchment Contribution	Production of educational material including a banner for events.	Community group
Hunter	Scone Landcare Inc.	\$1,000	NLP	<p>Providing trail cameras to Upper Hunter Shire schools and youth groups for short-term monitoring, recording and identifying wildlife and feral pest movements.</p> <p>Increase student understanding and awareness of natural resources and conservation, enhancing wildlife and agricultural outcomes. The program will help Upper Hunter and Scone Landcare to build a database of wildlife and feral pest locations and movements.</p>	Landcare
Hunter	Scone Landcare Inc.	\$3,500	NLP	Implement native plant program; produce promotional material, marquee and promotional equipment for field day events.	Landcare
Hunter	Singleton Shire Landcare Network Inc.	\$1,500	Hunter Catchment Contribution	Singleton Shire Landcare Network to host a soils seminar event. Targeted at land managers to increase awareness of soil health and effective natural resource management practices.	Landcare
Hunter	Singleton Shire Landcare Network Inc.	\$10,000	NLP	Upper Hunter Landcare Coordinator initiative support.	Landcare
Hunter	Singleton Shire Landcare Network Inc.	\$5,000	Hunter Catchment Contribution	<p>Funding for community capacity-building seminar to attract new members.</p> <p>Changeology workshop open to other district community organisations.</p>	Landcare
Hunter	Singleton Shire Landcare Network Inc.	\$10,000	Hunter Catchment Contribution	African olive and lantana control.	Landcare
Hunter	Southern Cross University	\$1,500	NLP	Produce information gathered from the sea slug census to provide education materials on the website and printed material to promote marine ecosystem health.	Educational institute
Hunter	Tangaroa Blue Foundation Ltd	\$500	NLP	Marine Debris Clean ups: Stockton Beach 3,000 m.	Community group

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Hunter	Taree Indigenous Development and Employment Ltd	\$5,980	NLP	Provide short-term employment and training for members of the Karuah Aboriginal Community in identification and control of invasive weed species (including lantana, morning glory, privet, African olive) on Karuah Local Aboriginal Land Council owned and other lands.	Aboriginal community
Hunter	Taree Indigenous Development and Employment Ltd	\$5,000	NLP	Employ Aboriginal rangers and Local Aboriginal Land Council Green Team (10 in total) members as part of an Aboriginal land management team. Provide geographic information system (GIS) mapping skills training to team members, with help from a GIS trainer. Utilise GIS mapping skills through field exercises.	Aboriginal community
Hunter	Taree Indigenous Development and Employment Ltd	\$5,414	NLP	Undertake a vertebrate pest survey of the Kippax Conservation Reserve owned by the Oxygen Farm Association, and prepare a vertebrate pest management plan.	Aboriginal community
Hunter	Taree Indigenous Development and Employment Ltd	\$15,700	NLP Hunter Catchment Contribution Environmental Trust	Training Aboriginal green teams to engage with work package to value add to the Dungog African olive program. Aboriginal engagement component of Environmental Trust Dungog African olive program.	Aboriginal community
Hunter	Upper Hunter Sustainable Farming Group Inc.	\$8,500	Hunter Catchment Contribution	Support the establishment of a sustainable agriculture group in the Upper Hunter across three local government areas based around a landholder group working together through the Bengalla project. Form education network to explore pasture/cropping options, livestock activities, soil carbon, fertility testing and arrange extension trips.	Community group

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Hunter	Worimi Local Aboriginal Land Council	\$10,000	NLP	<p>Using baiting and other appropriate integrated management techniques, undertake a fox and feral dog control program within Hexham and Tomago areas of the Hunter Wetlands Estuary Ramsar site.</p> <p>This will assist the feral animal control work of Shortland Wetlands Australia on their adjoining site.</p> <p>Within the Stage Three Tomago rehabilitation site, a 32 ha area of predominantly wetland forest will be controlled for a variety of weed species (lantana, opuntia, juncus, mangrove).</p>	Aboriginal community
Murray	Agropraisals	\$8,000	NLP	Agropraisals to run second trial to demonstrate the role of seed set prevention in managing annual ryegrass seed banks as part of an integrated weed management program in an annual cropping rotation.	Producer groups
Murray	Albury City Council	\$2,000	CA NSW	Launch Climate Watch Trail and smartphone app at Albury Botanic Gardens to raise awareness of climate change impacts on natural systems.	Community group
Murray	Albury City Council	\$10,000	NLP	Wagirra Project Team and the local Aboriginal community will restore the culturally significant Wiradjuri Campsite at Wonga Wetlands. The campsite will act as a place where visitors to Wonga Wetlands can appreciate and learn about Wiradjuri culture.	Community group
Murray	Albury City Council	\$10,000	NLP	<p>Continue development of the guided cultural walk along the Wagirra Trail.</p> <p>On-ground work to be undertaken by the Wagirra Project Team will include planting of bush tucker, traditional medicinal and cultural plants and interpretive signage to promote and educate the community on the cultural significance of the trail.</p>	Community group
Murray	Albury Conservation Company	\$5,000	CA NSW	Contribute to the establishment of a Cat Tracker Pilot study in the peri-urban areas around Albury to understand impacts of domestic cats on native fauna.	Environmental group
Murray	Barham and District Memorial Club	\$5,610	NLP	Genetic study of threatened eel-tailed catfish population in the Barham Lakes.	Community group

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Murray	Barham Landcare	\$5,148	NLP	<p>Deliver a workshop at the Barham Federation Botanic Reserve on native plant identification and traditional ecological knowledge.</p> <p>This will provide opportunity for the Barham and wider community to increase understanding, appreciation and interaction with the natural environment.</p>	Landcare
Murray	Border Flywheelers Club	\$10,000	NLP	<p>Detailed assessment and recording of Indigenous stone artefacts returned by local landholders.</p> <p>Traditional owners, archaeologists and historians will be extensively consulted and artefacts returned to traditional owners. Pamphlets of each artefact's history will be published to increase understanding and sharing of Aboriginal cultural heritage.</p>	Community group
Murray	Central Murray Ag Group	\$6,000	NLP	<p>Landholder-driven group at Mathoura.</p> <p>Mixed farming event to build knowledge and skills in sustainable agriculture practices in a mixed farming area.</p>	Producer groups
Murray	Corowa Shire Council	\$10,000	NLP	<p>Deliver a series of soil health workshops that focus on increasing the skills of farmers in recognising soil deficiencies and imbalances in their paddocks. One workshop will also focus on the benefits of composting for improved soil health.</p>	Community group
Murray	Corowa Shire Council	\$10,000	NLP	<p>Deliver a series of biodiversity workshops that focus on increasing community awareness of woodland environments and build knowledge in practices that minimise biodiversity impacts of on-ground works.</p>	Community group
Murray	Corowa Shire Council	\$10,000	NLP	<p>Deliver an information sharing day to encourage people to share their stories about local Aboriginal history.</p> <p>Yorta Yorta Nations and Corowa Historical Society will also develop a brochure on the Aboriginal history of Redlands Hill Flora and Fauna Reserve.</p>	Community Group
Murray	Cummeragunja Local Aboriginal Land Council	\$10,000	NLP	<p>Weekly gathering with the local Aboriginal community and members of Cummeragunja Local Aboriginal Land Council to encourage sharing of cultural knowledge and connection to country using the unique process and skill of possum skin cloak making.</p>	Aboriginal community

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Murray	Cummeragunja Local Aboriginal Land Council	\$10,000	NLP	Weekly gathering with the local Aboriginal community and members of Cummeragunja Local Aboriginal Land Council to encourage sharing of cultural knowledge and connection to country using the unique process and skill of weaving.	Aboriginal community
Murray	Deniliquin Local Aboriginal Land Council	\$10,000	NLP	Delivering a cultural camp for local Aboriginal families, including Elders, adults, youth and children, to reconnect and engage with Country, culture and cultural practices.	Aboriginal community
Murray	Deniliquin Local Aboriginal Land Council	\$10,000	NLP	Engage local unemployed Aboriginal people to clean up, fence and revegetate the Macauley Street gathering place in Deniliquin to provide the community with a location to learn about the local Aboriginal history and share traditional ecological knowledge.	Aboriginal community
Murray	Deniliquin Local Aboriginal Land Council	\$10,000	NLP	Engage local unemployed Aboriginal people to install pathways, signage, seating and shelter at the Macauley Street gathering place to provide the community with a location to learn about the local Aboriginal history and share traditional ecological knowledge.	Aboriginal community
Murray	Deniliquin RSL Fishing Club	\$1,000	NLP	Development and display of community education resources at the Deniliquin Fishing Classic.	Community group
Murray	Graminus Consulting Pty Ltd	\$9,662	NLP	Deliver a series of drought preparedness workshops to improve the knowledge and skills of Tumbarumba beef producers to adapt to long-term climate change and improve their resilience to changes in seasonal conditions.	Producer group
Murray	Holbrook Landcare	\$9,230	NLP	Deliver wildlife surveys and monitoring tools within the Woomargama and adjoining areas, including nest boxes, spotlight walks and bird surveys, to engage landholders in identifying wildlife living on their property or backyard.	Landcare
Murray	Holbrook Landcare	\$9,900	NLP	Deliver a feed testing and budget extension service to improve the skills of land managers in developing feed plans for drier-than-average seasonal conditions to support improved sustainable land management outcomes.	Landcare

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Murray	Holbrook Landcare	\$7,943	NLP	Collate a dung beetle resource kit and deliver a workshop for landholders to improve dung beetle identification skills and increase awareness of the role of the dung beetle in sustainable land management.	Landcare
Murray	Holbrook Landcare	\$50,000	NLP	Soil nutrient management project: Engage 50 producers in the Eastern Murray region. Focusing in soil testing program to plan for management appropriate to land capability and manage fertiliser inputs to improve productivity and minimise environmental impact.	Landcare group
Murray	Holbrook Landcare	\$15,000	CA NSW	Stream rehabilitation to support southern pygmy perch population in the Upper Billabong catchment.	Landcare group
Murray	Holbrook Landcare	\$10,000	CA NSW	Activities in the Upper Murray region to enhance capacity of local Landcare groups to improve natural resources of the area.	Landcare
Murray	Holbrook Landcare	\$44,650	NLP	Extension of the Bushlinks project into the Upper Murray to improve landscape-scale vegetation connectivity.	Landcare
Murray	Inspiring Excellence	\$4,800	NLP	Edward Wakool Community Leadership Program: Support a leadership program to engage young people and the broader community to participate in decision-making associated with agriculture, environment and community in an area challenged by changing water regimes.	Community group
Murray	Irrigated Cropping Council	\$5,000	NLP	Subsoil manuring trial. A subsoil manuring trial on a red clay loam soil type in an irrigated (overhead sprinkler) winter cropping system to investigate the benefits of soil health and increase in productivity.	Producer group
Murray	Jerilderie Golf Club	\$15,850	NLP	Infrastructure and interpretive signs to support sustainable fishing in Jerilderie.	Community group
Murray	Lions Club of Jerilderie and District	\$10,000	NLP	Enviro communications resource: Development of product that promotes the celebration of ecosystem services provided by Billabong and Yanco Creeks.	Community group
Murray	Meat and Livestock Australia	\$25,000	NLP	Contribution to research partnership trialling alternative logical control mechanisms for blackberry in the Upper Murray.	Producer group

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Murray	Mullengandra Landcare	\$10,000	NLP	Deliver creek restoration on-ground works, including a community tree planting day, to restore and rehabilitate a stretch of degraded creekline along Sweetwater Creek in Mullengandra.	Landcare
Murray	Murray Dairy	\$25,000	NLP	Desktop review of two dairy feeding systems to assess adaptation options for changing climate, reduced irrigation water and persistence of perennial ryegrass over summer. Facts sheets will be developed and distributed in the Murray Valley irrigation district.	Producer group
Murray	Parklands Albury Wodonga	\$3,000	CA NSW	Produce a new edition of the field guide <i>Along the Bush Tracks</i> to promote natural resource management awareness and engagement.	Environmental group
Murray	Parklands Albury Wodonga	\$10,000	NLP	Fabricate, install and record 50 nest boxes to protect threatened species along a section of the Hume and Hovell Track corridor between East Albury and Wymah.	Environmental group
Murray	Petaurus Education Group	\$100,000	NLP	Delivering the Murray region Creative Catchment Kids program for 2015–16. The program improves engagement between Murray Local Land Services and primary school students across the Murray region. It provides opportunities for positive, cooperative activities that encourage students to learn about natural resource management and sustainable agriculture.	Environmental group
Murray	Petaurus Education Group	\$21,022	NLP	Aboriginal culture along the Murray. Develop an education tool kit that can support the delivery of programs associated with cultural awareness and sharing of traditional ecological knowledge in schools.	Environmental group
Murray	Petaurus Education Group	\$4,000	NLP	Maintain educational displays at Wirraminna Environmental Education Centre related to threatened species.	Environmental group
Murray	Petaurus Education Group	\$5,000	Wetland carbon storage	Support for a tree planting day at Native Dog Swamp to raise awareness of ecological values and attributes of wetlands.	Environmental group

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Murray	Petaurus Education Group	\$20,000	NLP	Promotion of Indigenous Culture: Develop an education tool kit than can support the delivery of programs associated with cultural awareness and sharing of traditional ecological knowledge in schools.	Environmental group
Murray	Petaurus Education Group	\$165,000	NLP	Delivery of on-ground works and development of communications resources for the squirrel glider local area management plan project.	Environmental group
Murray	Ricegrowers Association of Australia	\$10,000	NLP	Deliver an extension program to irrigators and agronomists in the Murray valley to increase awareness of best management irrigation practices.	Producer group
Murray	Ricegrowers Association of Australia	\$5,943	NLP	Restore a local landscape within the West Berriquin area by preparing and direct seeding 1.5 ha of locally native vegetation as a demonstration site.	Producer group
Murray	Ricegrowers Association of Australia	\$10,000	NLP	Deliver components of the Rice Extension Environmental Champions Program to landholders in the Murray valley. Activities include a rice field day, farm business management workshop for women in farming and two field walks demonstrating legume crop and pasture establishment in rice stubble.	Producer group
Murray	Ricegrowers Association of Australia	\$10,000	CA NSW	Tour of key cultural heritage sites along the Yanco Billabong Creeks to share understanding and raise awareness of cultural heritage in this area.	Producer group
Murray	Ricegrowers Association of Australia	\$10,000	NLP	Leadership program: Support a leadership program to engage young people and the broader community to participate in decision making associated with agriculture, environment and community in an area challenged by changing water regimes.	Producer group
Murray	Riverine Plains	\$10,000	NLP	Precision Ag workshop and 2016 Compendium: A community workshop showcasing the benefits of precision farming to the business and the environment. Plus a comprehensive compendium on local research conducted by Riverine Plains related to improving productive and land management outcomes.	Producer group

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Murray	Rumbalara Aboriginal Cooperative	\$5,000	NLP	Support for a gathering of the local Aboriginal community of the Billabong-Yanco region to share traditional ecological knowledge, learn from Elders and celebrate cultural heritage.	Aboriginal group
Murray	Southern Growers Inc.	\$10,000	NLP	Deliver a farm study tour for growers within Finley and surrounds that improves knowledge of high and low input, irrigation, dryland and broad acre farming enterprises.	Producer group
Murray	Southern Growers Inc.	\$10,000	NLP	Deliver an event with expert speakers for rural women within Finley and surrounds that includes various topics to help empower and inspire local women.	Producer group
Murray	Southern Growers Inc.	\$10,000	NLP	Deliver a seminar series within the Finley and Blighty regions. The aim is to address emerging issues relevant to the local agricultural community.	Producer group
Murray	Southern Growers Inc.	\$9,500	NLP	Business Edge Workshop: Meat and Livestock Australia training to improve business literacy skills of meat sheep farming businesses.	Producer group
Murray	Southern Growers Inc.	\$8,000	NLP	Establish a beef-producer discussion group within the Southern Growers region to enable the sharing of local approaches to the uptake of research and development for improved land management outcomes. One initial meeting plus six sessions.	Producer group
Murray	Southern Growers Inc.	\$8,000	NLP	Establish a sheep-producer discussion group within the Southern Growers region to share local approaches to research and development uptake for improved land management. One initial meeting and six sessions.	Producer group
Murray	St John's Lutheran School	\$8,000	Wetland carbon Storage Australian Government	Restoration of Jindera Wetland to enhance its ecological values and improve capacity of local community to interact with the wetland site.	School
Murray	Walla Walla P&C Association	\$10,000	NLP	Deliver a series of natural resource management workshops to local school students and the community to increase understanding of issues and sustainable land practices. Hands on learning activities will be used to help connect the community with the environment.	School

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Murray	Wamba Wamba Local Aboriginal Land Council	\$10,000	NLP	Deliver a cultural camp that engages Aboriginal community Elders, youth and children to re-ignite and engage in the cultural history of the community.	Aboriginal community
Murray	Wamba Wamba Local Aboriginal Land Council	\$10,000	NLP	Deliver a series of workshops to learn traditional cultural practices. These workshops will allow local Aboriginal communities the opportunity to reconnect or engage with country, culture and cultural practices through sharing of traditional ecological knowledge.	Aboriginal community
Murray	West Berriquin Irrigators	\$8,500	NLP	Deliver an information session for landholders to improve understanding of water management for long-term productivity, including planning for a drier climate.	Producer group
Murray	Western Land Improvement Group	\$125,000	NLP	Retired irrigation land grazing trials: small plot replicated trials to identify appropriate land management practices for productive and environmental outcomes on land retired from irrigation. Evaluating and promoting findings of animal production on the grazing block demonstrations and grazed saltbush block demonstration.	Producer group
Murray	Western Murray Land Improvement Group	\$9,805	NLP	Conduct a moisture monitor comparison study involving soil sampling and installation of moisture monitors. Results will be shared with interested landholders within the Barham, Moulamein and Murray Downs areas via a field day.	Producer group
Murray	Wirraminna Environmental Education Centre	\$7,177	NLP	Fabricate and install interpretive signs at the Wirraminna Environmental Education Centre to help connect the community with the environment and increase awareness of sustainable land practices. Plant labels will also be installed to enable visitors to identify suitable plants for their area.	Environmental group
Murray	Woolshed Thurgoona Landcare	\$10,000	NLP	Employ a community-based Landcare coordinator to support the group deliver a range of capacity-building initiatives that increase the engagement of landholders in the Thurgoona-Wirringa community.	Landcare

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Murray	Yanco Creek and Tributaries Advisory Group	\$10,000	NLP	Deliver water information workshops to educate water users within the area about relevant policies and legislation that inform water regulation, delivery and allocation within the Murrumbidgee and Murray valleys.	Producer group
Murray	Yanco Creek and Tributaries Advisory Group	\$10,000	CA NSW	Develop and install Indigenous cultural heritage signage at key locations along the Billabong-Yanco Creek system in collaboration with local Aboriginal communities.	Producer group
Murray	Yanco Creek and Tributaries Advisory Group	\$10,000	CA NSW	Field days to assist landholders to identify riparian vegetation along the Billabong-Yanco Creek system and learn about management of riparian vegetation.	Producer group
Murray	Yarkuwa Indigenous Knowledge Centre	\$10,000	NLP	Develop an educational display area at the Yarkuwa Centre to showcase items relating to local culture and community history. The aim is to engage community members and increase knowledge and capacity to exchange traditional ecological knowledge and natural resource management concepts.	Aboriginal community
Murray	Yarkuwa Indigenous Knowledge Centre	\$10,000	NLP	Fabricate and install information panels at the Deniliquin Fish Park to engage community members and increase knowledge in relation to different fish species, their habitats, local stories and traditional language elements.	Aboriginal community
North Coast	Agricultural Information and Monitoring Services	\$56,200	NLP	Deliver pasture and grazing management training program to beef graziers in the Hastings Valley: Workshop series to land managers on soil management and ways to implement enterprise-specific management practices to improve soils on farm.	Community groups
North Coast	Bellingen Shire Council	\$48,000	Biodiversity fund	Jaliigirr Project to restore, manage and enhance biodiversity conservation and corridors.	Local government
North Coast	Booroongen Djugun Ltd	\$30,000	CA NSW NLP	Aboriginal extension project officer to engage Aboriginal communities in natural resource management, sustainable agriculture, biosecurity and emergency management.	Aboriginal groups
North Coast	Brunswick Valley Landcare Inc.	\$5,000	NLP	Implement a bird identification and bird monitoring program for primary school students in public schools.	Schools

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North Coast	Bushland Restoration Services	\$30,000	NSW Environmental trust	Reduce bitou bush density, enhance coastal native vegetation and assist recovery of several threatened species and communities along Byron Shire coastline.	Community groups
North Coast	Clarence Landcare Inc.	\$167,066	CA NSW NLP	Deliver targeted on-ground works and priority natural resource management and agricultural productivity activities to the local area. Undertake stock management and water quality improvements within water supply catchment areas.	Landcare
North Coast	Coffs Harbour and District Local Aboriginal Land Council	\$56,425	CA NSW NLP	Darrunda Wajaar working on Country bush regeneration planning and works. Wild peri-urban dog management with local Aboriginal Green Teams and Aboriginal Elders.	Aboriginal groups
North Coast	Coffs Harbour Regional Landcare Inc.	\$73,500	CA NSW NLP	Working on Country bush regeneration and feral animal control on culturally significant land with engagement of Darrunda Wajaar green team. Engagement, land management planning and workshops to build capacity of the blueberry industry and to mitigate impacts of production.	Landcare
North Coast	Dorrigo Plateau Aboriginal Land Council	\$33,150	CA NSW NLP	Restoring cultural connections for Dorrigo Plateau community and land through developing restoration action plans and undertaking bush regeneration on significant sites.	Aboriginal groups
North Coast	Envite Inc.	\$37,000	Biodiversity fund	Jaliigirr project to restore, manage and enhance biodiversity conservation and corridors.	Landcare
North Coast	Far North Coast Dairy Industry Group Inc.	\$28,000	CA NSW NLP	Conduct field validations of selected kikuyu genotypes for traits of economic importance to the dairy and beef industries.	Industry
North Coast	Grafton Ngerrie Local Aboriginal Land Council	\$42,225	CA NSW NLP	Develop community, land and business plan to assist with strategic direction for the Grafton Ngerrie Local Aboriginal Land Council over the next four years in cultural land preservation and protection.	Aboriginal groups
North Coast	Gugin Gudduba Local Aboriginal Land Council	\$28,000	NLP	Restore critical habitat for eastern bristlebird on culturally-significant landscape site, the Helmet Range.	Aboriginal groups

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North Coast	Hastings Landcare Inc.	\$68,565	NLP	Deliver targeted on-ground works and priority natural resource management and agricultural productivity activities to the local area.	Landcare
North Coast	Jaliigirr Biodiversity Alliance Inc.	\$36,000	Biodiversity fund	Jaliigirr project to restore, manage and enhance biodiversity conservation and corridors.	Landcare
North Coast	Kempsey Local Aboriginal Land Council	\$10,000	CA NSW	Protect and restore native vegetation condition to areas of saltmarsh endangered ecological community on Shark Island in the lower Macleay River estuary.	Aboriginal groups
North Coast	Lord Howe Island Board	\$320,610	NLP CA NSW	Progressing treatment and eradication of invasive weeds and the African big-headed ant from World Heritage-Listed Lord Howe Island.	Landcare
North Coast	Macleay Landcare Network Inc.	\$13,200	Australian Government	Floodplains for the future project: Restoring and rehabilitating wetlands and riparian zones in the Macleay River Estuary.	Landcare
North Coast	Madhima Gulgan Community Association Inc.	\$30,000	CA NSW NLP	Aboriginal extension project officer to engage Aboriginal communities in natural resource management, sustainable agriculture, biosecurity and emergency management.	Aboriginal groups
North Coast	Mid North Coast Weeds Coordinating Committee Inc.	\$170,000	CA NSW	Activities to address key weed threats in three Local Government areas of the southern socioecological landscape.	Local government
North Coast	Nambucca Valley Landcare Inc.	\$76,000	CA NSW NLP	Nambucca River function and water protection through restoration of stream bed and stream-bank structure.	Landcare
North Coast	Nature Conservation Council of NSW	\$6,682	NLP	Field monitoring of endangered Hastings River mouse, vulnerable eastern chestnut mouse and endangered eastern bristlebird populations.	Landcare
North Coast	Never Never Catchment Groups	\$45,000	Biodiversity fund	Jaliigirr project to restore, manage and enhance biodiversity conservation and corridors.	Landcare
North Coast	Ngurrula Aboriginal Corporation	\$20,000	NLP CA NSW	Support of Aboriginal Green Team bush regeneration and environmental work in the southern socioecological landscape.	Aboriginal groups

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North Coast	North Coast Regional Landcare Network Inc.	\$258,000	CA NSW NLP	Regional Landcare Facilitator program to support and develop Landcare in the region and support adoption of sustainable management practices. Support Landcare networks in each of the three socio ecological landscapes to build community awareness, knowledge and skills across the region.	Landcare
North Coast	Northern Landcare Support Services Pty Ltd	\$68,566	NLP	Deliver targeted on-ground works and priority natural resource management and agricultural productivity activities to the local area.	Landcare
North Coast	Ocean Watch Australia Ltd	\$20,870	NLP	Develop an estuary-wide environmental management system for oyster farmers in the Tweed estuaries.	Industry
North Coast	Port Macquarie Hastings Council	\$40,000	CA NSW	Environmental restoration works within a highly-significant estuarine corridor of the Camden Haven River.	Local government
North Coast	Russell K Jago Ecology	\$40,400	CA NSW	Toad control in the Lower Clarence outlier to minimise the spread into the (10,000 ha) adjacent high ecological value Clarence floodplain wetlands.	Landcare
North Coast	Upper Clarence Combined Landcare	\$55,000	CA NSW	Feral pig control project in the Upper Clarence, working with local Indigenous people on weed management and ecological restoration.	Aboriginal groups
North Coast	Wetland Care Australia Pty Ltd	\$293,650	CA NSW NLP	Floodplain infrastructure management to improve soil hydrology: Implement landscape connectivity management actions in the central Border Ranges, mid Tweed River-Cudgen coast and the Ballina estuary corridors.	Landcare
North Coast	Far North Coast Weeds	\$60,000	CA NSW	Eradication and containment of tropical soda apple and cats claw creeper infestation in the northern socioecological landscape.	Landcare
North West	Barwon Learning Centre	\$10,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
North West	Koala Preservation Society Australia Inc.	\$4,885	CA NSW NLP	Develop a koala database and website for the North West region.	Community group
North West	Murdi Paaki Regional Enterprise Corporation	\$5,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands at Angledool Aboriginal burial ground.	Aboriginal community

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
North West	North Slopes Landcare Association	\$64,680	CEF	Invasive species and pest management.	Landcare
North West	Northern Slopes Landcare Association	\$40,000	CA NSW	On-ground intervention of threatened species.	Landcare
North West	Northern Slopes Landcare Association	\$250,830	NLP	Small grants program and Regional Landcare Facilitator (0.5 full-time equivalent).	Landcare
North West	Tamworth Local Aboriginal Lands Council	\$10,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
North West	Tamworth Regional Landcare Association	\$250,830	NLP	Small grants program and Regional Landcare Facilitator (0.5 full-time equivalent).	Landcare
North West	Eurool Traditional Owners Aboriginal Corporation	\$25,000	NLP	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
North West	Miyay Birray Youth Service	\$10,000	NLP	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
North West	Moree Local Aboriginal Lands Council	\$25,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands at Terri Hie Hie.	Aboriginal community
North West	North West Land Trust	\$15,000	CA NSW	On-ground actions to protect and enhance Aboriginal lands.	Aboriginal community
Northern Tablelands	Amaroo Local Aboriginal Lands Council	\$67,716	NLP	Protect sites on Aboriginal-owned land, remove weeds and establish a learning centre.	Landholders
Northern Tablelands	Anaiwan Local Aboriginal Land Council	\$5,000	NLP	Reconnect to Country: Basket weaving and string making workshops. A series of Aboriginal women's natural resource management and cultural engagement workshops.	Aboriginal Community
Northern Tablelands	Armidale East Combined Wild Dog Group	\$52,095	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Northern Tablelands	Armidale Tree Group	\$5,000	NLP	Develop a database with entries on the native plants of the Northern Tablelands. The database will be used to generate readily-available information about the identification, seed collection, uses, revegetation methods and management of 150 common species on the Northern Tablelands.	Local community
Northern Tablelands	Armidale Tree Group	\$5,000	NLP	Engagement of 150 land managers and community members to participate in a community monitoring network across the Northern Tablelands. The project will contribute to developing new research to tackle the current resurgence of dieback.	Local community and landholders
Northern Tablelands	Armidale Urban Rivercare Group	\$4,000	NLP	Site preparation for vegetation planting and delivery of one community engagement event for Dumaresq Creek stakeholders.	Local community
Northern Tablelands	Australia New Zealand Society for Ecological Economics Inc.	\$1,465	NLP	Walking the Talk: Transforming to Sustainable Land Management in the Northern Tablelands. The project includes three events that help bring landholders, other community members, and community environmental groups together with researchers to develop cutting edge knowledge about land management practice in the Northern Tablelands as part of a conference in Armidale.	Local community, landholders and environmental groups
Northern Tablelands	Bald Knob Association	\$10,230	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Cooney Creek Moonah Wild Dog Association	\$3,000	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Dundee Wild Dog Association	\$12,855	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Enmore/Blue Nobby Wild Dog Group	\$12,280	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Glen Innes Natural Resources Advisory Committee	\$16,145	CA NSW	Community grants: Including landholder capacity building in threatened species conservation and control of feral cats at Bald Nob Skeleton Creek, Glen Elgin eco carers project, introducing new technologies for land managers for feral species monitoring and saving our threatened species.	Local community and landholders

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Northern Tablelands	Glen Innes Natural Resources Advisory Committee	\$1,500	NLP	Raising awareness of biodiversity through a field day that trains local land managers to identify wildlife and best practice land management to support wildlife. Trainers will be engaged to deliver information on ecology, wildlife management and native vegetation management.	Local community and landholders
Northern Tablelands	Glen Innes Natural Resources Advisory Committee	\$4,995	NLP	Seed spotting in the Glen Innes district: Training to improve planning, implementation and on ground outcomes of revegetation projects on private land.	Landholders
Northern Tablelands	Granite Borders Landcare Committee Inc.	\$3,700	CA NSW	Landholder training in declared vertebrate pest control techniques in the Tenterfield Council area.	Local community and landholders
Northern Tablelands	Granite Borders Landcare Committee Inc.	\$32,000	CA NSW NLP	Managing cats claw creeper in the Timbarra River area.	Local community and landholders
Northern Tablelands	Granite Borders Landcare Committee Inc.	\$57,539	NLP CANSW	Regional Landcare support	Landcare
Northern Tablelands	Granite Borders Landcare Committee Inc.	\$5,000	CA NSW	Training in best practice methods for successful native vegetation activities.	Local community and landholders
Northern Tablelands	Granite Borders Landcare Committee Inc.	\$4,850	NLP	Weed identification and management training in the Tenterfield Council area	Landcare
Northern Tablelands	Gwydir and Macintyre Resources Management Committee	\$2,000	NLP	Native fauna protection in the Nullamanna/ Wellingrove/Kings Plains area through purchase of vertebrate pest traps and delivery of training events in use of equipment.	Local community
Northern Tablelands	Gwydir and Macintyre Resources Management Committee	\$5,000	NLP	The project will provide training to improve knowledge and management skills of graziers who depend on grasses and grasslands for their livelihood. Participants in the training will have increased capacity to manage pastures for increased mass production, groundcover, increasing soil carbon and biodiversity.	Landholders
Northern Tablelands	Gwydir and Macintyre Resources Management Committee	\$12,495	CA NSW	Small community grants: Regenerating soil, improving pasture, increasing biology, productivity and profit, horses for courses, world soil day, community gardens, native fauna protection.	Local community and landholders

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Northern Tablelands	Inverell Bird Watchers Group	\$800	NLP	A night walk to increase awareness of techniques for managing native vegetation in agricultural landscapes by keeping wildlife habitat wherever possible and the value of small scale changes.	Local community and landholders
Northern Tablelands	Jubullum Local Aboriginal Lands Council	\$35,000	NLP	Improve water quality on Aboriginal-owned land through fencing riparian areas and rubbish removal.	Landholders
Northern Tablelands	Moombahlene Local Aboriginal Lands Council	\$8,000	NLP	Protect an Aboriginal site through the removal of weeds. Establish signage and promote links with the Aboriginal and non-Aboriginal community.	Landholders
Northern Tablelands	New England North West Chairs	\$40,000	NLP	Regional Landcare support.	Landcare
Northern Tablelands	New England Weeds Authority	\$125,000	CA NSW	Containment of tropical soda apple within the Upper Macleay Valley.	Public/private landholders
Northern Tablelands	New England Weeds Authority	\$38,980	CA NSW	Priority weeds program: Implementation of regional weeds committee priorities.	Local community and landholders
Northern Tablelands	Nowendoc/ Niangala Wild Dog Association	\$13,365	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Red Range/ Pinkett Wild Dog Association	\$26,580	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Southern New England Landcare Committee	\$5,000	NLP	Frog Dreaming: People, place, storytelling: This is a conference to provide an opportunity for young people to take an active role in developing a greater understanding of local Indigenous culture and our natural resource assets/issues.	Youth in local community
Northern Tablelands	Southern New England Landcare Committee	\$3,800	CA NSW	Horses for courses: Building landholder skills and knowledge for effective equine management on small acreages.	Local community
Northern Tablelands	Southern New England Landcare Committee	\$5,000	NLP	Improving landholder capacity to design, implement and manage native revegetation for woodland birds in southern New England landscapes.	Armidale, Uralla, Guyra and Walcha communities
Northern Tablelands	Tenterfield Wild Dog Group	\$86,475	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Northern Tablelands	Uralla Rivercare Group—a sub-group of Southern New England Landcare Committee	\$5,000	NLP	River Plan today, tomorrow and in the future: The project will publish and launch an up-to-date Uralla Rivercare Group River Plan, enabling ongoing works to protect and restore native vegetation and to improve riparian stability and in stream aquatic habitat.	Local community
Northern Tablelands	Western Tablelands Wild Dog Group	\$18,345	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Northern Tablelands	Wetland Care Australia	\$82,468	NLP	Upland wetland scoping project addressing foundational and immediate activities to guide investment to maintain ecological function of wetlands on the Northern Tablelands.	Local community and landholders
Northern Tablelands	Winterbourne Moonah Plains Wild Dog Control Assoc.	\$3,000	NLP	Manage the impact of wild dogs on native species and agricultural production.	Wild dog associations and groups
Northern Tablelands	Wongawibinda Wild Dog Control Assoc.	\$51,095	NLP	Manage the impact of wild dogs on native species and agricultural production.	Wild dog associations and groups
Northern Tablelands	Yarrowitch/ Tia Wild Dog Association	\$13,350	NLP	Manage the impact of wild dogs on native species and agricultural production.	Landholders
Riverina	Australian Melon Association	\$10,150	NLP	On-farm biosecurity planning and raising awareness of biosecurity issues for cucurbit growers.	Landholders
Riverina	Irrigation Research and Extension Committee	\$11,000	NLP	Horticulture farmers options tour to look at alternatives to citrus and grapes.	Landholders
Riverina	Mirrool Creek Landcare Group	\$20,000	NLP	Rain, hail or shine, we've got you covered: A project measuring soil moisture across a range of farming/cropping sites in the group.	Landholders
Riverina	Mt Austin High School	\$19,950	NLP	Natural resource management project for Indigenous students.	Indigenous high school students in Wagga area
Riverina	Murrumbidgee Landcare Inc.	\$19,250	NLP	Grassroots training workshops for Landcare members to build skills in developing natural landscapes and a safer community.	Landcare groups across Riverina region

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Riverina	National Malleefowl Recovery Group	\$6,700	NLP	Malleefowl monitoring at 'The Gog': Protecting endangered malleefowl and their mounds, educating farmers and community about conservation of malleefowl on farms.	Farmers and local community around West Wyalong/Bland Shire
Riverina	NSW Stud Merion Breeders Association Ltd	\$18,100	NLP	Know your numbers: A soils and plant project focused on sub-clover nodulation and how to build healthier pastures with legumes.	Sheep farmers in the eastern Riverina
Riverina	Ricegrowers Association of Australia	\$20,000	NLP	Partnership with large farming group to build capacity and skills in sustainable agriculture and natural resource management.	Rice growers in Murrumbidgee Valley
Riverina	Society of Precision Agriculture Australia Inc.	\$6,000	NLP	Precision agriculture expo to build skills of farmers and create awareness of new technology.	Farmers/land managers in Riverina, especially cropping belt
Riverina	Wirraminna Environmental Education Centre	\$20,000	NLP	Creative Catchment Kids: Aboriginal cultural heritage education program.	Primary school students in small schools across Riverina
Riverina	Young District Landcare	\$9,020	NLP	Microbats in the Young Shire: On-ground works combined with training and resource package to educate and build knowledge/skills.	Landcare and community around Young
South East	Batemans Bay Local Aboriginal Land Council	\$22,540	CA NSW Biodiversity Fund	To enhance the ecological integrity of Clyde River coastal saltmarsh and swamp oak floodplain forest wetland communities.	Aboriginal community
South East	Batemans Bay Local Aboriginal Land Council	\$44,620	CA NSW	Batemans Bay land and water management plan.	Aboriginal community
South East	Bega Coast Oysters Inc.	\$13,205	CA NSW	Aquaculture industry support.	Local industry support
South East	Bega Coast Oysters Inc.	\$48,000	NLP	Cultivating a sustainable future for the Sapphire Coast oyster industry.	Local industry support
South East	Bega Local Aboriginal Land Council	\$1,663	CA NSW	Wapengo Lake rehabilitation: Protecting aquaculture, saltmarsh and middens. Bega Local Aboriginal Lands Council Koori work crew support.	Aboriginal community
South East	Bega Local Aboriginal Land Council	\$23,746	CA	Red Hill road property rehabilitation.	Aboriginal community

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
South East	Boorowa Community Landcare Group Inc.	\$50,000	NLP	Building the momentum program.	Landcare
South East	Conservation Volunteers Australia	\$80,000	Biodiversity fund	To increase coastal wetland habitat resilience and health through targeted on-ground works, as well supporting regional communities.	Landcare
South East	Corrowong-Wallendibby Landcare Group Inc.	\$9,200	NLP	Integrated weed management for production and biodiversity.	Landcare
South East	Craigie Landcare Group	\$50,000	CA NSW	Snowy River tributary works.	Landcare
South East	Far South Coast Dairy Development Group Inc.	\$12,500	NLP	Project support for nitrogen use efficiency trial implementation and farmer knowledge and skills development.	Landcare
South East	Far South Coast Landcare Association	\$9,425	CA	Far South Coast support for natural resource management.	Landcare
South East	Far South Coast Landcare Association	\$10,000	CA	Restoring lowland grassy woodlands threatened by African lovegrass (stage 3).	Landcare
South East	Far South Coast Landcare Association	\$15,500	Biodiversity fund	Far South Coast seedbank: Seed collection and consultation services.	Landcare
South East	Far South Coast Landcare Association	\$50,000	NLP	Increasing adoption and knowledge of sustainable grazing practices.	Landcare
South East	Foxground Landcare Group Inc.	\$10,440	NLP	Integrated management of madeira vine in the high value conservation area of Foxground.	Landcare
South East	Greening Australia NSW	\$13,500	NLP	Linking Wingecarribee landscapes and community.	Landcare
South East	Greening Australia NSW	\$5,000	NLP	Rural landscapes program: Southern Highlands project planning.	Community group
South East	Hovells Creek Landcare Group Inc.	\$50,000	NLP	Technical support for critical habitat restoration and management of the Kanangra-Boyd to Wyangala corridor.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
South East	Jerrawa Creek Landcare Group Inc.	\$50,000	NLP	Restoring the health and happiness of endangered wildlife, habitat and farmers through a new Landcare association for the entire Gunning district.	Landcare
South East	Jerrinja Local Aboriginal Land Council	\$25,000	CA NSW	Red Rock management plan.	Aboriginal community
South East	K2C Inc.	\$62,718	NLP	Land for wildlife in Greater Eastern Ranges partnership regions: Kosciuszko to Coast and Kanangra-Boyd to Wyangala link.	Landcare
South East	Landcare Illawarra Inc.	\$10,000	CA NSW	Illawarra rainforest and woodland project.	Landcare
South East	Mogo Local Aboriginal Land Council	\$49,052	NLP	Seachange: Aboriginal marine pathways to social inclusion.	Landcare
South East	Mogo Local Aboriginal Land Council	\$9,380	CA NSW	Tomaga River bank stabilisation and connection of wetland corridor.	Aboriginal community
South East	Mogo Local Aboriginal Land Council	\$32,420	CA NSW	Mogo Local Aboriginal Land Council western section land holdings rehabilitation.	Aboriginal community
South East	Mogo Local Aboriginal Land Council	\$27,600	Biodiversity fund	Spiny rush management on the Moruya floodplains.	Aboriginal community
South East	Molonglo Catchment Group Inc.	\$28,100	NLP	Burra Creek catchment protection and community capacity building.	Landcare
South East	Mt Piper Landcare Group Inc.	\$50,000	NLP	Linking remnant vegetation.	Landcare
South East	Nowra Local Aboriginal Land Council	\$24,200	CA	Cultural, land quality and rehabilitation project.	Aboriginal community
South East	Numeralla and District Activities Inc.	\$17,940	NLP	Restoring the balance in the Numeralla River.	Landcare
South East	Ocean Watch Australia Ltd	\$6,160	NLP	Improving environmental stewardship in the South Coast professional fishing industry.	Landcare
South East	Palerang Local Action Network for Sustainability Inc.	\$45,400	NLP	East capital region small farms and holdings network.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
South East	Palerang Local Action Network for Sustainability Inc.	\$5,000	CA NSW	Small farms network.	Community group
South East	Pambula Wetlands and Heritage Project Inc.	\$5,000	Biodiversity fund	Realising the potential of Panboola Wetlands.	Landcare
South East	Roslyn Landcare Group Inc.	\$50,000	NLP	Linking and rehabilitating Southern Tablelands native vegetation corridors.	Landcare
South East	Sapphire Coast Producers Assoc Inc.	\$50,000	NLP	Farms with a future program.	Landcare
South East	Shoalhaven Landcare Association	\$10,200	NLP	Demonstration Landcare mini-projects in central Shoalhaven.	Landcare
South East	Snowy River Landcare Inc.	\$23,500	NLP	Engaging landholders in landscape-scale control of nationally-significant pest weeds in the listed ecological community of the natural temperate Monaro grasslands.	Landcare
South East	South Coast and Highlands Dairy Industry Group	\$12,500	NLP	Delivery of sustainable agriculture workshops.	Landcare
South East	South Coast and Highlands Dairy Industry Group	\$23,480	NLP	A smarter future program.	Landcare
South East	South East Landcare Inc.	\$16,500	NLP	Growing community capacity.	Landcare
South East	South East Landcare Inc.	\$50,000	NLP	South East Regional Landcare community of practice support.	Landcare
South East	Tarlo Middle Arm Landcare Group Inc.	\$6,641	NLP	Holloways Road yellow box woodland rehabilitation project.	Landcare
South East	Towamba Valley Landcare Group Inc.	\$20,750	NLP	Maintaining Towamba Valley's coordinated ethic of care.	Landcare
South East	Upper Lachlan Catchment Coordinating Committee Inc.	\$26,000	NLP	Crookwell community connections: Towards a sustainable and resilient future program.	Landcare

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
South East	Upper Murrumbidgee Landcare Committee Inc.	\$43,390	NLP	Support for the delivery of natural resource management outcomes in the Upper Murrumbidgee area.	Landcare
South East	Upper Snowy Landcare Committee	\$44,962	NLP	Maintaining support for the Landcare network in the upper Snowy region.	Landcare
Western	Australian Inland Botanic Gardens Inc.	\$1,100	NLP	Rabbit control at the Botanic Gardens to protect native species of plants/trees.	Local community
Western	Barkindji Maraura Environmental Team	\$3,870	NLP	Educational cultural fisheries management tour.	Aboriginal community
Western	Brewarrina Fishing Club	\$7,000	NLP	Bre big fish and carp muster 2016.	Local community
Western	Coomealla High School	\$4,032	NLP	Plant a wattle and eucalyptus plantation which will then be used as an educational tool to teach sound, sustainable, ecological practices to high school students.	High school children
Western	Local Community via contractor Ridgerock Earthmoving	\$14,000	CA NSW	Conduct soil erosion control at the Angledool Aboriginal cemetery.	Aboriginal community
Western	Lower Anabranch Sporting and Landcare Group	\$538	NLP	Information session on cluster fencing for approximately 60 local landholders.	Local community
Western	Murdi Paarki Regional Enterprise Corporation	\$18,533	CA NSW	Community fencing project, supervision and supply of materials.	Aboriginal community
Western	Murray Darling Junction Landcare Group	\$4,059	NLP	Revegetation by way of planting native plants in the Wentworth area. Planting to be conducted via a local community planting day.	Local community
Western	Murray Darling Wetlands Working Group	\$4,618	CA NSW	Workshop to develop an ecological and cultural monitoring program for the Carrs, Cappitts and Bunberoo creeks system and Backwater lagoon.	Local community
Western	National Malleefowl Recovery Group	\$9,800	NLP	Assist local community to monitor malleefowl and gain an understanding of population fluctuations.	Local community

Region	Name of recipient org	Amount of grant	Source of funds	Nature and purpose of project (incl aims)	Target client
Western	Nulla Nulla Local Aboriginal Land Council	\$6,300	NLP	Two-day workshop for transfer of Aboriginal knowledge. Includes Elders from surrounding regions.	Aboriginal community
Western	Pooncarie Field Day Group Inc.	\$2,502	NLP	Interactive environmental education program tailored to suit early childhood and kindergarten through to primary school aged children.	Early childhood/ primary school aged children
Western	Robinson Education Centre	\$2,250	NLP	Cultural workshop of Mutawintji National Park to increase the number of Aboriginal and non-Aboriginal people participating in natural resource management activities.	Aboriginal and local community
Western	Sunset Strip Progress Association	\$23,456	NLP	Exclusion fencing to protect an archaeological and megafauna site on the northern edge of the Menindee Lake.	Aboriginal and local community
Western	Sunset Strip Progress Association	\$4,614	NLP	Funding for workshop on species identification and will include plaques and information panels for the area.	Local community
Western	Wentworth Public School	\$1,454	NLP	Upgrade and enhance existing bush tucker garden.	Aboriginal and local community
Western	Wentworth Rural Women's Gathering	\$5,000	NLP	Support for women in the Broken Hill region to attend the 2016 Annual NSW Rural Women's Gathering.	Local community

Appendix S - Research and development

Completed and continuing research and developmental activities including resources allocated in 2015–16 are as follows.

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Central Tablelands	Cooperative Research Centre for Water Sensitive Cities	Water sensitive cities industry partnership	Contribute to membership.	\$2,500	Ongoing
Central Tablelands	Orange City Council	Targeted ecosystems: creation of safe habitat	Floating island for bird habitat.	\$10,000 via NLP funding	Complete
Central Tablelands	University of South Australia	National cat tracking project	Contribute towards a national cat tracking program.	\$5,000	Ongoing
Greater Sydney	Charles Sturt University	Value of river health to community of Georges and Cooks River catchments	Social research on how communities value waterways.	Greater Sydney Local Land Services contribution \$33,000 via NLP funding Additional \$67,000 from Sydney Water and two local councils	Ongoing
Greater Sydney	Institute for Sustainable Futures	NextGen Compost	Social research to identify push/pull factors impacting on vegetable growers' use of compost. Research on the efficacy of compost.	Compost, crop establishment and other inputs \$37,833 Scientific monitoring and evaluation of results \$16,500 Institute for Sustainable Futures component \$88,084 This project was supported by NSW Environment Protection Authority as part of the Waste Less, Recycle More initiative, funded from the waste levy	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Greater Sydney	University of NSW	Designing sand islands	Shorebird habitat.	\$20,000 via NLP funding	Ongoing
Greater Sydney	University of NSW	Flume testing of living oyster reefs	Create breakwaters to prevent shoreline erosion.	\$45,150 via NLP funding	Ongoing
Murray	Agropraisals Pty Ltd	Herbicide resistance in wheat	Assessing of annual ryegrass seed set prevention in wheat.	\$8,000	Ongoing
Murray	Arthur Rylah Institute, Moama Local Aboriginal Land Council	Ramsar and buffer zones project	Turtle nest site numbers, location and threats.	\$10,000	Complete
Murray	Charles Sturt University and DPI Fisheries	Edward-Wakool river system project	Monitoring of ecosystem responses (for example, fish, water quality, macroinvertebrates) to environmental watering to guide future environmental flows.	\$60,000	Ongoing
Murray	Charles Sturt University	Group capacity survey	Design survey instrument to measure baseline capacity of community groups, and measure ongoing changes in capacity.	\$32,900	Ongoing
Murray	Charles Sturt University	Stakeholder satisfaction survey	Design survey instrument to measure the strength of stakeholder (groups, State and local government) satisfaction with Murray Local Land Services.	\$14,900	Ongoing
Murray	Deakin University	Wetland carbon project	Wetland carbon monitoring on 16 sites based on wetland investment.	\$90,000 plus Australian Research Council linkage and other funding	Ongoing
Murray	Goulburn-Broken Catchment Management Authority	Virtual fencing trial	Trial of new technology to reduce need for fences to manage livestock.	\$20,000	Ongoing
Murray	Inspiring Excellence Pty Ltd	Emerging leaders program	Introductory leadership training for interested Edward-Wakool community members.	\$15,000	Complete

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Murray	Irrigated Cropping Council	Subsoil manuring trial	Investigate soil health and productivity benefits from subsoil manuring.	\$5,000	Ongoing
Murray	Meat and Livestock Australia Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Upper Murray key threats project	Biological control of blackberry.	\$25,000	Ongoing
Murray	Murray-Darling Freshwater Research Centre	Small-bodied native fish	Habitat preferences of threatened southern pygmy perch.	\$50,000	Complete
Murray	Nature Conservation Working Group, Chris Stavros	Bush stone curlew project	Population numbers and key locations of bush stone curlews.	\$5,000	Ongoing
Murray	NSW DPI	Ramsar and buffer zones project	Biological control of sagittaria.	\$25,000	Ongoing
Murray	NSW DPI Southern Growers	Irrigation soils project: part three	Ground truthing of technology to increase water use efficiency and productivity of non-rice crops in irrigated layouts.	\$20,000	Ongoing
Murray	Office of Environment and Heritage	Dustwatch	Monitoring groundcover, land management and its relationship with wind erosion.	\$30,000	Ongoing
Murray	Strategic Economic Solutions Pty Ltd	Knowledge utilisation project	Designing tools for measuring the intermediate to long-term outcomes of projects that build human/social capacity.	\$10,000	Ongoing
Murray	University of Canberra Australian Institute of Aboriginal and Torres Strait Islander Studies	Aboriginal wellbeing survey	Design survey instrument for measuring wellbeing outcomes resulting from investment in building traditional ecological knowledge/ connection to Country.	\$69,000	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Murray	Western Murray Land Improvement Group	Management of retired irrigation lands	Trialling and measuring of different management techniques (for example, salt bush, native pastures) on retired irrigation land.	\$125,000 per annum until June 2018	Ongoing
Murray and Riverina	Arthur Rylah Institute	Riparian and Aquatic Health Monitoring Project	Riparian and aquatic health monitoring on 24 sites based on riparian investment.	\$103,000	Ongoing
Murray and Riverina	Australian National University	Biodiversity monitoring project	Biodiversity outcome monitoring on more than 300 sites (birds, reptiles, mammals) based on vegetation condition investment.	\$130,000, plus Australian Research Council linkage and philanthropic funding	Ongoing
Murray and Riverina	University of New England	Upper Murray key threats project	Movement, population structure and genetic analysis of wild dogs in upper Murray region.	\$45,000	Ongoing
North Coast	Eco Logical Australia Pty Ltd	Tropical soda apple monitoring	Field-based monitoring to develop a better understanding of tropical soda apple biology and ecology under Australian field conditions.	\$28,900	Ongoing
North West	Ecosure Pty Ltd	MaxEnt modelled threatened species distribution in the North West under climate change projections	Assessment of consequences of climate change on threatened species distribution across North West Local Land Services region.	\$51,000 via CA NSW funding	Complete
North West	Inland Weed Control NSW DPI	Chemical control options for mother of millions	Treatment of mother of millions in threatened ecological communities along the Newell Highway at Narrabri using chemicals which will not affect brigalow and other sensitive native plants.	\$54,000, via CEF and CA NSW	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
North West	North West Weeds	Harrisia control trials	40 plots containing 10 herbicide combinations replicated over four seasons (autumn, winter, spring, summer) to compare application timing results.	\$8,000 via CA NSW funding	Ongoing
North West	NSW DPI	Hudson pear Bio Control	First type of the cochineal scale insect, <i>dactylopius tomentosus</i> , which testing showed is effective on boxing glove or coral cactus (<i>cyllindropuntia fulgida</i> var. <i>mamillata</i>) but not Hudson pear, first released at Longreach in late March, 2016. The next group of four types, which includes the type effective on Hudson pear from the Grawin Glengarry area and the type effective on Hudson pear.	\$20,000 via Australian Government Funding	Ongoing
North West	Rural Industries Research and Development Corporation Rural Research and Development for Profit Program	Mother of millions Bio Control	A collaboration between North West Local Land Services, NSW DPI and Department of Agriculture and Fisheries. Recollecting the stem-boring weevil (<i>osphilia tenuipes</i>) in Madagascar; conducting supplemental host range tests on the agent in quarantine; applying for permission to release the agent; and finally releasing it at 20 sites in threatened ecological communities.	\$30,000 via CA NSW funding	Ongoing
North West	University of New England and Invasive Animal Cooperative Research Centre	Wild deer survey in the Liverpool Plains Local Government Area	To elicit the depth and breadth of and attitude to wild deer issues from landholders in Liverpool Plains local government area.	\$30,000 via CA NSW funding	Complete

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
North West	University of NSW	Water hyacinth remote sensing technology	To enable remote sensing of water hyacinth and other waterborne weeds via Landsat imagery.	\$25,000 via CA NSW funding	Ongoing
Northern Tablelands	CSIRO	Assessing the impact of climate change on biosecurity	Determine the likely changes in disease occurrence and spread under a changing climate.	\$35,000	Complete
Northern Tablelands	North West Local Land Services University of New England	Cost-effective revegetation technology	PhD student: Revegetation techniques and their success rates on the Northern Tablelands to provide recommendations to landholders on the most successful methods.	\$5,000	Ongoing
Northern Tablelands	North West Local Land Services University of New England	Improving the location of revegetation for greater biodiversity benefit using a modelling approach	PhD student: Investigating whether improvements in connectivity assist a regional revegetation program to achieve greatest biodiversity benefit for investment.	\$5,000	Ongoing
Northern Tablelands	North West Local Land Services University of New England	Ground layer biodiversity of insects of alternatively managed livestock grazing properties	PhD student: Demonstrate benefits to insect biodiversity of alternatively managed grazing systems and, in turn, demonstrate benefits to production.	\$5,000	Ongoing
Northern Tablelands	North West Local Land Services University of New England	Restoration of native vegetation on cracking clay vertisols: Ecological and genetic considerations associated with seed germination	PhD student: Investigating methods of native seed germination to offer best options to landholders in revegetation projects to maximise success of plantings.	\$5,000	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Northern Tablelands	North West Local Land Services University of New England	Social drivers of farmer adoption of biodiversity-friendly management	PhD student: Investigating motivators and barriers to adoption of biodiversity-friendly farm management so that these can be enhanced or addressed.	\$5,000	Ongoing
Northern Tablelands	NSW DPI	Northern Tablelands wether trial	To benchmark performance of their flocks against other producers in the district.	\$7,000 in staff time and field day costs via NLP	Ongoing
Northern Tablelands	NSW DPI	Oats variety demonstration	A field day to demonstrate a range of oats varieties so that producers were able to assess the varieties to assist in making decisions about what to plant on-farm.	\$1,000	Complete
Northern Tablelands	NSW DPI Meat and Livestock Australia	Feasibility study of BeefSpecs optimisation model to Australian Country Choice feedlot (Stage 1)	Assist in data collection on 1,000 head of cattle to develop new technology so that livestock producers can create greater links to processors.	\$10,000	Ongoing
Northern Tablelands	Stringybark Ecological, University of the Sunshine Coast, landholders	Cool country koala project	To understand the distribution of koalas on the Northern Tablelands, leading to better investment in managing threatening processes. Establishment of a community monitoring component of the project.	\$110,000	Ongoing
Northern Tablelands	University of New England	Collaboration counts	Understanding the benefits of group action planning for improving natural resources	\$77,981	Ongoing
Northern Tablelands	University of New England	Mapping the impact of climate change	Determine the likely changes to the region based on a changing climate.	\$15,000	Complete

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Northern Tablelands	University of New England	Direct seeding experimental trials	Develop a set of procedures to allow successful use of revegetation technologies on the Northern Tablelands. This project is predominately be a data collection and capacity building exercise to increase the success of direct drill revegetation projects.	\$5,000 via NLP funding	Completed
Northern Tablelands	University of the Sunshine Coast	Determining a profitability ratio for landholders	Determine the ability of the Northern Tablelands Local Land Services to measure changes in landholder profitability	\$30,000	Complete
Riverina	Australian National University Murray Local Land Services	Biodiversity monitoring project	This project provides robust science to support Riverina Local Land Services biodiversity projects, including real data and outcomes as a result of these projects.	\$100,000 Funded in 2014–15 financial year to 30 November 2016	Ongoing
Riverina	Office of Environment and Heritage	DustWatch	Dust is a good indicator of land management practices and groundcover. The DustWatch program monitors wind erosion across Australia. The program enables Riverina Local Land Services to explain and report on the causal relationships between land management actions, the on-farm erosion level and the resultant off-farm impact on the community (the dust level).	\$80,000 Funded in 2014–15 financial year to 30 September 2016	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Riverina	Murray Local Land Services Arthur Rylah Institute for Environmental Research	Riparian and aquatic health monitoring project	This project generates evidence required to evaluate river health outcomes and improve the adaptive management of aquatic projects in the Riverina and Murray Local Land Services regions.	\$30,000 Funded in 2015–16 financial year	Ongoing
Riverina	University of Canberra	Socioeconomic benefits from natural resource management activities	Research and determine additional benefits to landholders and the community from NRM projects and activities, with a particular focus on social wellbeing (including physical and mental health) and economic sustainability.	\$40,000 Funded in 2015–16 financial year to June 2017	Ongoing
South East	Binalong Landcare NSW DPI	Native pasture and alternative fertiliser	To investigate the effects of alternative and conventional fertilisers on pasture productivity, soil fertility and soil microbial status when compared to a nil control and cost effectiveness of the alternative fertilizers as compared to the conventional product single superphosphate.	\$2,000 via NLP funding	Ongoing
South East	Tablelands farming systems, Monaro farming systems	Innovation to support on-farm decision making	To set up a network of soil moisture probes in the Southern Tablelands region, providing real-time measurement of soil moisture levels. Soil moisture information will increase producer confidence in making decisions at critical points in the season.	\$59,000 from Local Land Services via NLP \$45,000 from Tablelands Farming Systems and Monaro Farming Systems (cash and in-kind)	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
South East	Water NSW	Increasing dairy farm productivity through stormwater harvesting	<p>To assess the effectiveness of a modified dairy shed waste management system in minimising fertiliser inputs into the farm and associated loss of nutrients into the natural water streams.</p> <p>To inform an approach to integrating the effluent nutrient loads from the modified system, and other types of systems, into broader farm nutrient budgeting.</p>	<p>\$100,000 from Water NSW</p> <p>\$100,000 from Dairy Australia,</p> <p>\$100,000 from Western Sydney University</p>	Ongoing
Statewide	Instinct and Reason Pty Ltd	2015 Statewide customer satisfaction survey	Baseline measure of customer satisfaction with Local Land Services.	\$146,000	Complete

Appendix T - Consultants

Consultancies equal to or more than \$50,000

Consultant (Name of consultant)	Full year 2015–16 (\$)	Title/nature (Brief description)
Clear Horizon Consulting Pty Ltd	59,301	Evaluation of investment program
Enterprise Architects (Vic) Pty Ltd	135,700	Business systems review
Ernst and Young	227,890	Review of Local Land Services sustainability and effectiveness
Thornton Mack Pty Ltd	97,031	Organisational structure and change management project (South East region)
Total	519,922	

Consultancies less than \$50,000

Purpose of consultancy	Number of consultancies	Cost (\$)
Finance and accounting	0	—
Legal	0	—
Environmental	0	—
Organisational review	0	—
Information technology	0	—
Management services	3	5,237
Engineering	0	—
Training	0	—
Customer service	0	—
Total	3	5,237

Appendix U - Consumer response

Local Land Services developed our own management policy and procedure in 2015.

In the past year, we registered a total of 68 complaints, consistent with the 2014–15 result (also 68 complaints). The table below summarises the description of complaints recorded in regional complaints registers. These complaints were registered by letter, phone, email, website and face-to-face and the majority of them resolved.

As specified in the complaints management procedure, formal complaints must be acknowledged within two working days of receipt and resolved within three working weeks.

A right of review process is available to customers they are dissatisfied with the complaint resolution.

Main areas of complaints related to:

- land and stock returns
- rates and accounts
- notional carrying capacity reassessment outcome
- publications and audited documentation
- permits
- category D firearms
- poisons and weeds
- decision to cease ammunition sales at regional offices
- staff driving/inappropriate behaviour
- staff availability
- pest animal management
- incentive program management
- communication embargo on foxes
- concerns regarding staff support
- travelling stock route management
- concerns projects were undertaken within a native title claim area
- contacting local board members
- Local Land Services slow response to Nature Conservation Council review
- unauthorised purchase or lease of property adjacent to Local Land Service land.

Services improved/changes in response to complaints

We have our own Complaints Policy and Procedure. Staff and customer fact sheets have been developed and are available on the intranet and website.

Complaints must now be acknowledged within two working days and resolved within three weeks. A right of review process is available to customers who are dissatisfied with the resolution.

Regions are using data from the Customer Satisfaction Survey results and a summary of their region's strengths and weaknesses to make improvements to customer service in their area.

Appendix V - Subsidiaries and controlled entities

Local Land Services Staff Agency is a controlled entity of Local Land Services.

Local Land Services Staff Agency is an agency of the NSW Public Service, established pursuant to Part 2 of Schedule 1 of the *Government Sector Employment Act 2013* to provide personnel services to Local Land Services.

The operations of Local Land Services Staff Agency are consolidated as part of the Local Land Services financial statements included in this report.

Local Land Services does not have any subsidiaries.

Appendix W - Requirements arising from employment arrangements

The *Local Land Services Act 2013* does not allow Local Land Services to employ staff.

Under the *Government Sector Employment Act 2013*, Local Land Services arranges personnel services through the Local Land Services Staff Agency.

The Local Land Services Staff Agency is a controlled entity of Local Land Services and together the two entities form the economic entity reflected in these consolidated financial statements.

Appendix X - Areas not reported

The following annual report requirements listed on the NSW Treasury annual report compliance checklist (September 2016) were not applicable for Local Land Services for the reporting period:

- investment reporting
- land disposal
- legal change
- liability management
- price determination
- time for payment of accounts
- unaudited financial statements.

Appendix Y - Acronyms

NRC - Natural Resources Commission

IPART - Independent Pricing and Regulatory Tribunal

TSR - Travelling stock reserve

WHS - Work health and safety

NLIS - National Livestock Identification System

DPI - NSW Department of Primary Industries

PID - Public Interest Disclosure

NLP - National Landcare Programme

CA NSW - Catchment Action NSW

EPA - Environment Protection Authority

CEF - Clean Energy Future

GIS - geographic information system

CSIRO - Commonwealth Scientific and Industrial Research Organisation

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Resilient communities in productive healthy landscapes

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