



Landcare SJ Inc.

Business Plan 2018 to 2020

March 2018

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Abbreviations

ACNC	Australian Charities and Not-for-profits Commission
ATO	Australian Taxation Office
CPI	Consumer Price Index
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DFAT	Department of Foreign Affairs and Trade
DFER	Department of Environment and Heritage
DFIRM	Department of Finance, Industry, Regional Development and Infrastructure
DPIRD	Department of Primary Industries and Regional Development
DWER	Department of Water and Environmental Regulation
LCDC	Land Conservation District Committee
NFP	Not for Profit
NGOs	Non-Government Organisations
NRM	Natural Resource Management
NHT	National Heritage Trust
PDC	Peel Development Commission
PHBG	Peel Harvey Biosecurity Group
PHCC	Peel Harvey Catchment Council
REO	Register of Environmental Organisations
SJ	Serpentine Jarrahdale
SJ FFA	SJ Food and Farm Alliance
SWCC	South West Catchments Council
WA	Western Australia

1.0 Executive Summary

Landcare SJ coordinates delivery of Natural Resource Management and landcare activities in the Shire of Serpentine Jarrahdale and North Murray. Particular priority is given to ongoing maintenance programs, enhancement and restoration of remnant natural areas containing nationally significant plant communities, and water quality improvement in rivers, wetlands and waterways. Operating in a dynamic political environment, in conjunction with community, government, industry and NGOs, Landcare SJ deliver Federal, State and Local government environmental priorities to address issues of sustainable agriculture, biodiversity resilience, water quality, biosecurity, and impacts of climate change. Stability in Board of management and staffing have contributed to long-term project delivery success and the development of strong local, regional and state-wide networks.

Incorporated in 2002, Landcare SJ Inc. operates as a registered charity, managed by a volunteer Board, in partnership with the Shire of Serpentine Jarrahdale and the SJ Land Conservation District Committee. The Association coordinates activities of 12 active local community environmental groups, three schools and local landholders, working closely with Shire Officers, the Peel-Harvey Catchment Council, State Government Agencies and Regional NRM professionals. Landcare SJ has diversified its income to include Shire of Serpentine Jarrahdale contributions, grant funding, enterprise income, contract income and donations. The Cockatube project, initiated in 2005, supplies and distributes artificial nestboxes for Black Cockatoos across the State, providing a regular source of income and addressing vulnerable and endangered species of Black Cockatoo in WA.

This business plan considers an analysis of internal and external operating environments in determining a proposed program for 2018-2020, under the key directions of the Landcare SJ Strategic Plan 2018-2028:

- Community Engagement/Capacity Building;
- Sustainable Natural Resource Management;
- Income Support; and
- Governance.

The report recommends a continuation of successful community engagement and NRM delivery that captures the needs of changing demographics and builds on networks, including strengthening the relationship with the Shire of Serpentine Jarrahdale through collaborative planning and delivery. Further recommendations include building resilience in operations by reviewing and improving income generation diversity and governance, including policies and procedures, human resources structure and addressing budget gaps. Key program delivery areas (subject to funding) for 2018-20 were identified as:

- Healthy Habitats Biodiversity Stewardship Program;
- Free verge plant program;
- Serpentine River, drains, waterways and wetlands;
- Equine landcare;
- Cockatube enterprise/Fauna nestbox program;
- Urban landcare (including Urban Forest Strategy);
- Sustainable Agriculture;
- Shire of Serpentine Jarrahdale Bushland Reserves;
- Biosecurity;
- Governance; and
- Income support.

2.0 Introduction

Landcare SJ Inc. is a local community Association with the purpose to coordinate land, bush, and catchment care in the Shire of Serpentine Jarrahdale and North Murray region. The Association addresses government environmental priorities in partnership with the Shire of Serpentine Jarrahdale and Serpentine Jarrahdale Land Conservation District Committee, by engaging local community groups and land managers to improve their skills and knowledge in the management of natural resources and to enact programs to achieve:

- A reversal in land degradation;
- Promotion of best practice land management;
- Conservation and restoration of habitat for native flora and fauna; and
- Improvement of water quality in river systems, drains and wetlands.

Landcare SJ is managed by a volunteer Board and employs less than 3.0 FTE staff, largely funded through the Shire of Serpentine Jarrahdale. Operations and on-ground projects are funded through grants, enterprise income, contract work, partner contributions and donations. The Association operates as a registered charity with the Australian Charities and Not-for-profit Commission, and holds deductible gift recipient status through the Australian Taxation Office. The Landcare SJ Strategic Plan 2018-2028 lists four key directions:

- Community Engagement/Capacity Building;
- Sustainable Natural Resource Management;
- Income Support; and
- Governance.

A broad program of key delivery areas for 2018-2020 was identified to implement strategies under key directions of the Strategic Plan. The purpose of this report is to propose a business plan to meet objectives set for key delivery areas 2018-2020.

The report examines the external and internal business environments and associated strengths, weaknesses, opportunities and threats in determining recommendations for action to achieve Landcare SJ objectives in key delivery areas of the strategic plan.

3.0 Environment Analysis

The environment analysis considers factors external to business of Landcare SJ, and how they impact on delivery of programs. This analysis reviews the Political-Legal environment, Socio-Economic environment, Technological environment and Natural environment.

3.1 Political-Legal Environment

Changes in government generally result in different priorities, directions, and policies. However, legal frameworks are in place at Federal, State and Local Government levels to protect the natural environment and guide natural resource management programs. Federally, the *Environmental Protection and Biodiversity Conservation Act (1999)* (EPBC Act) provides for the protection of nationally significant fauna and flora. In Western Australia, the *Biodiversity Conservation Act (2016)* is the key environmental legislation. Shire of Serpentine Jarrahdale policies, plans and strategies provide the means for natural resource management at a local level. The Shire of Serpentine Jarrahdale *SJ2050* and *Strategic Community Plan 2017-2027*, alongside the *Local Biodiversity Strategy (2008)* and *Natural Assets Management Plan (2016)* are key guiding documents for Landcare SJ locally.

The Landcare SJ Constitution (2006) provides for Shire of Serpentine Jarrahdale representation on the Board by a Councillor and a staff member. This arrangement ensures direct input and regular communication. A Memorandum of Understanding between the groups determines rights and obligations of both Landcare SJ and the Shire of Serpentine Jarrahdale, and provides for funding and in-kind support, reporting and project delivery requirements (refer Delivery Partners below).

As a registered charity, Landcare SJ has obligations to meet compliance requirements of the Register of Environmental Organisations (REO) and the Australian Charities and Not-for-profits Commission (ACNC). A report on the review of the Australian Charities and Not-for-profits Commission legislation is due to be presented to Government on May 31, 2018. The role of Register of Environmental Organisations will be absorbed into the ACNC in 2019. Compliance requirements are prescriptive and have increased in complexity since 2015.

The Western Australian State Government in the *Associations Incorporations Act (2015)* introduced changes in the regulatory framework for Associations. The new Act provides comprehensive operational guidelines on legal obligations and rights for Incorporated Associations, including reporting regimes and requirements. All Associations need to review and provide the Department of Commerce (DMIRS) with a revised constitution, reflecting new requirements under the *Act* by June 30, 2018. Landcare SJ is currently reviewing its Constitution to comply with these requirements.

3.2 Socio-Economic Environment

There has been considerable demographic change in the Shire of Serpentine Jarrahdale over the past decade. Population increased by more than a third to 27, 500 in five years between 2011 and 2016. Predicted growth to over 63,000 by 2036 is expected (Shire of Serpentine Jarrahdale, 2017). Current and projected population growth emphasises strong growth in families and under-50 year old demographics. Changing demographics and population growth provide new opportunities for community engagement, membership, and Association succession planning.

The majority of projected development is in the eastern growth corridor, following the rail line from Byford through Cardup and Mundijong. Rapid urbanisation impacts directly on the health and resilience of biodiversity, particularly through habitat loss and fragmentation of the landscape. Current verge plant programs contribute to the establishment and maintenance of wildlife corridors. Additional urban landcare initiatives require prioritisation to address sustainability in the rapidly urbanising community.

Shire of Serpentine Jarrahdale community surveys consistently reflect the importance placed on natural areas and the environment as a key value or aspiration of the community. As a result, the Shire prioritises natural area protection and a number of Reserve Management Plans and NRM strategies are in place.

3.3 Technological Environment

Digital technology is an increasingly important tool in natural resource management. It provides a means to collect, store and analyse data, and to communicate results. Geographical information systems (GIS) are used extensively in project planning, implementation, monitoring and reporting. Effective adaptation and application of technology advances provides an opportunity to engage with a younger audience.

Web-based and social media are effective and important communication tools. Landcare SJ has a web-based and social media presence to advise, promote, inform and communicate, not only with local members and community, but also with stakeholders and wider society.

3.4 Natural Environment

The Serpentine Jarrahdale and North Murray area has two main landforms – the Darling Plateau/Scarp and the Swan Coastal Plain. The Darling Plateau Jarrah/Marri forest vegetation has generally been retained, although extensively logged. Large areas are managed through State Forests and the Serpentine National Park. Water drains from the Darling Scarp in a number of streams, including the Beenyup, Manjadel, Medulla, Gooralong and Myara Brooks, with onflow into the Serpentine River.

The Swan Coastal Plain has been extensively cleared since colonisation for agricultural and residential purposes. It consists of the Pinjarra Plains, an approximately 3km band parallel to the base of the escarpment, and the Bassendean Sandplains to the west. The Pinjarra Plain is typically flat lands with heavier, poorly draining soils, containing Jarrah/Marri woodlands with Banksia, sheoak and woody pear understory. Bassendean Sandplains contain rises and depressions of ancient beach sands, with drier rises containing diverse Banksia Woodlands. Lower lying areas include wetlands and seasonally inundated basins (Del Marco, 2000). The network of waterways, drains, wetlands and the Serpentine River discharge into the internationally recognised Peel-Yalgorup Ramsar wetland system.

Coastal Plain remnant vegetation includes a number of vulnerable, endangered and critically endangered Threatened Ecological Communities. Threatened Ecological Communities on public and private land include Banksia woodland, Southern wet shrublands, *Banksia attenuata*/*Eucalyptus marginata* woodlands, and critically endangered *Corymbia calophylla*-*Kingia australis* and *C. calophylla*-*Xanthorrhoea preissii* woodlands (Shire of Serpentine Jarrahdale, 2016).

Environmental pressures include extractive industries (sand, gravel, bauxite mining and logging), biosecurity issues including weeds and vertebrate pests, climate change and urbanisation. Regular intervention is required to address issues of sustainable agriculture, biodiversity health, water quality, biosecurity, climate change, and remnant vegetation protection.

4.0 Situation Analysis

Landcare SJ delivers local landcare and NRM strategies within National, State and Regional frameworks. Local issues largely drive the program. This situation analysis reviews Landcare SJ's position within the industry, and explores its market, competition and suppliers.

4.1 Industry

The Landcare movement has its origins in the 1980s when a community started the first landcare group in regional Victoria. The concept of grassroots community-directed landcare quickly became a movement across Australia, and now exists in 32 countries around the world. Each community landcare group is unique in its own circumstances, yet together they form an Australia-wide mosaic of communities working with industry and government to sustainably manage the environment and natural resources.

The creation of statutory Land Conservation District Committees in Western Australia commenced in 1982. Their purpose was to focus on land degradation and soil conservation. The SJ LCDC was established in 1988, and worked with the Shire of Serpentine Jarrahdale to deliver soil conservation initiatives. Local community and the SJ LCDC, with Shire of Serpentine Jarrahdale endorsement, established Landcare SJ Inc. in 2002 to support local landcare groups, the wider community and Shire environmental needs. In partnership with the Shire of Serpentine Jarrahdale and SJ LCDC, Landcare SJ aims to coordinate community-led protection and enhancement of significant natural areas, waterways and wetlands, and the implementation of best practice land management and sustainable agriculture techniques in Serpentine Jarrahdale and North Murray.

There are currently 12 active environmental community groups working in different localities of the Shire of Serpentine Jarrahdale. Landcare SJ actively promotes establishment of new 'friends of' groups and supports the development and operations of local groups through extension and education, and by providing financial, technical and administrative services. Landcare SJ also acts as a grant sponsor and manager of project funds for groups without incorporation. Project development also reflects local landholder needs. Property planning, the Healthy Habitats Biodiversity Stewardship Program and the Equine Landcare initiative are examples of addressing NRM issues on private landholdings.

Threat abatement programs for nationally significant plant communities in the Shire of Serpentine Jarrahdale are given high priority in program planning. An ongoing commitment is required for dieback management, weed control, fire risk management and other programs in Brickwood Reserve, the Serpentine River, Mundijong Road/Duckpond Reserve, the Railway Reserve and in Threatened Ecological Communities (TECs) on private land.

Through the Australian Government Regional NRM delivery model, Landcare SJ partners with the Peel-Harvey Catchment Council (PHCC) to delivery natural resource management locally. PHCC project delivery has regional landscape scale application. The PHCC was elevated to regional status in 2014, having previously been a sub-region of the South West Catchments Council (SWCC).

Federal priorities are delivered through the Department of the Environment and Energy's National Landcare Program across a number of streams: Regional NRM bodies; Community Grants Program; 20 Million Trees Program; and Sustainable Agriculture Program. Landcare SJ has accessed funding for

projects through each stream, either as direct grants or in partnership with other stakeholders by delivering Federal priorities locally.

At State level, Landcare SJ cooperates and collaborates with a number of Government Agencies, including: the Department of Primary Industries and Regional Development (DPIRD); The Department of Biodiversity, Conservation and Attractions (DBCA); and the Department of Water and Environmental Regulation (DWER). Consultation includes other departments where applicable. Project funding is mainly sourced through the State NRM Office (DPIRD), currently financed through the Royalties for Regions program.

NGOs involved in landcare and environmental protection form another layer of support and collaboration. Groups such as Landcare Australia, the WA Landcare Network, The Urban Bushland Council of WA, and Birdlife Australia provide higher-level coordination. Local and regional groups including the Peel Harvey Biosecurity Group, Waroona Landcare Centre, Hotham Catchment Landcare Centre, South East Regional Centre for Urban Landcare and Armadale Gosnells Landcare Group deliver coordination in their respective geographic areas and offer partnership delivery opportunities with Landcare SJ.

Industry provides further opportunities for partnerships and may contribute to lesser streams of income including sponsorship, fee-for-service contracts, and donations (cash and in-kind).

4.2 Market

The key market delivery area for Landcare SJ operations is in the localities of Serpentine Jarrahdale and North Murray. Landcare SJ activities are predominantly delivered in Serpentine Jarrahdale. Regional collaboration in the Peel creates a wider area for co-contribution and partnership delivery. Enterprise sales and fee-for-service contracts provide work outside Serpentine Jarrahdale. The COCKATUBE ® enterprise generates sales and installation, with distribution across south-west WA. Information sharing and promotion of the Cockatube project includes interstate and international groups. Opportunities exist to contract landcare services in the Shire of Murray, to support instigation of a Healthy Habitats program. Occasional collaborations with industry, NGOs and environmental organisations allow additional opportunities to work beyond the Serpentine Jarrahdale area.

4.3 Competition

Landcare SJ aims to be the coordinating body for landcare in Serpentine Jarrahdale and surrounding areas. It was established with the purpose to deliver landcare and natural resource management programs locally. Landcare, being a highly collaborative industry, creates a network of complementary organisations. Where environmental programs crossover between organisations, partnerships are sought in delivering to the Serpentine Jarrahdale community.

Competition exists in a highly competitive grant funding environment. Funding programs are capped, and applications assessed against the funding bodies' delivery goals and objectives. These targets need to be addressed in applications. Funding bodies provide regular opportunities to apply, with grant cycles generally 18 months in length.

4.4 Suppliers

Products and services are sourced locally where possible. Consideration is given to preferred suppliers where site knowledge, experience, history, and job quality are considered alongside price.

5.0 Entity Overview

Entity name:	Landcare SJ Inc.
Trading Name:	Landcare SJ
Australian Business Number:	42 343 753 629
Incorporation Number:	A1010698M (Western Australia)
Incorporation Date:	20 November, 2002
Registered Address:	10 Paterson Street, Mundijong WA 6123
Postal Address:	PO Box 41 Mundijong WA 6123
Email:	info@landcaresj.com.au
Website:	www.landcaresj.com.au www.blackcockatoos.org.au
ATO Charity Concession Status:	FBT Rebate - 16/12/2002 Income Tax Exemption - 1/7/2005 GST Concession – 1/7/2005
Deductible Gift Recipient Status:	Register of Environmental Organisations Landcare SJ Public Fund – 5/7/2007
Australian Charities and Not-for-profits Commission (ACNC):	Registered Charity - 3/12/2012 Advancing Natural Environment Another purpose beneficial to the community
Australian Registered Trade Marks:	COCKATUBE® COCKATOOB®

6.0 Association Purpose

The Vision, Mission and Value Statements reflect the Objects of the Association, the purpose of Landcare SJ, as detailed in the Landcare SJ Constitution (2006).

6.1 Vision

To provide the means for the community to care for the land today, in a way that will leave it better for tomorrow

6.2 Mission

To provide leadership to access, initiate and integrate the resources to enable community groups and individuals to manage the land, water and vegetation in a sustainable manner in partnership with government and other agencies

6.3 Values

Our decisions, services and allocation of resources will be guided according to the following values:

People are at the heart of all community matters and they are critical to our success. Respecting people, improving the quality of living, appreciating and supporting cultural differences and being good stewards of the land, air, water, flora and fauna.

7.0 Association Analysis

7.1 Members

Membership of Landcare SJ is open to any person who is actively involved in Landcare, Bushcare or Catchment-care in the region, or to anyone who supports the objects of the Association. Applications in writing, with membership proposed and seconded by existing members, are considered at the next scheduled Board meeting.

Currently, Landcare SJ has 88 members. Most members live within the Shire of Serpentine Jarrahdale, and are in the over-50 year old demographic. Efforts to build membership have included a focus by current members on recruitment of new volunteers, and through a series of advertisements in a community newspaper. The need to recruit younger members to assist in succession planning is acknowledged.

7.2 Board

Exclusive management of the Association is by the Landcare SJ Board, consisting of a Chairperson, Deputy Chairperson and Treasurer, with additional directors constituting a Board of not less than six and not more than nine members. The *Landcare SJ Constitution (2006)* provides that the Board must include a minimum of three SJ LCDC members, one Shire of Serpentine Jarrahdale Councillor and one Shire Officer. Additional Board places are made up from Association members. The Executive Officer is nominated as Board Secretary, but cannot be a member and has no voting rights. Board members are normally elected for a two-year term at the Annual General Meeting. Composition of the Board will be reviewed in the Constitution review process, as required by the *Associations Incorporation Act (2015)*.

Positions on the Landcare SJ Board are filled by volunteers. The current Board has been in place for more than eight years, apart from Shire of Serpentine Jarrahdale representatives. Many are original Board members from incorporation in 2002. There is gender balance in representation on the Board, with most members over 65 years old. The Board currently meets bi-monthly.

7.3 Management Committee

The Management Committee is a subcommittee of the Board, and was established to provide a conduit for processing reports and information, and to make recommendations to the Board. The current structure includes three Board members, three community members, one Shire of Serpentine Jarrahdale Councillor, one Shire Officer, and the Executive Officer as secretary.

The Management Committee meets bi-monthly. Members of the Management Committee are volunteers. In recent years, three new community members joined the Management Committee to assist with succession planning for the Association's management.

7.4 Staff

Landcare SJ employs four staff members representing 2.88 full time equivalents (FTEs) in total. Two staff members have been employed for over a decade, with a third being employed for four years. A fourth position is currently vacant, with recruitment underway. This position is for delivery of a specific project.

Staff roles are diverse and dynamic, changing according to funding and priority. The Executive Officer (1.0 FTE) supports Landcare SJ administration, including executive support, finances and compliance, stakeholder networking, and enterprise management (Cockatube and timber project). The senior NRM position (0.8 FTE) delivers the Healthy Habitats Biodiversity Stewardship program, supports the SJ LCDC, delivers on fee-for-service contracts, and implements grant-funded projects. The Communications and NRM Support Officer (0.6 FTE) manages communications (social media, web site, newsletter and media), delivers the Equine Landcare Project and provides support for other projects.

With considerable reliance on external funding to maintain operations and on-ground delivery, significant staff time is dedicated to project development and application, with funding success not guaranteed. Differing funding round cycles can result in grant management and implementation overlap, stretching staff time. Additional responsibilities (including general administration, customer enquiries, committees, meetings, networking and community events) add diversity to roles, but further constrain staff project time.

Funding for wages is largely financed by the Shire of Serpentine Jarrahdale. A revised three-year Memorandum of Understanding / Agreement was signed in 2017, providing an annual contribution of \$200,000 towards wages. The Measuring NRM Success in SJ project has a wage funding component of \$60,000 (matching contributions required). Additional wage funding is met through management components of grant funds (as available), paid officer time allocations in PHCC project funding, fee-for-service contracts, and enterprise income.

7.5 Organisation structure

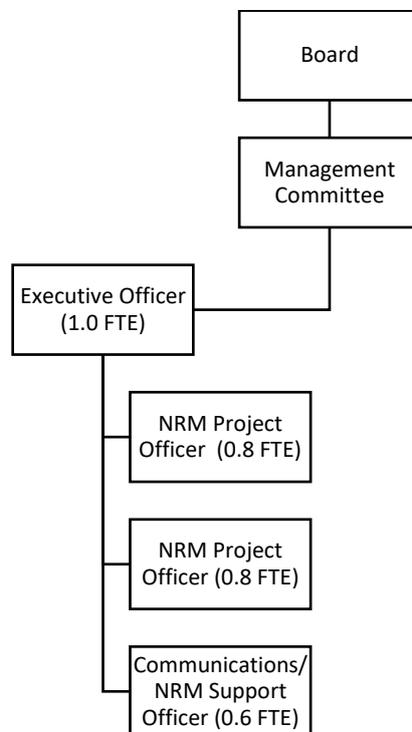


Figure 1: Landcare SJ Organisation Chart

Landcare SJ has a simple organisation structure where staff report to the Executive Officer, who in turn reports to the Management Committee and Board.

7.6 Marketing and Communications

Marketing and communications are required to meet funding obligations and to provide information on programs, opportunities and extension to landholders and followers. Landcare SJ has a digital presence on the internet and through social media platforms. Websites (www.landcaresj.com.au and www.blackcockatoos.org.au) are regularly updated and maintained, linked to social media platforms, and include the monthly newsletter. The Landcare SJ Facebook page has 480 page likes, and the Twitter account has 88 followers. A monthly newsletter is distributed electronically to 434 recipients. Communications promote Landcare SJ and other local community groups/events, articles, photos and landcare project reports. Social media posts are scheduled at least three times per week.

Landcare SJ has produced publications and brochures on land management topics (including fire management, catchment planning, property planning, weeds and pests, equine landcare, Cockatubes, and local flora and fauna). The *Keeping it Local – local native species list for landcare projects in the Mid Swan Coastal Plain* booklet has been reprinted twice. Publications are also distributed to regional landcare centres and Peel Local Governments where applicable. Production of publications is an ongoing aim of Landcare SJ. A revision and update of the SJ LCDC *Small Block Manual* is currently in project development pending application and approval.

8.0 Stakeholders and Delivery Partners

Coordinating landcare initiatives over twenty years has aided the development and strength of long-term relationships between Landcare SJ, stakeholders and delivery partners. Landcare SJ support for emerging groups helps build the landcare and NRM delivery network in Serpentine Jarrahdale and the Peel region. Stakeholders and delivery partners include:

- Noongar community;
- Community, volunteers and landholders;
- Shire of Serpentine Jarrahdale;
- SJ Land Conservation District Committee;
- Peel-Harvey Catchment Council;
- Shire of Murray;
- Government and Agencies;
- Peel Harvey Biosecurity Group;
- SJ Food and Farm Alliance;
- Non-Government Organisations;
- Black Cockatoo Recovery Group; and
- Industry.

8.1 Noongar Community

Landcare SJ acknowledge the Gnaala Karla people of the Noongar Nation as traditional owners and custodians of the land that we work on. Noongar consultation is a requirement of funding applications. The Peel-Harvey Catchment Council provides guidelines and support for location-specific consultation.

8.2 Community, Volunteers and Landholders

Approximately 350 community members volunteered on Landcare SJ projects in the past year. School, community group, and family volunteers are from a broad cross-section of the community. Community landcare groups managing and maintaining local natural areas in Shire Reserves are supported through Landcare SJ programs and funding.

Active community environmental groups supported by Landcare SJ include:

- Byford Enviro-Link;
- Byford Progress Association Bag Ladies and Lads;
- Serpentine Environment Group;
- Keysbrook Environment Group;
- Jarrahdale Heritage Society;
- Friends of Brickwood Reserve;
- Friends of Coffey Road;
- Serpentine Jarrahdale Equine Landcare Group;
- Beenyup Brook Reserve Group;
- Jarrahdale Community Association;
- Darling Downs Residents Association; and
- Roadside Care Volunteers.

Landcare SJ has long-term partnerships with Jarrahdale Primary School, Serpentine Primary School and North Dandalup Primary School. Over more than a decade, the schools have participated annually in repair and restoration projects at Paul Robinson Reserve and Federation Park, Serpentine; Turtle Creek, Heritage Park and Forest Green Reserve, Jarrahdale; and at Beau Sovereign Drive and Primary School TEC Reserve, North Dandalup. Planting events are usually scheduled around Schools National Tree Day in July. Landcare SJ supports an annual Landcare graduation award at each of these Primary Schools, established in 2015.

Landholders and residents in Serpentine Jarrahdale and surrounds benefit through many programs offered by Landcare SJ. On-ground work is targeted in remnant vegetation and significant natural areas on private property. A number of projects focus on water quality improvement on private landholdings, particularly along waterways and wetland systems. Landholders and residents seek advice on a wide range of issues. Property planning courses are scheduled regularly to support new residents on properties over one hectare. The Equine Landcare project has been highly successful in engaging landholders and providing extension on best-practice land management techniques. The Healthy Habitats Biodiversity Stewardship Program is specifically directed to support private landholders.

8.3 Shire of Serpentine Jarrahdale

The long-term partnership with the Shire has been instrumental in the success of community-led landcare in Serpentine Jarrahdale. Shire support for the operations of Landcare SJ ensure the ongoing ability of the group to coordinate community landcare and implement NRM programs to protect significant natural areas on public and private land in the Shire. The 2017 three-year agreement has provided greater stability and opportunity for planning. Increased funding for wage support was welcome in meeting operational costs. Landcare SJ is able to multiply the value of the funding through the generation, implementation and management of grant-funded projects and volunteer contributions, while contributing to environmental outcomes in the Shire. Landcare SJ and Shire Environmental Officers work closely and complement NRM delivery in Shire Reserves through collaborative planning and sharing budgets to achieve scheduled environmental actions. Landcare SJ programs align with Shire policy and planning and deliver on Shire 'People, Place, and Prosperity' objectives.

8.4 SJ Land Conservation District Committee

The SJ LCDC was instrumental in the establishment and incorporation of Landcare SJ. The groups have worked together since 2002 to deliver soil conservation and landcare initiatives. SJ LCDC management is coordinated through Landcare SJ staff. The SJ LCDC is currently operating at a reduced capacity, with an Executive Committee holding occasional meetings and making decisions on behalf of the committee.

LCDCs across Western Australia have been in decline over recent years. Their main functions to address land degradation and soil conservation have been incorporated into landcare and grower groups with wider landcare and NRM delivery goals. The Dandalup Murray LCDC, also supported by Landcare SJ, officially wound up in 2017.

8.5 Peel-Harvey Catchment Council

The Peel-Harvey Catchment was recognised by the Australian Government in 2014 as the 54th NRM region, having previously been a sub-region of the South West Catchments Council. The PHCC receives its funding from the Australian Government under the Regional NRM delivery model. Under NLP Stage

II in 2018, the funding process changed. Funding is now sought through an open competitive tender process. Proposed under this program, funding is provided on completion of projects, with no upfront payment. There is also no guarantee of funding for regional NRM delivery.

Both changes increase risk and uncertainty for landcare groups.

Landcare SJ participates in Regional planning processes and delivery of Federal priorities through collaborations with the PHCC. Funding is awarded to Landcare SJ to deliver on Regional projects in the Serpentine Jarrahdale area of the catchment, including on-ground NRM actions, sustainable agriculture initiatives and community engagement to meet these priorities. Funding often provides for an allocation of officer time (wages).

The PHCC offer Landcare SJ additional opportunities, including regular information sessions, participation in landscape-scale projects, celebrations with stakeholders, regional networking, team building, governance support, technical advice, communications, and training opportunities. Landcare SJ aligns its program of NRM delivery with the PHCC strategic plan, *Binjareb Boodja Landscapes 2025*.

8.6 Shire of Murray

The Shire of Murray contributes \$1,500 annually to Landcare SJ program delivery in the North Murray. Revegetation projects (principally funded by grants) along the North Dandalup River and Beau Sovereign Drive, and protection and management of the North Dandalup Primary School Reserve, have been in collaboration with the Shire of Murray, North Dandalup Primary School, Dandalup Murray LCDC and the Peel-Harvey Catchment Council. The Shire of Murray has commenced a Healthy Habitats program, providing fee-for-service delivery opportunities for Landcare SJ.

8.7 Government and Agencies

Strong relationships have developed between Landcare SJ and State Government Agencies over a number of years. Recent State Government rationalisation resulted in amalgamated departments including DPIRD, DWER, and DBCA, which absorbed the Departments of Parks and Wildlife, Agriculture and Food, Environmental Regulation, Water and the State NRM Office. Relationships with these Agencies have included technical support, project funding and co-delivery, access to networks and communications.

Members from the Australian Government NLP program and the Federal Threatened Species Commissioner visited Landcare SJ over the past two years to examine project implementation and learn about the Cockatube project. These visits were organised through the PHCC.

8.8 Peel Harvey Biosecurity Group

The Peel Harvey Biosecurity Group (PHBG) was established in 2013, as a collaboration of community members, Shires of Serpentine Jarrahdale, Murray, Waroona, and Harvey, the City of Mandurah, Landcare SJ and the SJ LCDC. Landcare SJ supported the establishment of the PHBG by administering finances and grants on the group's behalf, providing community engagement and marketing, office space and administrative services. In 2017, the PHBG became an incorporated association and formalised ATO requirements. Landcare SJ ceased administrative ties with the PHBG in December 2017. The group has since relocated to the Waroona Landcare Centre.

Working in partnership with the PHBG provides an opportunity to participate in regional biosecurity strategies, while delivering biosecurity locally in the Shire of Serpentine Jarrahdale. Landcare SJ will

continue to seek biosecurity funding support on an opportunistic basis, and believes a coordinated regional approach will deliver improved outcomes. Previously, Landcare SJ and the Waroona Landcare Centre partnered in a 15-year coordinated baiting program in the coastal Peel Harvey region. Landcare SJ representation at PHBG meetings will ensure the program continues.

8.9 SJ Food and Farm Alliance

Established in 2014, the SJ Food and Farm Alliance (SJ FFA) is a community Association promoting sustainable agriculture in the Peel region. Their goals include food security, sustainable production, strengthening local economies, and community health and education. SJ FFA and Landcare SJ have similar sustainable agriculture objectives, and partnership provides synergies in delivery and cross-promotion. The groups have partnered in the delivery of soil health seminars, and at community events.

8.10 Non-Government Organisations

There are numerous environmental non-government organisations across Australia. Project funding, information exchange and support for initiatives provide opportunities for collaboration. Birdlife Australia, Urban Bushland Council of WA, Volunteers WA, Landcare Australia, World Wildlife Fund, and Planet Ark are amongst NGOs within Landcare SJ's network.

8.11 Black Cockatoo Recovery Group

Members of the Black Cockatoo Recovery Group include representatives from Edith Cowan and Murdoch Universities, DPIRD – Parks and Wildlife, the WA Museum, Perth Zoo and Birdlife Western Australia. More broadly, there is widespread NRM support for Black Cockatoo Recovery. The Cockatube project has provided opportunities to work with members of the group in design, research and installations. A five-year trial being conducted at Coomallo Creek, W.A., by the CSIRO and Department of Parks and Wildlife (W.A.), monitoring 60 Cockatubes and 90 natural hollows, has been successful in terms of uptake and breeding efficacy of the Cockatube. The study has directed design modifications to optimise uptake and success. Landcare SJ is awaiting publication of results.

8.12 Industry

Industry offers additional opportunities to Landcare SJ for collaboration. Fee-for-service contracts and project funding are more common, but donations and sponsorship are options that could be further developed. Landcare SJ is currently delivering a fee-for-service project for Arc Infrastructure in the Paterson Street Rail Reserve (Mundijong), which aims to protect threatened flora species. A follow-up program in TECs on rail reserves is proposed for south Mundijong.

8.12.1 Byford and Districts Bendigo Bank

Byford and Districts Bendigo Bank has regularly funded Landcare SJ community environmental initiatives, including four Serpentine Jarrahdale community National Tree Day events and made regular contributions to the annual planting calendar. In 2017, the Bank staff and board participated on National Tree Day as a corporate group.

9.0 Financial Analysis

This analysis of Landcare SJ's finances provides an overview of position, income, expenditure, accounting, and auditing.

9.1 Assets

Landcare SJ operates three bank accounts with the Byford and Districts Bendigo Bank. The main operating account is used for all operations and projects. A debit card account has two cards linked and issued to staff. The third account is the Landcare SJ Public Fund, a requirement under regulations for operating a registered charity with the REO. This account is used for donations and the expenditure of those funds.

There are two registered vehicles in the name of Landcare SJ. A 2007 Toyota Hilux dual cab tray back utility was purchased second hand in 2010. The vehicle has been regularly maintained and serviced, but has over 340 000 km on the odometer. The second vehicle is a tandem axel 8' x 5' canopy trailer which is used infrequently.

The current IT set-up – one server, three desktop computers, one laptop, two tablets and a multi-purpose printer – was purchased in 2015 with support from the Lotterywest grants program. An additional desktop computer and tablet were purchased in 2017 to support the Project Officer completing the Measuring NRM Success in SJ project.

An assortment of petrol-driven landcare tools, including three augers, a whippersnipper and brushcutter are regularly used. Additional hand tools including planting spades, trowels, and spray equipment support on-ground work. Assorted electric and hand tools are used for the Cockatube project.

Stock on hand includes tree guards, stakes and fertiliser tablets for revegetation projects, and pipe and hardware for the Cockatube project. Levels of stock vary according to requirements, funding and projections.

9.2 Liabilities

Unspent/committed project funds and creditors are the only liabilities on Landcare SJ's books. Grant funded projects generally run over multiple reporting periods. Unspent/committed funds are recorded as current liabilities.

9.3 Equity

Equity has remained at a low level for a number of years. Additional funds generated through enterprises and fee-for-service contracts contribute to administrative and operating costs. Financial reserves would support current operations for less than six months if external funding was exhausted. Growth in equity is required to build resilience into the model for asset replacement, and to mitigate business risk.

9.4 Income

Income is derived from a number of sources, including all levels of Government, industry, community and enterprise activity.

Over the past ten years, Landcare SJ has attempted to generate additional funds through enterprises and fee-for-service contracts, to build some resilience into the budget and to meet additional wage costs.

9.4.1 Grants

The majority of income is received in the form of grant allocations for on-ground projects. Grant rounds are intermittent, with guidelines and conditions varying between different grant programs. Grants through Government Agencies generally exclude funding for wages, but an allocation for project management and/or administration may be available. The grant funding cycle is a seven step process (refer Appendix A):

- Develop and plan;
- Collaborate and apply;
- Legalities and set-up;
- Implement and review;
- Report and monitor;
- Audit and acquit; and
- Evaluate and rectify.

Federal funding through the National Landcare Program is delivered through a number of streams: Regional NRM bodies (PHCC); Community Grants Program; 20 Million Trees Program; and Sustainable Agriculture Program. Landcare SJ has been able to tap into each of these streams through direct funding or partnership projects with the PHCC and Greening Australia.

At a State level, the majority of funding for environmental programs is available through the State NRM Office, supported by the Royalties for Regions Program. Recent programs have been for Community Action Grants (on-ground work) and Community Capability Grants (capacity building). Occasional NRM funding programs are available through other Agencies. Landcare SJ has been consistently able to secure State NRM grant funding for projects in SJ.

NGOs, government, community organisations and industry offer funding opportunities through grant programs. Grants and funding priorities vary, not all linked to environmental goals. Funding for community engagement, publications, governance, events, etc. allow other aspects of Landcare SJ operational costs to be met.

9.4.2 Shire of Serpentine Jarrahdale

The Shire of Serpentine Jarrahdale and Landcare SJ entered into a three year agreement in 2017 for the delivery of Landcare services in the Shire. The agreement provides for a \$200,000 p.a. (CPI adjusted) contribution to Landcare SJ wages, and an additional \$35,000 p.a. in-kind for operations and accommodation. The funding covers approximately 80% of projected wages.

Co-contribution commitments to funded projects by the Shire of Serpentine Jarrahdale assist to increase matching contributions required to support funding applications. This often includes in-kind contributions for Shire Officer input, but also cash contributions towards on-ground implementation.

Occasional funding is sought through the Shire Community grants program, either to support Landcare SJ initiatives or community group activities and requirements.

9.4.3 Fee for Service

Recent fee-for-service contracts include Arc Infrastructure on Paterson Street Rail Reserve, Shire of Murray for Healthy Habitats consultation, and PHCC for delivery of an equine landcare workshop in Murray. Contracts are mostly opportunistic, and provide supplementary income to support core business activities and costs.

9.4.4 Enterprise Activity

In 2005, Landcare SJ embarked on two enterprises to generate additional income. Both enterprises aimed to recycle products – donated waste polypipe from BHP Leinster mines, and timber harvested along the route of the Forrest Highway. The timber was transported, milled into slabs and dried. The best timber was sold to community, hobbyists and the furniture trade. The enterprise has been largely abandoned over the last five years, despite a small stockholding, mostly due to lack of staff time.

The recycled polypipe enterprise repurposed waste pipe into raised garden beds and artificial fauna hides/nestboxes. The project developed into the Cockatube enterprise after contact with the W.A. Museum, who had identified habitat loss, in particular of breeding hollows, as a key factor in the decline of West Australian Black Cockatoos. In conjunction with the W.A. Museum, an artificial nestbox for WA Black Cockatoos was developed. Continuous design improvement has been a feature, driven by research and trial results from the WA Museum, DPIRD Parks and Wildlife, C.S.I.R.O., Birdlife Western Australia, landholders and community groups.

The name COCKATUBE® has been trademarked and marketed through NRM and local government networks, on Landcare SJ websites, at community events, and in 2017 at the Perth Royal Show Centenary Pavilion (SJ display with SJ FFA). Landcare SJ has produced and sold over 800 Cockatubes since 2005. The enterprise generates an annual income for sales and installations. Gross sales income for Cockatubes averaged \$44,000 p.a. over the last three years.

9.4.5 Donations

In 2007, Landcare SJ attained deductible gift recipient (DGR) status through the Register of Environmental Organisations and ATO. With the introduction of the Australian Charities and Not-for-profits Commission in 2012, Landcare SJ attained Registered Charity status. Donations totalled \$15,250 in 2016/17 (including \$10,000 from one benefactor).

Donations are reinvested in Landcare SJ projects. Two soil conservation seminars were conducted in partnership with the SJ FFA using donated funds. The Landcare SJ website has a prominent donations button, linked to a Paypal account. Donations are received occasionally through gold coin donation tins and at community events.

9.5 Expenditure

Operational expenditure related to administration, wages and project delivery form the majority of costs at Landcare SJ. Shire of Serpentine Jarrahdale financial support covers approximately 80% of projected wages, with a shortfall of approximately \$30,000 to \$50,000 required to meet total wage costs over the projected period. Annual cost projections for 2018/19 include insurances \$20,000, vehicle costs \$7,500, general administration expenses (telephone, internet stationery, meeting costs etc.) \$20,000 and accounting and audit \$7,000.

Capital expenditure occurs intermittently, generally IT systems replacement on a four or five year cycle being the main consideration. Vehicle replacement also requires budgetary consideration.

The Shire of Serpentine Jarrahdale provides in-kind support of \$35,000 annually. In-kind support provides for utilities, building accommodation, maintenance and cleaning, and provision of payroll administration.

9.6 Accounting and Audit

Landcare SJ has appointed a new audit firm to provide the 2017/18 audit of accounts. Harding and Thornbury Accountants and Auditors have been engaged due to their specialisation in the not-for-profit (NFP) sector. A new accounting firm also specialising in NFP groups will be appointed to prepare the 2017-18 financial statements. NFP specialists have been appointed to ensure compliance requirements of the Agreement/MoU with the Shire of Serpentine Jarrahdale, the REO, ACNC and *Associations Incorporation Act 2015*.

Harding and Thornbury have also been engaged to review and re-draft the Landcare SJ Constitution.

10.0 SWOT Analysis

Staff, Board and Management Committee members, community, and Shire of Serpentine Jarrahdale officers undertook an analysis of Landcare SJ strengths, weaknesses, opportunities and threats in strategic planning. The Cockatube enterprise was analysed separately.

10.1 Strengths

Landcare SJ strengths were associated with community participation and ownership, and Landcare SJ's model supporting community development and capacity building (refer Table 1). Long-term staff and Board management has built on earlier success, and supported enduring partnerships with the Shire of Serpentine Jarrahdale and other stakeholders. Landcare SJ has a reputation for innovative, effective and efficient delivery of on-ground environmental projects and community engagement, in partnership with a diverse network of state, regional and local government, NRM professionals, industry and community.

Strengths of the Cockatube enterprise include the ability to produce and supply an original, differentiated product that is generating regular income to support Landcare SJ activities, and achieving environmental outcomes for Black Cockatoo recovery. This has been achieved through targeted marketing and a productive and strong network dedicated to WA Black Cockatoo recovery.

10.2 Weaknesses

Weaknesses in the internal operations of Landcare SJ primarily considered governance processes that were identified as requiring review, update and rectification. These included review of policies and procedures, addressing landcare delivery to changing local demographics, attracting younger members and addressing succession planning (refer Table 1).

The lack of published research is a weakness of the Cockatube enterprise. The need for a monitoring and maintenance program has long been supported but not implemented. Additional independent published research would also support the science of the Cockatube, and Landcare SJ is awaiting publication of results from the Coomallo Creek trial. The return of enterprise profits to support operational costs has reduced opportunities to further Black Cockatoo Recovery through a Landcare SJ program.

10.3 Opportunities

Opportunities for Landcare SJ include strengthening and building on existing networks, partnerships, and collaboration with the Shire of Serpentine Jarrahdale to support the continued whole-of-community approach to landcare delivery. Changing demographics provide opportunities for new members, volunteers and programs. These include developing further opportunities for regional initiatives and partnerships. Focus is also required on generating additional income opportunities.

For the Cockatube enterprise, opportunities for research and funding support to deliver an ongoing Black Cockatoo recovery program, including monitoring and maintenance, require development. This may be achieved in part through promotion and marketing, including development of east coast Australian markets.

10.4 Threats

Providing significant threat is changes in policy and funding which could lead to a breakdown in community engagement and participation, ultimately resulting in closure of the Landcare Centre.

Threats to the Cockatube enterprise includes increased competition by lower quality products, reflecting poorly on the Cockatube design. Funding constraints threaten enterprise continuity.

Table 1: Landcare SJ and Cockatube Enterprise – Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> • Community: <ul style="list-style-type: none"> ○ Large volunteer base ○ Active and inclusive participation ○ Expertise, local skills & knowledge ○ Ownership, Commitment, Directed • Strong Community Development & Capacity Building Model • Professional staff with broad skill set • Stability - Long term staff and board management • Supportive Local Government Councillors & Staff • Community interface for Shire on environmental matters • Three year agreement with Shire of Serpentine Jarrahdale • Ability to deliver - 15 years plus of successful planning, project achievements and leveraging funds • Local, regional & state recognition • Broad networks across WA and interstate • Apolitical • Efficient Federal & State project reporting • Adaptable and opportunistic • Entrepreneurial and Innovative • Effective partnership delivery • Effective communications – social media/website, newsletter/publications <p>Cockatube Project:</p> <ul style="list-style-type: none"> • Twelve years' experience, R&D and adaptation • Design improvement processes • Willing volunteer workforce • Documented success • Strong networks and support across W.A., from academic, industry, government and community • Donated materials and cash • Generates cashflow, profitable enterprise • Original, differentiated product • Detail on quality control in manufacture • Ability to produce and supply 	<ul style="list-style-type: none"> • Strong reliance on government funding to operate • Roles and responsibilities of Management Committee and staff not clearly defined • Senior skilled staff time tied to grant outcomes reducing ability to provide Fee for Service • Limited urban landcare focus • Time of Executive Officer and staff spread too thinly –broad program delivery, opportunistic and reactive, no administration support • No consistency in reporting outcomes on Shire related projects • Uncertainty of future funding • Lack of documentation - volunteer group records and skill sets • Dictated by government legislation & policy • Membership base demographics – need to attract younger members, including new volunteers and members from urban areas • Policies and procedures inadequate, require review for Staff, Board, compliance requirements, contract/fee for service delivery, volunteer management, succession planning • Lacking HR structure • Low level of equity • Marketing plan to maximise DGR and registered charity status through donation and sponsorship absent <p>Cockatube Project:</p> <ul style="list-style-type: none"> • Limited published research • Lack of Landcare SJ monitoring program and equipment • Profits into 'central revenue', not reinvested in project

<ul style="list-style-type: none"> • Installation service • Intellectual property rights – COCKATUBE® • Targeted marketing 	
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Table 2: Landcare SJ and Cockatube Enterprise – Opportunities and Threats

Opportunities	Threats
<ul style="list-style-type: none"> • To become a Centre for Environmental Excellence • Maximise the existing pool of NRM expertise between Landcare Centre & Shire through greater collaboration • Further develop a 'whole-of-community' approach to NRM outcomes • Changing demographics and population increase for membership, engagement and volunteering • To promote the achievements of Landcare SJ • To demonstrate the successful Landcare community model • Further develop cross-boundary partnerships and programs • Further develop regional initiatives and partnerships – PHCC, PHBG • Greening Australia three year project • Further develop enterprise arm of Landcare SJ • To attract industry sponsorship including developers and extractive industries • Develop plan to maximise opportunities from DGR and registered charity status <p>Cockatube Project:</p> <ul style="list-style-type: none"> • Monitoring grant with wages component – Lotterywest, State NRM capacity building • Improved public relations and marketing • Published independent research on effectiveness – (e.g. CSIRO/DPaW – Coomallo Creek) • Maintain and build strong network • Australia wide application • Project sponsors – pipe supply, installations and sales 	<ul style="list-style-type: none"> • Changes to government policy & funding • Reduced funding & possible closure of Centre • Community backlash and associated demands • Bureaucratic decision-making over community participation & values • Breakdown of established community development & capacity building model • Decline of active community volunteers • Climate change • Declining ground water reserves • Development – habitat removal • Loss of charity and DGR status <p>Cockatube Project:</p> <ul style="list-style-type: none"> • Continuity of materials supply • Competition – unregulated, cheap imitations, impact on profitability • Bad press • Lack of funding • Installation costs

11.0 Strategic Plan

The *Landcare SJ Strategic Plan 2018-2028* outlines four key directions, with objectives, strategies and actions for implementation over the next decade. Responsibilities for delivery of actions are determined and potential delivery partners identified. Key directions identified are:

- Community Engagement/Capacity Building;
- Sustainable Natural Resource Management;
- Income Support; and
- Governance.

11.1 Community Engagement / Capacity Building

Community engagement is a high priority for Landcare SJ. Through community engagement and capacity building, Landcare SJ, in partnership with the Shire of Serpentine Jarrahdale and SJ LCDC, has made significant contributions to building social capital. Objectives under this key direction are:

- To be the coordinating body for community-based landcare, bushcare and catchment-care in the Shire of Serpentine Jarrahdale and surrounding areas; and
- To provide land-holders, community organisations and other natural resource managers within the Shire of Serpentine Jarrahdale and surrounding environs with both the understanding and skills to contribute to biodiversity conservation and sustainable resource management.

11.2 Sustainable Natural Resource Management

The objective for sustainable natural resource management is to:

- Develop and implement programs to achieve a reversal in land degradation and the promotion of sustainable development practices; the conservation and restoration of habitat for native flora and fauna; and the improvement of water quality, environmental flows in river systems, drains and wetlands within the environs of Shire of Serpentine Jarrahdale and North Murray.

11.3 Income Support

Funding for Landcare SJ operations and projects to date has varied across years determined by funding body priorities. In order to become more self-reliant, two objectives were identified under the key direction of income support, to:

- Generate income to become more resilient through self-reliance (i.e. independent of outside funding); and
- Establish and maintain a public fund for the purpose of supporting the environmental objects/purposes of Landcare SJ Inc.

11.4 Governance

Strong governance is an important key direction under the strategic plan. Governance includes accountability and transparency, important aspects of operations, particularly considering the majority of funding to Landcare SJ is in the form of grants and contributions from independent bodies. The objective is to ensure that:

- Appropriate governance arrangements are in place which reflect the capacity and responsibilities of Landcare SJ Inc.

12.0 Key Delivery Areas 2018-2020

Further attention in the strategic planning process determined a program outline for key delivery areas 2018-20 (refer Appendix B), reflecting the Strategic Plan. The key delivery areas are:

- Healthy Habitats Biodiversity Stewardship Program;
- Free Verge Plants Program;
- Serpentine River, drains, waterways and wetlands;
- Equine landcare;
- Cockatube enterprise/Fauna nestbox program;
- Urban landcare (including Urban Forest Strategy);
- Sustainable Agriculture;
- Shire of Serpentine Jarrahdale Bushland Reserves;
- Biosecurity;
- Governance; and
- Income support.

The project and program schedules demonstrate and detail planned delivery.

12.1 Project Schedule

The Project Schedule as at March 31, 2018 (refer Appendix C) demonstrates current delivery of externally funded projects, pending grant applications, and project development ready for funding opportunities. Five Landcare SJ awarded grants, delivering Healthy Habitats, Equine and Biosecurity goals and totalling \$148,000 are due for acquittal by June 30, 2018. The total value of ongoing projects is \$164,000, including \$38,000 fee-for-service Paterson Street Rail Reserve TEC protection. Applications for sustainable agriculture and equine landcare projects are pending, with a total value of \$144,000. Project development reflects funding priority for projects sufficiently developed for application. Applications are funding opportunity and staff capacity dependant.

12.2 Program Schedule

The Proposed Program Plan 2018-2020 outlines planned project delivery, subject to funding (refer Appendix D). Program scheduling occurs as part of an ongoing long-term maintenance program. The introduction of two new proposed programs, maintenance and monitoring of Cockatubes and development and implementation of an Urban Landcare Program, would require additional FTE allocation.

The Program Schedule review for the 2020-2022 period is scheduled to commence in September 2019. Review of the SJ LCDC/Landcare SJ/Shire of Serpentine Jarrahdale three year Agreement/MoU is scheduled to commence December 2019.

12.3 Budget

The budget 2018-2020 takes into account year-to-date records for 2018 and projections to June 30, 2020 (refer Appendix E). Consideration is given to administration, wages and the Cockatube project, but does not take into account income and expenditure from grant-funded projects, with minor exceptions. The PHCC Capacity grant and State NRM Office Measuring Success in SJ projects provide

funds towards Landcare SJ wages and administration and have been included. Additionally, some grant funding allows administration and management fees to be recouped, and these fees have been incorporated into the budget. While a program schedule and plan have been prepared for the period, there is no guarantee that funding will become available, or that the project scopes fit within funding guidelines. Project budgets are managed to ensure expenditure matches income. For these reasons, grant funding has been omitted from the budget table.

Landcare SJ operates within a fine margin of profitability around break-even. Shire of Serpentine Jarrahdale wages support is instrumental in maintaining landcare services in the Shire. Additional income received from enterprises, contract work, donations and interest revenue contributes to administrative costs. The 2018 budget includes \$95,000 from the PHCC capacity grant and State NRM Office Measuring Success in SJ projects. These contributions allow a forecast of \$68,000 net income for the year. Main expenses are wages, forecast at \$230,000, insurances at \$20,000, administration expenses \$20,000 and vehicle expenses of \$7,500.

Net income from the 2017-18 financial year will partially offset costs in 2018-19. A shortfall in income of \$130,000 is projected for 2018-19. Contributing to the shortfall is the anticipated purchase of a new vehicle and replacement IT system. Additional income will be sought to meet these costs, and Landcare SJ has commenced discussions with supporters to assist in funding the scheduled asset replacement. Further options include obtaining a loan and grant funding (if available).

Net income for 2019-20 is negative. This will require generating additional income to support costs, or making cost savings. The annual budget for 2018-19 and 2019-20 reflects employment of additional FTE above levels in 2017-18. Additional FTE requirements are dependent on project funding for Urban Landcare and Cockatube monitoring projects. These costs may be delayed if funding applications are unsuccessful.

13.0 Conclusions

Landcare SJ operates within an environmental legislative framework set by Federal and State governments, while contributing to the delivery of local government natural resource management and environmental policy. Rapid urbanisation and local demographic changes provide new opportunities for engagement, while simultaneously increasing pressure on natural resources. Ongoing programs are required to address issues of sustainable agriculture, protection of significant natural areas, biodiversity health, water quality, biosecurity, and to address impacts of climate change in the Shire of Serpentine Jarrahdale and North Murray.

Part of a global community-led landcare movement and in conjunction with government, industry and NGOs, Landcare SJ coordinates delivery of NRM and landcare activities in Shire of Serpentine Jarrahdale reserves. Particular priority is given to ongoing maintenance programs in remnant natural areas containing nationally significant plant communities. Landcare SJ operates in a highly competitive grant funding environment.

The Landcare SJ business structure is an incorporated Association, operating as a registered charity, with deductible gift recipient status obtained from the Australian Taxation Office. The Association has 88 members and is managed by a volunteer Board that includes representation from the Shire of Serpentine Jarrahdale and the Serpentine Jarrahdale Land Conservation District Committee. Current community Board members have long-standing tenures. Four staff positions exist over 2.88 FTE, an Executive Officer, two NRM Officers and a NRM Support Officer. Long-term employees hold the senior staff positions. Marketing and communications includes two web sites, social media (facebook and twitter accounts), and a monthly electronic newsletter.

Stability in Board management and staffing and a fifteen-year history of project delivery have resulted in the development of strong local, regional and state-wide networks of community, government, industry, NGO, landholder and NRM professionals. Local stakeholders include 12 active local environmental groups, three primary schools, private landholders, and the Shire of Serpentine Jarrahdale. Australian Government environmental priorities are largely addressed in partnership with the Peel-Harvey Catchment Council. State Government Agencies and statutory authorities direct and partner in the delivery of State environmental priorities. Landcare SJ works closely with Shire Officers in the planning and delivery of landcare and NRM initiatives in the Shire.

Landcare SJ operates with low equity and in a narrow range of profitability around breakeven. A total assets value of \$25,000 is largely made up of a ten-year-old vehicle and two-year-old IT system. Assets include landcare tools and stock. Liabilities are predominantly unspent/committed grant funds. Income sources are diverse, and include Shire wage contributions, grant funding, enterprise income, contract work and donations. The Cockatube nestbox program has contributed an average income of \$44,000 per annum over the past three years. Major projected expenses include wages, insurances, administration, accounting and vehicle expenses. These costs are partly offset through grant funding.

Strengths are strongly associated with community, stability, collaboration and demonstrated ability to deliver on-ground projects over a long period. The entrepreneurial, innovative and adaptable approach to NRM and landcare delivery is reflected in strengths of the Cockatube enterprise. A lack of, or outdated, policies, processes and procedures was identified among weaknesses in the Association. Increasing membership, succession planning and volunteer procedures were acknowledged as requiring consideration. Staff are spread thinly across the delivery program, yet the need to address additional

income through enterprise management and contract work creates conflicting priorities with on-ground delivery of projects. Holding a low level of equity creates additional risk and requires attention.

Building on a 15-year history of successful NRM delivery and community engagement is an opportunity that Landcare SJ can develop. Maximising income and income diversification provides opportunities to strengthen the resilience and self-reliance of Landcare SJ. Addressing the changing demographic make-up in the Shire of Serpentine Jarrahdale provides opportunities for engagement, membership and new programs targeted at rapid development in urban areas. Threats include a decline in community participation, changing funding priorities and method of delivery, impacts of climate change, and ultimately closure of the Landcare Centre.

A project schedule at March 31 2018 lists current projects, applications pending and projects in development. These include over \$300,000 total value of current projects, including projects totalling \$148,000 due for acquittal by June 30, 2018. Applications pending funding approval total \$144,000 in value. The Proposed Program Plan 2018-2020 includes regular scheduled NRM maintenance programs and additional projects in accordance with the key delivery areas for 2018-2020 identified in the strategic planning process.

A budget has been prepared with year-to-date records for 2018 and projected income / expenditure to June 2020 for Landcare SJ administration, wages and the Cockatube project. Given that grant funding is not guaranteed, either in terms of availability or project scope, project income and expenditure has been omitted from the budget, apart from allocations available for administration and management. Positive net income in 2017-18 will partially offset projected negative income in the 2018-19 financial year, during which \$60,000 for asset replacement has been scheduled. The budget also allows for additional FTE employment, which may be delayed if additional project funding is not received.

14.0 Recommendations

The recommendations of this report take into consideration the resources available to Landcare SJ, the external and internal analysis presented in this report, and current and projected projects/programs as per key delivery areas for 2018-20. Recommendations have been outlined under the key directions for Landcare SJ determined in the Strategic Plan 2018-2028.

14.1 Community Engagement/Capacity Building

Continue to build on a successful history of community engagement and capacity building through the delivery of on-ground projects and community extension, advice and support. Future community engagement and capacity building efforts should include an emphasis on capturing needs of changing demographics and urbanisation in the Shire of Serpentine Jarrahdale.

14.2 Sustainable Natural Resource Management

Continue to deliver a program of sustainable natural resource management locally, while further developing and working in collaboration with an existing network of local, regional, and state-based NRM professionals, government, industry and NGOs. This includes strengthening relationships with the Shire of Serpentine Jarrahdale by collaboratively planning and delivering local NRM and landcare priorities.

14.3 Income Support

Build resilience into Landcare SJ operations by maximising opportunities to diversify income through enterprise income, fee-for-service contracts, donations and sponsorship:

- Review timber enterprise to establish stockholding and value;
- Develop and implement marketing strategy to generate increased donations and sponsorship;
- Develop fee-for-service/contract income guidelines and policy; and
- Continue to promote Cockatube enterprise sales and installations.

14.4 Governance

Continue review of whole-of-organisation policies and procedures, including staff, Board, operations, occupational health and safety, volunteers, fee-for-service contracts and compliance obligations.

Review and update human resources structure for Landcare SJ, including job description forms. Structure reforms should include consideration of additional FTE requirements for new projects, including Cockatube monitoring and Urban Landcare, and utilising volunteers in administrative roles.

Build greater resilience for Landcare SJ by increasing equity and addressing budget gaps for program delivery and asset replacement.

References

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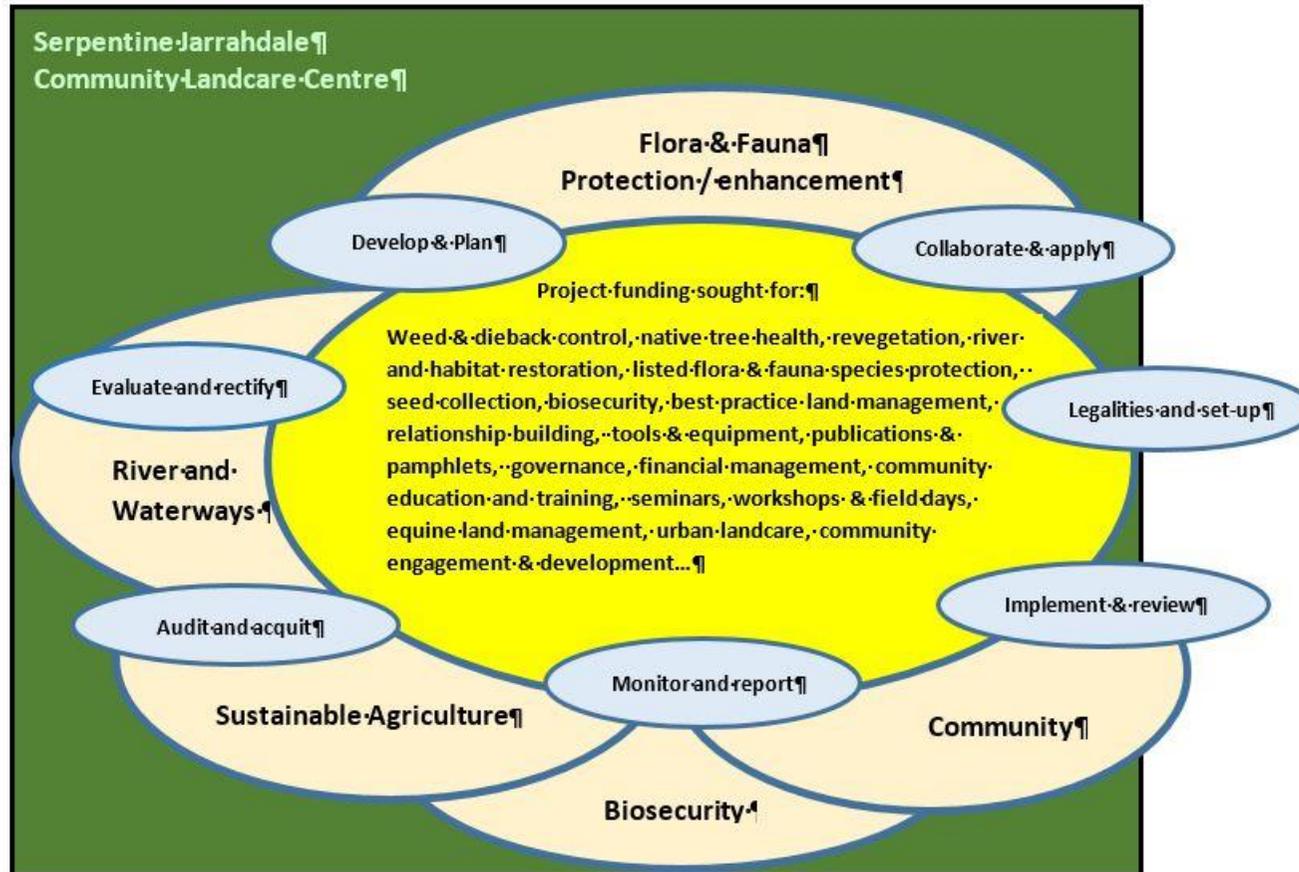
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SJ Land Conservation District Committee Small Block Manual

Appendix A: Grant Funding Process



Appendix B: Landcare SJ Key Delivery Areas 2018-2020

Analysis of key project delivery areas identified ongoing projects and/or opportunistic delivery as funding opportunities present. Program planning will incorporate the following project areas, as funding allows:

Project delivery	Aim	Actions	Partnership
Healthy Habitats Biodiversity Stewardship Program	Engage landowners in the protection and enhancement of local natural areas with an emphasis on remnant native vegetation	Promote program, engage new members and support existing members Undertake site visits, bushland assessment and site-specific advice and recommendations to members Provide assistance with grant applications/seek funding to support on-ground projects in local natural areas of members Monitor and review program	Shire of Serpentine Jarrahdale SJ LCDC Owners of local natural areas DPIRD DBCA PHCC (Land for Wildlife)
Free Verge Plant Program	Increase biodiversity in the Shire of Serpentine Jarrahdale and connect vegetation corridors Reduce roadside verge weed maintenance costs	Manage and promote the program according to agreed procedure with the Shire of Serpentine Jarrahdale Monitor and review program	Shire of Serpentine Jarrahdale Community NGOs Community
Serpentine River, drains, waterways and wetlands	Protect and restore the overall health of the Serpentine River and waterways which flow into the Peel-Yalgorup Ramsar wetland system	Seek funding to support on-ground restoration and protection initiatives Engage landholders and community to support initiatives and adopt best practice land management	Shire of Serpentine Jarrahdale PHCC Greening Australia Community and regional NGOs DPIRD DBCA DMIRS
Equine Landcare	Increase awareness and education of equine landholders to manage their properties by adopting best practice land management	Hold information sessions, workshops and field days including equine property planning events, and promote best land management practices	Shire of Serpentine Jarrahdale Local government Community NGOs Landholders

Project delivery	Aim	Actions	Partnership
		Assist with the development of equine management guidelines for equine properties in the Shire of Serpentine Jarrahdale	
COCKATUBE® enterprise and Fauna nestbox program (Bat Boxes, Possum Boxes, Ground Dweller Boxes)	<p>Create awareness of WA Black Cockatoo decline and recovery project and promote the increase of breeding site opportunities for the Carnaby's, Baudin's and Red-Tailed Black Cockatoos using Cockatube artificial hollows</p> <p>Contribution towards scientific knowledge by partnering and supporting agencies and research bodies, and undertaking own research</p>	<p>Hold workshops and information sessions to educate and increase awareness of Black Cockatoo decline and recovery initiatives</p> <p>Promote sales and installation of Cockatubes and other Fauna hides/boxes</p> <p>Seek resources to undertake monitoring and evaluation of Cockatubes within Shire of Serpentine Jarrahdale</p>	<p>WA Museum Murdoch University Perth Zoo Birdlife Australia DPIRD Community and regional NGOs Government Private Landholders WA Environmental Enterprises PHCC</p>
Urban Landcare Project	Reduce waste and promote more sustainable lifestyles in Urban areas of Shire of Serpentine Jarrahdale	<p>Partner with relevant organisations, seek funding and promote more sustainable urban lifestyles including waste reduction, recycling, energy efficiency and home food production</p> <p>Promote urban biodiversity and water conservation through native verge plant program</p> <p>Support Shire of Serpentine Jarrahdale Urban Forest Strategy</p>	<p>Shire of Serpentine Jarrahdale Community NGOs Community SJ FFA</p>
Sustainable Agriculture	Promote healthy soils and best practice land management to achieve sustainable agricultural production in Shire of Serpentine Jarrahdale	<p>Promote, in partnership, food and farm production sustainability initiatives</p> <p>Seek funding support for property planning workshops</p>	<p>Shire of Serpentine Jarrahdale SJ FFA DPIRD</p>

Project delivery	Aim	Actions	Partnership
		Promote and support best practice land management practices	
Shire of Serpentine Jarrahdale Bushland Reserves	<p>Continue working with the Shire of Serpentine Jarrahdale to protect and enhance the health and resilience of bushland reserves</p> <p>Protect and enhance biodiversity in high value and nationally significant Shire of Serpentine Jarrahdale reserves</p>	<p>Collaborative planning and protection strategies with Shire of Serpentine Jarrahdale and community groups</p> <p>Seek funding and implement projects to support on-ground and extension activities for community groups and schools working in Shire Reserves, including annual community planting calendar, dieback treatment, weed control, revegetation and biosecurity measures</p>	Shire of Serpentine Jarrahdale SJ LCDC Community NGOs DPIRD DBCA
Biosecurity	Provide support to land managers to control and eradicate (where possible) biosecurity threats	<p>Work in partnership with Peel Harvey Biosecurity Group to develop and enact biosecurity measures within the Shire of Serpentine Jarrahdale</p> <p>Source funding for weed control, pest control and dieback management programs on public and private land in the Shire of Serpentine Jarrahdale</p> <p>Provide support and information to landowners to address biosecurity issues in the Shire of Serpentine Jarrahdale</p>	Shire of Serpentine Jarrahdale PHCC Community and regional NGOs PHBG
Governance	Ensure sound governance structures, mechanisms, and processes are in place to achieve long term organisation sustainability through a framework of accountable, transparent and responsive management	<p>Ensure compliance with regulatory framework</p> <p>Review Landcare SJ Constitution</p>	Shire of Serpentine Jarrahdale PHCC DMIRS ACNC REO Community

Project delivery	Aim	Actions	Partnership
		<p>Review whole of organisation policies and procedures</p> <p>Develop HR structure</p> <p>Seek and encourage new volunteers and members</p> <p>Address succession planning</p> <p>Build Equity for financial resilience</p> <p>Maintain provisions for asset replacement requirements (Equipment, IT and vehicles)</p>	
Income Support	<p>Generate income for Landcare SJ from sales and installations of Cockatubes</p> <p>Promote Landcare SJ Deductible Gift Recipient status</p> <p>Generate income through fee-for-service contracting and consulting</p>	<p>Maintain marketing and promotion</p> <p>Support researchers where feasible</p> <p>Develop and implement donations and fundraising strategies</p> <p>Develop Contracting Policy and Fee-for-Service procedure</p> <p>Take advantage of opportunities that may arise from commercial contracting & consultancy services</p>	

Appendix C: Project Schedule

	Funding Body	Funding Amt \$	Delivery Partners
Projects due for acquittal by June 30, 2018			
Dieback protection of Banksia Woodland on private land in Serpentine and Keysbrook.	PHCC CEG2	\$ 20,091	Landholders
Feral animal control for increasing biodiversity on agricultural land in the coastal Peel Harvey catchment.	State NRM Office	\$ 40,000	Waroona Landcare Centre
Eradication of prohibited organism Water Hyacinth in the Birrega Drain and Serpentine River.	State NRM Office	\$ 16,812	Multi Agency p'ship
Encouraging sustainable management through education in the Peel Region.	State NRM Office	\$ 31,000	SJ Equine Landcare Group
Sustainable Agriculture Capacity Grant	PHCC	\$ 40,000	Community
Peel Harvey Biosecurity Group - Resin block project.	PDC		SJ Mens Shed
Peel Harvey Biosecurity Group - Royalties for Regions Project.	DAFWA/State NRM Office		Community
	Value of projects for acquittal	\$ 147,903	
Current projects			
Regional Ecological linkages (new)	State NRM Office	\$ 40,925	Community / Shire of SJ
Dieback mapping and treatment in priority areas (new)	State NRM Office	\$ 25,000	DBCA/ Shire of SJ / Dieback Working Group
Measuring NRM Success in Serpentine Jarrahdale (ends December 2018)	State NRM Office	\$ 60,000	
Gooralong Brook Restoration, Jarrahdale	unfunded		Jarrahdale Heritage Assoc'n
Paterson Street Rail Reserve (since 2015)	Fee for service - Arc Infrastructure	\$ 38,000	Shire of SJ / SJ Volunteer Fire Fighters DBCA
	Value current delivery	\$ 163,925	
Project Applications Pending			
Developing productive landscapes in Serpentine Jarrahdale - carbon enriched soils for on farm enhancement of productivity and biodiversity.	National Landcare Program	\$ 99,000	SJ Food and Farm Alliance / Landholders
Protecting soil and improving natural connectivity in the Peel region.	National Landcare Program	\$ 45,000	SJ Equine Landcare Group
	Value applications pending	\$ 144,000	
Project Development 2018			
National Tree Day Event 2018	Bendigo Bank/Shire of SJ		
Geocaching Project	Lotterywest		
Small Block Manual update and reprint	Lotterywest		
Mundijong South Rail Reserve	Fee for Service		Arc Infrastructure
Monitoring and maintenance of Cockatubes in Serpentine Jarrahdale	State NRM Office/Lotterywest		
Dieback mapping and treatment on public and private land in Serpentine Jarrahdale	State NRM Office/PHCC		

Appendix D: Program Schedule 2018-2020

Project/Activity	2018				2019				2020			
	March	June	Sept.	Dec.	March	June	Sept.	Dec.	March	June	Sept.	Dec.
Healthy Habitats Land Stewardship												
Free Verge Plant Program												
Cockatube Project												
Planting season 2017 (follow-up weed control)												
Regional Ecological Linkages (planting 2018)												
Dieback mapping/treatment in priority reserves												
PHCC Community Environment Grant II - dieback on private property												
Feral Animal Control - Coastal Peel Harvey Region												
Gooralong Brook, Jarrahdale												
Equine Management - Peel region												
Measuring Success in SJ												
Paterson St. Rail Reserve (fee-for-service)												
Healthy Habitats Shire of Murray (fee-for-service)												
Water Hyacinth on Serpentine River												
Feral Pest Control SJ (Landcare Australia)												
Communications - social media, website, newsletter, traditional media												
Administration, finances, governance												
Community - engagement, development, advice, coordination												
APPLICATIONS PENDING APPROVAL												
Developing productive landscapes in SJ (partnership with SJ FFA)												
Protecting soil and improving natural connectivity in the Peel region (Equine)												
PROJECTED (pending funding)												
National Tree Day 2018												
Healthy Habitats (Shire of Murray - fee-for-service)												
Geocaching Project												
Update/reprint Small Block Manual												
Monitoring and maintenance of Cockatubes in Serpentine Jarrahdale												
Dieback Thompson/Elliott/Jacobs private properties												
Dieback Brickwood Reserve												
Serpentine Rail Reserve (Arc Infrastructure - fee-for-service)												
Planting Season 2019 (incl. National Tree Day)												
Planting season 2020 (incl. National Tree Day)												
Peel-Harvey Catchment Council NLPPI												
Biosecurity												
Urban Landcare												
Income support - Donations generation and marketing												
Review Project Schedule												
Review SJ LCDC/Landcare SJ/Shire of Serpentine Jarrahdale Agreement/MoU												

Appendix E: Landcare SJ Inc. Budget 2018-2020

Landcare SJ Inc													
Budget 2018-2020													
Administration/wages/cockatube project													
(Does not include grants/project delivery)													
	2018			2019					2020				
	YTD Mar	Jun	TOTAL	Sept	Dec	Mar	Jun	TOTAL	Sept	Dec	Mar	Jun	TOTAL
Income													
Shire of SJ Wages support		\$ 200,000	\$ 200,000				\$ 205,000	\$ 205,000				\$ 210,000	\$ 210,000
Grant management/admin		\$ 13,000	\$ 13,000				\$ 15,000	\$ 15,000		\$ 12,000		\$ 8,000	\$ 20,000
Fee for service	\$ 13,700		\$ 13,700	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Cockatube project	\$ 27,300	\$ 3,800	\$ 31,100	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 30,000	\$ 9,400	\$ 9,400	\$ 9,400	\$ 9,400	\$ 37,600
Donations	\$ 740	\$ 300	\$ 1,040	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 5,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Interest revenue	\$ 1,400	\$ -	\$ 1,400	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200
PHCC Capacity Grant	\$ 35,100	\$ -	\$ 35,100										
Measuring success in SJ	\$ 45,000	\$ 15,000	\$ 60,000					\$ -					\$ -
Total Income			\$ 355,340					\$ 260,200					\$ 280,800
Expenditure													
Wages	\$ 173,868	\$ 55,000	\$ 228,868	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500	\$ 250,000	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500	\$ 250,000
Telephone	\$ 1,200	\$ 450	\$ 1,650	\$ 450	\$ 450	\$ 450	\$ 450	\$ 1,800	\$ 450	\$ 450	\$ 450	\$ 450	\$ 1,800
Computer and web site	\$ 1,400	\$ 200	\$ 1,600	\$ 875	\$ 875	\$ 875	\$ 875	\$ 3,500	\$ 950	\$ 950	\$ 950	\$ 950	\$ 3,800
Printing/Stationery	\$ 5,500	\$ 300	\$ 5,800	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	\$ 7,000
Insurances	\$ 1,030	\$ 19,500	\$ 20,530	\$ -	\$ 2,500	\$ -	\$ 17,000	\$ 19,500	\$ -	\$ 2,750	\$ -	\$ 18,700	\$ 21,450
Vehicle costs	\$ 6,000	\$ 1,500	\$ 7,500	\$ 1,875	\$ 2,200	\$ 3,000	\$ 3,000	\$ 10,075	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000
Meeting costs	\$ 1,900	\$ 200	\$ 2,100	\$ 700	\$ 700	\$ 250	\$ 250	\$ 1,900	\$ 700	\$ 700	\$ 250	\$ 250	\$ 1,900
Bank Fees	\$ 70	\$ 35	\$ 105	\$ 40	\$ 40	\$ 40	\$ 40	\$ 160	\$ 40	\$ 40	\$ 40	\$ 40	\$ 160
Accounting	\$ 1,500	\$ 900	\$ 2,400	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500
Audit	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ -	\$ 4,500
Constitution Review	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Cockatube hardware	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 11,000	\$ -	\$ 12,000	\$ 1,200	\$ 10,000	\$ 1,200	\$ -	\$ 12,400
Honorariums	\$ 5,200	\$ -	\$ 5,200	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
publications/books	\$ 1,700	\$ -	\$ 1,700	\$ 400	\$ 400	\$ 400	\$ 400	\$ 1,600	\$ 400	\$ 400	\$ 400	\$ 400	\$ 1,600
staff training/other costs	\$ 6,205	\$ -	\$ 6,205	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
travel costs	\$ 1,400	\$ 650	\$ 2,050	\$ 500	\$ 500	\$ 200	\$ 200	\$ 1,400	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,000
Asset replacement													
Vehicle			\$ -		\$ 40,000			\$ 40,000					\$ -
IT			\$ -				\$ 20,000	\$ 20,000					\$ -
Tools and equipment	\$ 1,200		\$ 1,200	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,000	\$ 600	\$ 600	\$ 600	\$ 600	\$ 2,400
Total Expenses			\$ 286,908					\$ 391,435					\$ 334,510
Net Income			\$ 68,432					-\$ 131,235					-\$ 53,710

