



Keep Australia Beautiful Council NSW
Annual Report for the year ending
31 December 2010

Creating maximum positive change on the NSW environment by supporting and acknowledging community efforts in the country, city, coast and classroom.

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Keep Australia Beautiful NSW Overview

For over 35 years, Keep Australia Beautiful NSW has been committed to excellence in environmental education, support and enhancement.

As an independent, not-for-profit organisation we work with local governments, schools, businesses and community groups to encourage a state-wide network of dedicated individuals who strive to deliver a cleaner environment, better resource management and the beautification of the places where we all live, work and enjoy our leisure.

The Keep Australia Beautiful NSW core programs are based on recognition and education. They help to motivate and then acknowledge community commitment and resourcefulness that makes a positive difference to the natural, structural and cultural environments of our cities, suburbs, towns and beaches for everyone's benefit and enjoyment.

Our Patron

Her Excellency, Professor Marie Bashir AC CVO, Governor of New South Wales.

Our Board

Ms Dawn Fardell MP, Chair
Ms Val Southam, Vice Chair
Mr Hugh Springford, Treasurer
Mr Bruce Robertson OAM, Director
Mr Mike Williamson, Director
Mr Syd Smith, Director
Mr Paul Akon, Director
Mr Tony Cade, Director
Mr Bernie Murphy, Director
Ms Dianne Decker AM, Director (until 3rd December)

Our Staff

Deborah Kelly, Program support Officer
Phil Kelly, Tidy Towns and Graffiti Action Day Programs Manager
Rosemary Hadaway, Clean Beaches and Sustainable Cities Programs Manager
Peta Golla, Waste Watchers Program Manager
Natalie McCready, Environmental Education Officer
Alyson Grant, Environmental Education Officer
Jacqueline Murray, Environmental Education Officer
Eleonore Bayndrian, Environmental Education Officer (until May)
Danielle Fogerty, Environmental Education Officer
Elizabeth Jarrett, Media and Communications Manager (until June)
Ilona Marchetta, Media and Communications Manager
Peter McLean, Chief Executive Officer and Company Secretary

Report from the Chair



2010 has been a year of progress for Keep Australia Beautiful NSW. We began the year by celebrating our 35th anniversary with a cocktail party hosted by our amazing patron Her Excellency, Professor Marie Bashir AC CVO, Governor of New South Wales at Government House. This was a fitting celebration to mark this special milestone at one of Sydney's premier locations.

It is for this, and many other reasons that I would like to take this opportunity to formally thank Peter McLean and the team of staff at Keep Australia Beautiful NSW for their devotion to the organisation as they continue to achieve such high standards of leadership, customer service and program delivery.

The 2010 Awards Weekend in Lockhart was again a brilliant success with over 330 visitors from across the state networking and celebrating their many project achievements. Lithgow was named the deserving Overall State Winner and will go up against the overall winners from other states in Australia to be in the running for the Australian Tidiest Town title, to be announced in 2011.

I particularly enjoy these events as they never fail to remind me of the impact and positive influence that our programs are having on community groups, councils, businesses, schools and individuals throughout New South Wales.

While Keep Australia Beautiful NSW provides the important framework and recognition through our environmental grassroots programs - Tidy Towns Sustainable Communities, Sustainable Cities and Clean Beaches - it is the thousands of volunteers and community groups who are at the heart and helm of our work as a not for profit environmental organisation.

I am realising with more conviction than ever before that it is the partnerships that are facilitated during our awards events, and more broadly through participation in our programs that will stand as our biggest, enduring and most prolific achievement as an organisation.

We can't let this year go by without recognising the continued expansion of our environmental education program, Waste Watchers. This program now makes one of the most significant environmental contributions to the lives of young students in the country.

We were also very pleased to launch our new program Graffiti Action Day to make a positive contribution to our neighbourhoods and built environments.

Dawn Fardell MP
Chair

Report from the Chief Executive Officer



In 2010, Keep Australia Beautiful NSW continued focusing on our core programs, our environmental education program Waste Watchers, Tidy Towns, Sustainable Communities, Clean Beaches and Sustainable Cities.

In addition, we were very pleased to launch a new program, Graffiti Action Day focused on mustering volunteers together to remove illegal graffiti in their local communities across NSW.

Due to our dedicated and skilled staff, all of these programs experienced growth and other positive outcomes, in summary these include:

- ✓ Expansion of the Waste Watchers environmental education program through employing a fifth full time educator resulting in well over 50,000 school students being taught in 2010.
- ✓ A strong investment into education resources to improve the education experience of students.
- ✓ Increased number of Sustainable Cities media coverage and maintained strong participation across the entire program.
- ✓ A focus on community workshops in Clean Beaches vastly increasing the program's ability to facilitate positive environmental action.
- ✓ The attendance of Professor Marie Bashir AC CVO, Governor of New South Wales to the annual Tidy Towns Awards weekend in Lockhart for the first time.

During 2010, Keep Australia Beautiful NSW continued to give sound advice to Local, State and Federal Government on key issues affecting the community and the environment. This information was sought from the practical grass roots projects and opinions from right across the State which Keep Australia Beautiful NSW collects all year round. The topics included waste, energy, water, regional development, litter, illegal graffiti vandalism and environmental education.

Over the past few years, numerous communities and councils across NSW had been expressing their dislike for illegal graffiti vandalism to Keep Australia Beautiful NSW and in response we developed a program called Graffiti Action Day in partnership with the NSW State Government to tackle this widespread problem. This program was the first of its kind and on 2nd May 2010, and raised valuable awareness for the effective removal of graffiti vandalism as well as the negative impacts which it causes.

I would like to sincerely thank our generous funding partners and stakeholders for their continued support; our strong success is testament that their contributions directly benefit the community and environment of NSW. Responsible in delivering these strong successes are our very valuable and growing team of skilled and experienced staff lead by our board of Directors who so generously donate their time to this organisation.

Peter McLean
Chief Executive Officer and Company Secretary

Programs and Activities

Tidy Towns - Sustainable Communities



Tidy Towns Sustainable Communities is now much more than having a tidy town – and it's much more than a beauty contest. It is a true grass roots regional environmental and community improvement program. This includes both the built and natural environments.

Under the banner "Sustainable Communities", Tidy Towns Sustainable Communities continues to incorporate numerous community based initiatives that have improved the liveability and overall presentation of these communities. No other program in NSW gathers together such a diverse group of people for a common purpose – community, schools, industry and business and local councils. It gathers support from school children through to the elderly.

2010 Tidy Towns Highlights

The Tidy Towns Sustainable Communities Program celebrated its 30th birthday in 2010. This program begun as a litter prevention campaign, however Tidy Towns Sustainable Communities has now developed into a program that addresses a range of environmental issues across the state of New South Wales. These environmental issues encompass waste management, wildlife, waterways, cultural heritage and civic partnership development.

The program was opened on March 8, 2010 with media releases going to press, radio and TV throughout regional NSW.



Tidy Towns Sustainable Communities had a strong year with support from areas across the state and it was especially encouraging to see towns from far western NSW re-enter again for the second year in a row.

2010 Tidy Towns Awards Weekend in November in Lockhart

Lockhart was announced as the State Tidy Towns Winner and successfully hosted the annual awards weekend in November for 2010 with 330 people in attendance and dignitaries including the Keep Australia Beautiful NSW patron, Professor Marie Bashir AC, CVO.

Regional communities are very interested in workshops being held in their local area. From feedback they have given to us through surveys, they value learning how to improve the quality of their entries, how to make the best use of grant opportunities etc.

A workshop was held in Young on August 25 which was opened by the Mayor with over 35 people in attendance and included:

- The benefits of being involved in Tidy Towns Sustainable Communities
- The definition of key categories and how the judging process works
- How to prepare submissions
- Sharing ideas and discussing challenges which each other face.



In 2011, Keep Australia Beautiful NSW looks forward to enhanced collaboration with our program partners and thanks them for the vital role that they play in funding the delivery and continued development of 'Tidy Towns Sustainable Communities'.

Lithgow 2010 Tidy Towns Overall Winner

Thank you to our Tidy Towns, Sustainable Communities Funding Partners



Programs and Activities

Graffiti Action Day



Graffiti Action Day was developed from a partnership between Keep Australia Beautiful NSW and the NSW Government. In 2010, Graffiti Action Day was an Australian first initiative to take on illegal graffiti with the involvement of community volunteers and council representatives.

The key aims of the Graffiti Action Day were to:

- Engage the community in removal of illegal graffiti vandalism
- Raise awareness of good illegal graffiti vandalism removal methods
- Support non-government and community run facilities in repairing damage caused by illegal graffiti vandalism

The date for the day was Sunday May 2nd, 2010. At the completion of the day we had 825 volunteers involved, 1220 clean up kits distributed with 237 individual sites and 4,178 metres square cleaned. All of this was managed by 63 separate overarching groups across NSW. There were 19 separate councils from the 63 groups and the remaining were community groups, residents, juvenile justice and housing departments.

The day was a success in achieving greater community awareness of how to clean illegal graffiti vandalism and letting the vandals know that the community have had enough. Keep Australia Beautiful NSW have reviewed their internal processors of this program and have made adjustments where necessary and have received a lot of interest from new groups to manage an even better day in 2011.



Example of registered removal sites in the Blue Mountains

All of this was managed by 63 separate leadership groups across NSW. The day was a success in achieving greater community awareness of how to clean illegal graffiti and letting the vandals know that the community have had enough.

Keep Australia Beautiful NSW have reviewed their internal processors of this program and have made adjustments where necessary and have received a lot of interest from new groups to manage an even better day in 2011.

Thank you to our Graffiti Action Day Partners



Programs and Activities

Sustainable Cities



The Sustainable Cities Awards Program was launched in 1994 and rewards environmental endeavours and initiatives in the metropolitan areas of Sydney, Newcastle, Wollongong and the Blue Mountains.

In addition the program facilitates best practice environmental information to improve existing environmental projects and initiatives through workshops, media, feedback, and the annual awards event.

The program enjoyed a successful year in 2010, attracting entries from councils, schools, community groups, businesses and registered clubs. It was launched in March, with entries and submissions being received until the beginning of June. There were many significant projects put forward and there was a friendly, strong competitive spirit between entrants.

The success of Sustainable Cities in the greater metropolitan area is highlighted by the quality of entries. There was diversity of content, and many communities now have a greater understanding of environmental and sustainability issues with measured outcomes of behaviour change.

Communities from within more than half the eligible council areas were involved in the program. 68 projects were entered from 27 different councils. This has maintained a high level of participation and awareness of the program within the target area. Keep Australia Beautiful NSW intends to continue strengthening the quality and quantity of entries in the coming 2011 program.

Media coverage for all aspects of the program increased strongly and included print and radio exposure.

Sustainable Cities presents a prestigious Overall Sustainable Council Award alongside a number of individual sponsored award categories covering issues such as, environmental education, schools environmental initiatives, biodiversity, heritage, sustainable practices in clubs, water conservation and waste minimisation. Hornsby Shire Council won the Overall Sustainable Council Award.

Awards Presentation

The Awards Presentation was a dinner function held within the district of last year's Overall Sustainable Council titleholder, City of Canada Bay Council, at Abbotsford. The Awards Presentation attracted 138 guests from right across Metropolitan Sydney, Newcastle and Illawarra. The Awards presentation occurred at Dedes Restaurant, Sydney Rowing Club, Abbotsford on 29 July, 2010.

Focus on Hornsby Shire Council– Overall Sustainable Council Winner 2010

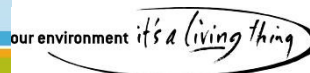


Clr Nick Berman Mayor of Hornsby Shire Council and staff representatives with Syd Smith Director of Keep Australia Beautiful NSW

The 2010 Sustainable Cities overall Awards winner was Hornsby Shire Council. Hornsby Shire Council won the top award for its strategic and focused Hornsby Shire 2020: Our Framework for a Sustainable Future, plan. The Plan encompasses all the council’s policies, strategies and directions for achieving a sustainable city in one document, and provides a comprehensive community and organisational engagement framework.

These initiatives led to demonstrably large reductions in carbon footprint from both businesses and households, including energy, water and waste. The council also incorporated a proactive, collaborative and consultative approach to addressing sustainability challenges and opportunities with the community incorporating open dialogue and a strong education component.

Thank you to our Sustainable Cities Funding Partners



Programs and Activities

Clean Beaches – Connecting Our Coastline



The anticipated and fun Clean Beaches is a community-based competition aimed at beach and coastal communities. It is open to all NSW coastal local governments, community groups, dune care, coast care, beach care groups, schools and individuals; in fact, anyone who is dedicated to the care, management and preservation of New South Wales’ beautiful beaches.

Through competition and awards, Clean Beaches provides essential, much-appreciated recognition to people who care for, protect and enhance the beachside environments, thus preserving some of this State’s greatest assets.

2010 Clean Beaches Highlights

The Clean Beach Challenge has been a successful program since its inception in 2001. The annual awards are eagerly anticipated by regular participants, although in 2010 it was proposed that Clean Beaches would only have one Overall State Award. In 2010, a new name and logo was launched - Clean Beaches Connecting our Coastline. This re-branding brought a unique opportunity to revitalise this program, encourage coastal community cohesion, drive new community projects and increase engagement in activities which benefit the coastline.



Feedback from stakeholders indicated that there was often a ‘silo effect’ in regard to communication and management of beaches.

There was an identified need to bring the various community groups together to share information and planning.

The vision of Clean Beaches Connecting Our Coastline would facilitate integration and achieve this necessary unified approach.

Keep Australia Beautiful NSW officially presented the Pearl Beach community with the NSW Overall Clean Beach Award 2011

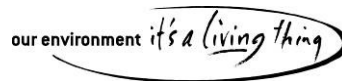
This vision also supported the objectives of our partners in seeking to drive community awareness, increase participation and recognition of communities which work to improve, protect and restore their local beach.

The outcomes and proposals generated by local communities would be the submissions generated for assessment in the Clean Beaches award program in 2011.

This Plan was well accepted by localised communities, as they had the opportunity to channel their energy together to manage appropriate coastal projects. Diverse community groups, as well as individuals, councils, state government departments, Local Aboriginal Land Councils and NGOs were able to contribute and share knowledge, experience and resources.

There were workshops held in each of the 9 regions and communities were extremely receptive to the rebranding. A restructured awards program is intended for 2011.

Thank you to our Clean Beaches Funding Partners



Programs and Activities

Waste Watchers Community Education Program



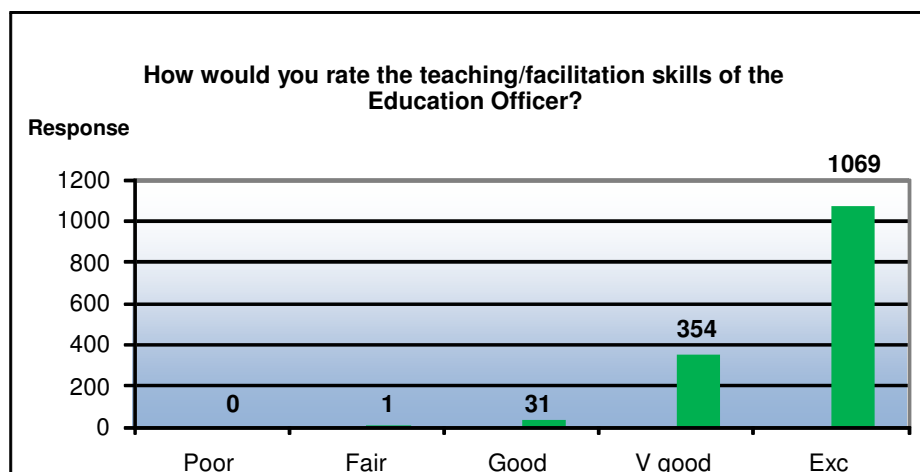
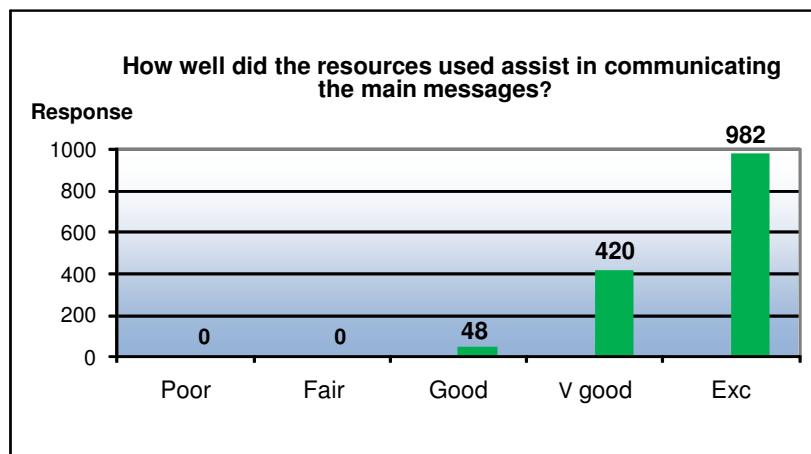
Waste Watchers is the State’s leading environmental primary school education program. The program assists host organisations to educate their local children with simple but vitally effective measures that they can take to protect and conserve our natural and built environments.

2010 Waste Watchers Highlights

Our 2010 Waste Watchers program again exceeded achievements reached in previous years. Waste Watchers was fully booked in 2010 by a number of regular hosts and also gained twelve new ones. 640 teaching days were completed by the Waste Watchers team.

Our specialist Environmental Educators taught 53,052 students on issues encompassing organics, waste, water conservation, catchment management and sustainability issues. The program expanded into new geographic areas with a record-breaking jump in the number of schools being visited within 57 council areas across NSW; up from 46 the year before.

The two graphs below illustrate a high quality of the program with regard to our educators and program resources. This was noted in workshop evaluations completed by participating teachers.





NSW students benefit from Waste Watchers teaching in the classroom

Below are testimonials from the 2010 Waste Watchers Program:

Queanbeyan City Council, 2010

The program is very useful for council as we do not have the resources to undertake education in the schools at the same level as Waste Watchers. The feedback from schools is extremely positive and communication before and after is really good. Thanks for the opportunity for this service.

Lane Cove Council 2010

It is a great program and very well organised. There is always positive feedback from the schools.

Randwick City Council 2010

Great program for local schools - activities and resources assist in students understanding of waste issues and correct recycling practices.

Thank you to our Waste Watchers Funding Partners



Programs and Activities

Litter Reduction Campaign

Cigarette butts continue to be the most littered item in NSW, according to the Keep Australia Beautiful (KAB) 2010 National Litter Index. The findings showed that cigarette butts account for 46 per cent of items littered.

Keep Australia Beautiful NSW, Butt Free Australia and Parramatta City Council embarked on a Butt FREE city project in the Parramatta CBD. This involved advertising, surveys, street education and promotions to highlight the butt littering issue.

Backed by solid attitudinal and behavioural research, the campaign launched in May 2010, placed personal responsibility at the forefront of the issue and reminded people that no matter what way you look at it butt littering is not a good look. Survey results showed a clear 10% reduction in cigarette butt litter in areas of the Parramatta CBD.

In the second half of 2010, Keep Australia Beautiful NSW partnered with the NSW Government and Butt Free Australia to promote the 'Not a Good Look' message via the soccer world cup and commonwealth games fan supersites across Sydney.



Butt FREE campaign's 'Not a good look'

This Litter reduction campaign was developed to make a positive impact on this litter stream by encouraging people take personal responsibility to dispose of their butts correctly. In turn this should reflect in future National Litter Index results.

Keep Australia Beautiful National Association

Keep Australia Beautiful's mission is 'to lead, challenge and inspire all Australians to strive for a sustainable and litter free environment'.

We are a federation of state and territory offices coordinated by a national office, have programs in each state and territory and have been encouraging people all around Australia to care for their local environment since 1968.

Research

Our National Litter Index is Australia's only national, annual quantitative report on litter by type, by location and by volume.

Awareness

Keep Australia Beautiful Week coincides with the first week of spring and is a time for all Australians to be active in caring for their local environment.

Action

- **Awards**

Our Sustainable Communities Awards include the Tidy Towns, Sustainable Cities and Clean Beaches awards which all target litter prevention, recycling, waste, heritage and water conservation.

The Australian Tidy Towns Awards 2009/2010 were held at the Governor General's Residence in Canberra with Beechworth VIC announced as the overall winner.

The Australian Sustainable Cities Awards 2010 were held in Canada Bay NSW with City of Stirling WA announced as the overall winner.

The Australian Clean Beaches Awards 2009/2010 were held at North Steyne NSW with South Port Noarlunga announced as the overall winner.

- **Grants**

New in 2010 were the Beverage Container Recycling Grants funded by the Coca-Cola Foundation. The twenty one local communities who have reported so far received a total of \$130,016 in grants which resulted in 215,440 kilos of recycled material at an average cost of 60c per kilo.

We recognise local participants for their achievements in helping to create sustainable communities. These are just some of our activities that involve millions of Australians each year.

Financial Statements 2010

Keep Australia Beautiful Council (NSW)

Statement of comprehensive income For the year ended 31 December 2010

	Notes	2010 \$	2009 \$
Sponsorship		677,401	405,983
Revenue from education and publications		371,037	320,419
Membership		59,123	59,996
Other income		165,600	133,150
TOTAL REVENUE	2	1,273,161	919,548
Program expenses		(240,285)	(148,988)
Employee benefits expense		(598,102)	(557,909)
Administrative expenses		(89,754)	(73,690)
Occupancy expenses		(37,436)	(34,828)
Depreciation and amortisation expense		(11,231)	(10,200)
Finance costs		(479)	(2,632)
TOTAL EXPENSES		(977,287)	(828,247)
Net surplus/(deficit) before income tax		295,874	91,301
Income tax expense	1(d)	-	-
Net surplus/(deficit) for the year		295,874	91,301
Other comprehensive income after income tax			
Net gain/(loss) on available-for-sale financial assets		(56)	52
Total other comprehensive for the year after after income tax		(56)	52
Total comprehensive income attributable to members of the entity		295,818	91,353

Keep Australia Beautiful Council (NSW)

Statement of financial position As at 31 December 2010

	Notes	2010 \$	2009 \$
ASSETS			
Current assets			
Cash and cash equivalents	4	93,463	592,739
Trade and other receivables	5	160,381	92,635
Financial assets	6	797,121	321,741
Other current assets	7	4,738	3,117
Total current assets		1,055,703	1,010,232
Non-current assets			
Available-for-sale financial assets	8	1,451	1,507
Property, plant and equipment	9	40,916	37,032
Total non-current assets		42,367	38,539
Total assets		1,098,070	1,048,771
LIABILITIES			
Current liabilities			
Trade and other payables	10	89,804	134,608
Interest bearing liabilities	11	-	17,863
Short-term provisions	12	54,237	72,542
Other current liabilities	13	114,393	287,066
Total current liabilities		258,434	512,079
Non-current liabilities			
Long-term provisions	12	22,447	15,321
Total non-current liabilities		22,447	15,321
Total liabilities		280,881	527,400
Net assets		817,189	521,371
MEMBERS' FUNDS			
Reserves	14	785	841
Retained earnings		816,404	520,530
Total members' funds		817,189	521,371

Audited by Thomas Davis & Co, Sydney. Please see 2010 Financial Statement for full audited financial results and explanation notes.

Program Assessors

Tidy Towns

Brett Currie	Greater Taree City Council
Dennis de Kantzow	Gordon NSW
Fran Corner	Tiligerry Tidy Towns
Glenys Anderson	Daisy Hil Qld
Geather Ranclaud	Upper Hunter Shire Council
Helen Naef	Mendooran
Luciano Mesiti	University Western Sydney
Michael Bogle	Heritage Consultant
Doug McDonald	Business Consultant
Peter Davis	Birubi Point NSW
Rick Weizel	Blacktown City Council
Syd Smith	Director KAB NSW
Chris Jeffreys	Packaging & Stewardships Forum
Peter Clarke	National Parks & Wildlife Service (NPWS)
Peter Ryall	Hallidays Point
Shaun Hunt	The Hills Shire Council
Gary Howling	Dept of Environment, Climate Change & Water
Phil Bryant	National Parks & Wildlife Service (NPWS)

Sustainable Cities

Peter McLean	Tracy Appel
Tony Cade	Hugh Springford
Chris Jeffreys	Dr Swapan Paul
Max and Fran Day	Sarah Burke
John Street	Yolande Presland
David Trewin	John Bailey
Ana Reilly	Peter Salier
Mike Williamson	Tony Kersten
Karen Paroissien	Bernie Murphy
Syd Smith	Stuart Gibb

Local Government Members 10/11

Albury City Council	Lachlan Shire Council
Armidale Dumaresq Council	Lane Cove Municipal Council
Auburn Council	Leeton Shire Council
Balranald Shire Council	Leichardt Council
Bankstown City Council	Lithgow Council
Bathurst Regional Council	Liverpool City Council
Berrigan Shire Council	Liverpool Plains Shire
Blacktown City Council	Lockhart Shire Council
Blue Mountains City Council	Maitland City Council
Boorowa Council	Manly Council
Brewarrina Shire Council	Marrickville Council
Broken Hill City Council	Mosman Council
Burwood Council	Muswellbrook Council
Canterbury City Council	Nambucca Shire Council
Cessnock City Council	Narrandera Shire Council
City of Sydney	Narrabri Shire Council
Coolamon Shire Council	North Sydney Council
Coonamble Shire Council	Orange City Council
Cooma Monaro Council	Parkes Shire Council
Coonabarabran Council	Parramatta City Council
Cootamundra Shire Council	Penrith City Council
Cowra Shire Council	Port Macquarie Hastings Council
Deniliquin Council	Randwick City Council
Dubbo City Council	Richmond Valley Council
Fairfield City Council	Rickdale City Council
Forbes Shire Council	Shellharbour City Council
Gloucester Shire Council	Singleton Shire Council
Gosford City Council	Strathfield Municipal Council
Greater Hume Shire Council	Sutherland Shire Council
Great Lakes Council	Tamworth Regional Council
Greater Taree City Council	The Hills Shire Council
Griffith City Council	Tweed Shire Council

Gunnedah Shire Council	Upper Hunter Council
Gwydir Shire Council	Walcha Council
Harden Shire Council	Wagga Wagga City Council
Holroyd City Council	Warringah Council
Hornsby Shire Council	Waverly Council
Hume Shire Council	Weddin Shire Council
Hunters Hill Council	Willoughby City Council
Inverell Council	Wingecarreebee Council
Jerilderie Shire Council	Wollongong City Council
Kempsey Shire Council	Wyong Council
Kogarah Municipal Council	Yass Valley Council
Kyogle Council	Young Shire Council

Looking ahead

2011 will be an exciting year for Keep Australia Beautiful NSW. Due to increased demand for our Waste Watchers environmental education program we are anticipating the employment of a sixth full time educator in 2011.

It is also expected that we will reach a huge milestone of teaching our half a millionth students so we look forward to marking this special occasion with an appropriate event.

Our awards based programs Tidy Towns – Sustainable Communities, Sustainable Cities and The Clean Beaches Challenge will continue to recognise best environmental practices and share this knowledge with as many people and groups as possible. This will be achieved through improved networking, feedback, information capture through Customer Relationship Management (CRM) technology, event management and developing a new website to better serve our stakeholders.

Unfortunately litter remains a problem across our community despite strong efforts to reduce the causes and alter behaviour. In 2011, Keep Australia Beautiful NSW will be combating cigarette butts which are Australia's number one litter item by count. We will address this challenge through introducing a targeted cigarette butt litter reduction campaign to a selected market segment which will cascade key messages to a wider audience.

Media and communications will remain a key focus as we convey the ongoing evolution of our organisation and the value proposition that we offer to funding partners, participants and stakeholders.

We look forward to working with our participants, stakeholders and partners in 2011 and sharing our continued success with you all.

A handwritten signature in black ink that reads 'P. McLean'.

Peter McLean
Chief Executive Officer and Company Secretary