



NRM
REGIONS
QUEENSLAND



NRM REGIONS QUEENSLAND

2021 - 2022 ANNUAL REPORT



ACKNOWLEDGEMENT OF COUNTRY

Queensland's Regional NRM organisations recognise First Nations People as the Traditional Custodians of the lands on which we live and work.

We pay our respects to Elders, past, present and emerging.
We acknowledge the ongoing connection to Country and more than 60,000 years of stewardship of our natural resources by Indigenous Australians.

We acknowledge and value the contribution that First Nations People continue to make to the sustainable management of our natural assets as well as the value that Traditional Knowledge brings to our sector.

A tall, textured rock formation, possibly a weathered rock pillar, stands prominently in the foreground. The rock is light brown and has a rough, porous surface. In the background, another similar but smaller rock formation is visible. The ground is covered with dry, yellowish-brown grass and some green shrubs. The sky is a clear, bright blue.

WHAT IS NRM?

Natural Resource Management is the protection and improvement of the natural assets that underpin our quality of life – our soil and water, the climate, landscapes and biodiversity.

NRM Regions Queensland is the peak body for natural resource management in the state, supporting and promoting its members – the 12 regional natural resource management organisations of Queensland.

WITH THANKS

COMMISSIONED ARTWORK BY GLENN BARRY

Gamilaraay man Glenn Barry was commissioned to design the artwork '12 campsites' for NRM Regions Queensland. Part of the artwork appears on our Acknowledgement of Country page and has been incorporated into the organisation's new brand. It will continue to appear on NRM Regions Queensland products into the future.



CONTRIBUTORS

Julie Boyd, Chris Norman, Samantha Morris, Penny Scott, Pamela Greet, Lee Blacklock, Belinda "Billy" Thomson.

Special thanks to the regional NRM organisations who provided photography.

NRM REGIONS QUEENSLAND IS SUPPORTED BY:





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WELCOME FROM THE CHAIR

Julie Boyd

2021-22 has seen NRM Regions Queensland consolidate its position as the go-to organisation for the natural resource management sector. Having had a federal election and a new government installed, NRM Regions Queensland has hit the ground running to ensure it connects and engages with the new Government. We started undertaking a review of our strategic plan and the Board has been focussed on looking to the future while building on our two-decade history of delivering for our NRM organisations in Queensland.

We recognise that this is not a time for a business-as-usual approach. We're taking a broader view about what NRM looks like in a future Queensland and we're more focused on strategic operational matters.

The Board has discussed at length the opportunities likely to present themselves in coming years and we're working to grow our influence in the areas that matter. Our new strategic plan will reflect these opportunities.

We have a new Federal Government, and with the support of NRM Regions Australia we are building relationships with new Ministers and their advisers. Where we've previously lobbied for increased funding, and will continue to do so, we're now more focussed on lobbying for strategic policy adjustments and the role regional NRM organisations play in ensuring resilient, sustainable communities and economies. We're not just a voice for NRM in Queensland, but we're a voice for NRM at the national level as well.

The result of that work is an incoming Government that seems to understand the role that NRM organisations play in terms of community resilience and action to address climate change. After recent floods, we saw first-hand the impact that on-ground river rehabilitation projects had in protecting our waterways from massive erosion events. Communities in drought are being supported by NRM organisations to build resilience and prepare for future natural disasters. We hear regularly about the importance of long-term, robust relationships at the regional level, and our 12 member groups – Queensland’s regional NRM organisations – are on the ground building these relationships and supporting their communities to be resilient in practical ways.

As we look to the future, we know we must foster leadership at all levels of NRM. The Board is now driving the development of a leadership framework which is focussed on changing people’s mindsets about what leadership means. In NRM we demonstrate leadership at all levels – from our Boards to our technical teams and on-ground field officers. This leadership is critical for positioning the sector for the future.

The collegiality and collaboration between Queensland’s 12 NRM organisations is to be admired. It’s really quite phenomenal. The Board is working strategically and we are supported by a CEO who constantly rises to the challenge and takes on new opportunities.

The output from our CEO, Chris Norman and that of his team has been quite remarkable and we have many members expressing how appreciative they are of NRM’s work. There’s been a real change in the dynamic across the regional NRM sector in Queensland and that’s down to Chris’ hard work. He’s put in the effort, made those connections, built relationships with governments and with senior bureaucrats, followed up and not left a single stone unturned. He’s ensured that NRM is the go-to organisation for natural resource management in Queensland and we’re very grateful.

I would also thank the Board for their ongoing commitment, contribution and collegiality to NRM Regions Queensland. Their work ensures that NRM has a strategic vision and that we continue to work towards achieving outcomes for our members and for natural resource management more broadly. The Board works closely with Chris to guide and support his work. I can’t thank them enough for their commitment.



WELCOME FROM THE CEO

Chris Norman

2021-2022 brought with it challenging times for Queenslanders. With extreme floods as well as ongoing drought for many parts of the state, and a global pandemic in the mix, Queensland's regional NRM organisations faced many challenges supporting their communities at a local level.

Our 12 members – Queensland's regional natural resource management organisations - have worked closely with their communities to develop Regional Natural Resource Management Plans which means they have strong networks on the ground. When disaster strikes, we're trusted by our communities to work collaboratively to develop solutions, roll-out resilience projects and deliver at a whole-of-landscape scale.

This connection to community is a strong element of our value proposition and was a key finding from \$500,000 worth of research recently undertaken to quantify our impact and value across the state.

The research, which was funded by the Department of Resources, was undertaken so that we could tell more compelling stories about the work we do. It found that 100% of regional NRM organisations have community engagement skills which they use to facilitate community networks, develop partnerships and build capacity. 100% of those organisations also boast skills in natural area restoration, regional NRM planning, water monitoring and biodiversity monitoring.

Another finding from that research was the significant economic impact regional NRM organisations are making at the local level. More than 35% of regions regularly outsource work such as biosecurity, cultural heritage management, natural area restoration, fire risk planning, erosion and sediment control, and community engagement

“When disaster strikes, we’re trusted by our communities to work collaboratively to develop solutions, roll-out resilience projects and deliver at a whole-of-landscape scale.”

to other local businesses building capacity in regional communities. This outsourcing contributes to building local skills, regional employment outcomes and economic stability across regional Queensland.

The key finding of this research though, was the enormous contribution made to the Queensland economy by our members. Regional NRM contributes \$183 million to the economy, directly employing 268 FTE staff and indirectly creating a further 367 FTE jobs.

This research also found that for every \$1 of state funding received, \$4.20 of cash and in-kind was leveraged.

You can read more about the findings of this significant research from page 12 of this report.

We are working hard at the state level, to mirror the strong relationships fostered by our members at the regional level. We have MOUs in place with Queensland Water and Landcarers as well as the Local Government Association of Queensland and we meet regularly to discuss operations and common goals. We are also working collaboratively with Queensland Farmers Federation to support the State’s Land Restoration Fund.

To advocate for stronger action and investment for natural resource management outcomes, NRM Regions Queensland has also developed strong relationships with Ministers, their advisors and senior bureaucrats across the five Queensland departments that are responsible for elements of natural resource management. We’ve also been engaged in strategic discussions at the state level around themes including water modelling, feral deer management, Indigenous land and sea strategy, private protected areas and nature refuges, and NRM in the rangelands with a range of agency and community leaders.

While that is happening at the state level, NRM Regions Queensland is also representing Queensland’s regional NRM organisations at the national level. We have led conversations around the National Soil Strategy and have been engaged in discussions including the Drought Resilience Fund, carbon and environmental markets, rural water futures, collaborating with the landcare sector, the

Voluntary Biodiversity Stewardship Market Legislation, feral pigs, drought resilient soils and the National Established Weed Priorities Framework.

Queensland’s NRM organisations are also represented by NRM Regions Queensland on several committees and working groups including: Drought Industry Coordination Group, Enhanced Local Government Biodiversity Oversight Group, Queensland Feral Pest Initiative Oversight Group, Queensland Agriculture and Fisheries Industry Engagement Network, Landcare: NRM Regional Principles Working Group, National Soil Strategy Implementation Steering Committee, Environmental Offsets Multisector Reference Group, Queensland River Rehabilitation Management Guidelines Working Group, and the DSDILGP Planning System Reference Group.

In the coming year we will be working to build the capacity of our sector through a Strategic Leadership Framework. That framework will help the sector to lead at all levels – and is as much about conversations in the paddock as it is about conversations in parliament.

We’ll also be delivering a new strategic plan which will see NRM Regions Queensland support its members to be ready to shape the future.

NRM Regions Queensland’s team continues to deliver significant outcomes for our member organisations.

I’d like to firstly thank the Board for their guidance and motivation, and the terrific leadership provided by the Chair, Julie Boyd.

Secondly, thank you to our wonderfully dedicated staff - Lee Blacklock, Billy Thomson and Janelle Mohr - who show great commitment to Queensland’s regional NRM organisations. That team has been ably supported by our valuable contractors over the past 12 months: Stephen Berkeley, Louise Gavin, Pamela Greet, Samantha Morris and Penny Scott.

Chris Norman

September, 2022

SECTION 1

VALUE



Jim Buck Getting Up Close and Personal with an Old Lady of the Sea



BUSINESS CASE TO SUPPORT INVESTMENT BEYOND 2022

In 2021, the Queensland Government invested \$500,000 to support NRM Regions Queensland to collect quantitative data around the sector's impact. The data was to be used to produce a compelling case for future State investment into the NRM sector.

The following research projects were undertaken:

- Socio-economic impact of the regional NRM sector - measuring the socio-economic impact of the regional NRM sector in terms of economic contribution, employment, leverage and project delivery efficiency (delivered by EY).
- Skills assessment of the regional NRM sector – a skills audit to grow regional capability and employment, and illustrate the value this brings to regional economies (delivered by EY).
- Identifying Queensland's natural assets and threats - mapping of State-wide 'heat maps' (both current and future) as well as flagging opportunities for improved asset identification in regional NRM plans (delivered by Alluvium)
- Impact of NRIP investments – to illustrate the impact of investment particularly through using and reviewing the State-wide Indicators Framework and its influence on government priorities (delivered by Alluvium)
- Components of successful NRIP projects - including a determination of the true cost of monitoring, and guidance on future priorities based on heat maps and regional datasets (delivered by Alluvium)
- Market research - capturing stakeholder (customer) feedback from Ministerial advisors, senior bureaucrats, peak bodies, landcare and land managers including those engaged in NRM programs as well as those who choose not to be (delivered by Articulous)

The findings from those research reports were then used to develop a Business Case for future State investment through the Department of Resources, as well as feeding into a budget submission call made by the Federal Government in early 2022.

ECONOMIC CONTRIBUTION OF NRM BODIES

A summary of findings from Ernst & Young, 2021

Data quoted here relates to all NRM regional projects and initiatives (including those funded by NRIP).

AT A GLANCE



\$71.9 MILLION

ANNUALLY INVESTED FROM ALL SOURCES
(WITH NRIP CONTRIBUTING 15%) WHICH COLLECTIVELY GENERATES:



\$183 MILLION + \$91.9 MILLION

ANNUAL CONTRIBUTION TO QLD ECONOMY

VALUE ADD



268 FTE + 367 FTE

DIRECT EMPLOYMENT

INDIRECT EMPLOYMENT



2.4

POSITIVE
MULTIPLIER EFFECT

"Funding is regionally-focussed which means many jobs created are focussed in the region where they are most needed."

UNIQUE BENEFITS OF NRM



LONG-TERM SOCIO-ECONOMIC, SOCIAL AND CULTURAL OUTCOMES



FIRST NATIONS ENGAGEMENT



COHESIVE AND RESILIENT COMMUNITIES



IMPROVED ATTITUDES TOWARDS THE ENVIRONMENT



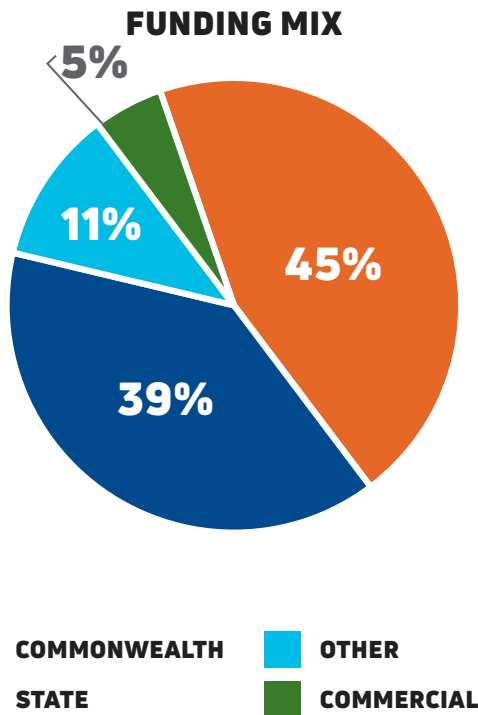
ONGOING IMPROVEMENT AND CAPACITY BUILDING



INCREASE IN NATURAL CAPITAL

LEVERAGING FUNDS

FOR EVERY \$1 OF STATE FUNDING,
\$4.20 CASH AND IN-KIND IS LEVERAGED



"Relative to government, NRM bodies have the ability to leverage additional funds and in-kind contributions, including through commercial funding as well as other sources."

DELIVERING OUTCOMES

High proportion of funding directly generates outcomes that benefit environment and society



91.4%

OF FTEs DIRECTLY CONTRIBUTING TO PROJECT DELIVERY COMPARED TO:



79.5%

FOR SMALL GOVT. ORGANISATIONS



81.5%

FOR MEDIUM GOVT. ORGANISATIONS

8.6%

DEVOTED TO CORPORATE FUNCTIONS

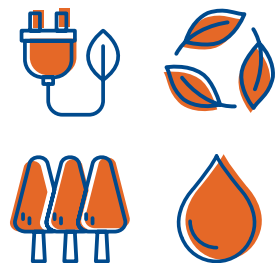


"As competition grows, there may be need for more business development functions to be developed within NRM bodies.."

BENEFIT COST RATIO VALUES

A BCR greater than 1.0 represents an intervention expected to deliver a positive return on investment. For every dollar invested, the following is returned to society....

| | |
|---------------|---------------------------------|
| \$3.0 | SOIL AMELIORATION |
| \$5.8 | REDUCE SOIL ACIDITY |
| \$2.3 – 24.6 | MANAGE WEEDS |
| \$1.0 – 1.5 | REVEGETATE KEY SPECIES |
| \$6.4 | ENVIRONMENTAL FLOW PROVISIONS |
| \$5.6 | AFFORESTATION, HABITAT CREATION |
| \$3.1 – 27.1 | PREDATOR, PEST CONTROL |
| \$1.62 – 2.62 | IMPROVE COASTAL HABITATS |
| \$1.9 – 3.07 | IMPROVE WETLAND HABITATS |



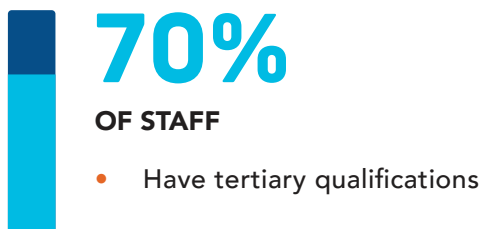
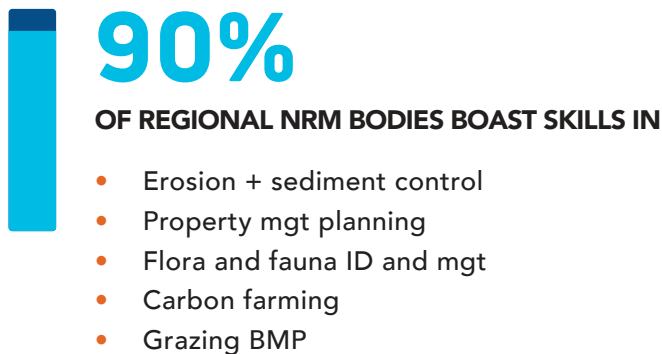
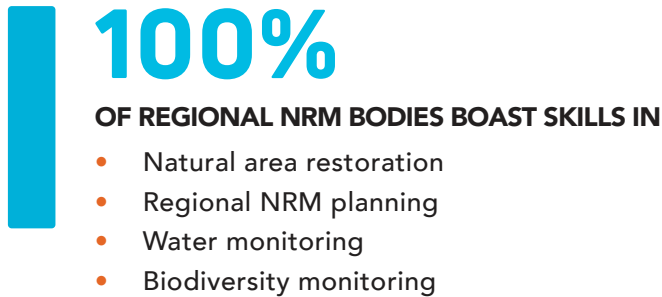
"Activities related to the management of direct threats to land condition have cost benefit ratios of 0.15 to 5.8. Every dollar invested returns to the economy and society up to \$0.15 to \$5.80."

SKILLS ASSESSMENT OF REGIONAL NRM BODIES

A summary of findings from Ernst & Young, 2021



AT A GLANCE



"plays an important role in NRM, particularly in increasing social capital in regional and remote communities."



WHAT WE DO:

- Facilitate community networks
- Develop partnerships
- Build capacity



OPPORTUNITIES TO GROW CAPABILITY

- **ECOTOURISM** – Great Barrier Reef in one year contributed \$5.7 billion to Australian economy
- **FIRST NATIONS PARTNERSHIPS** – First Nations manage 58% of land in Nth Australia
- **PEST MANAGEMENT** – priority land mgt skill identified by Australian Skills Industry Committee
- **CARBON AND ENVIRONMENTAL MARKETS** – offer potential to channel private funding to NRM, particularly voluntary carbon credits for climate-action projects.
- **INFORMATION TECHNOLOGY + MANAGEMENT** – opportunities to collect rigorous, accurate data and therefore tangible evidence of change, in a cost-effective way

DEMAND FOR SKILLS

"these skills will need to be grown so they can satisfy future work demand"



BUSINESS MANAGEMENT

WORKPLACE HEALTH & SAFETY



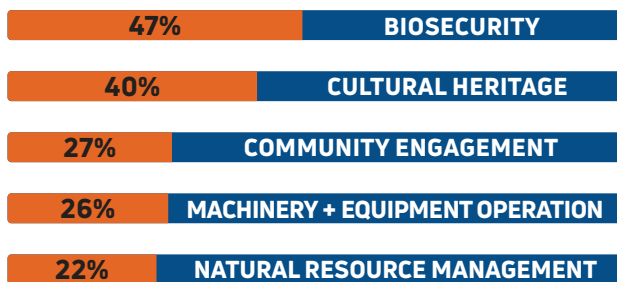
COMMUNITY ENGAGEMENT

NRM

WORKING WITH DELIVERY PARTNERS

"of particular note is the ability... to leverage relationships to deliver skills they may not have internally... Regional NRM bodies will often partner with First Nations / Traditional Owner organisations, Landcare or Local Councils, diversifying the economy and leveraging employment growth."

SKILLS OUTSOURCED TO DELIVERY PARTNERS (% OF REGIONAL BODIES OUTSOURCING):



EMERGING SKILLS

"there are opportunities to grow skills in a strategic way to support jobs, regions and maximise social and environmental outcomes..."



ENVIRONMENTAL MARKETS



FIRE RISK PLANNING



TRADITIONAL OWNER
CULTURAL BURNING



RECONCILIATION ACTION
PLANNING

CULTURAL RESOURCE
MANAGEMENT PLANNING

OPERATING TRACTORS,
GRADERS, FRONT-END
LOADERS AND CHAINSAWS

WORKING WITH LOCAL BUSINESSES

"NRM projects contribute significantly to economic activity in the regions, as well as through supply chain and consumption effects."



The following skills:

Biosecurity, community engagement, cultural heritage management, machinery and equipment operation and NRM which includes natural area restoration, flora and fauna ID, fire risk planning, erosion and sediment control.

"Outsourcing to local businesses supports local economies with local businesses obtaining revenue and local employment generated."

BUSINESS MANAGEMENT

"acts as an enabler for many other skills required to understand, direct and inform NRM activities"



WHAT WE DO:

- Business development
- Market analysis
- Insurance, legal and contract
- Human resources
- Strategic planning
- Implement, monitor, evaluate, report on projects
- GIS
- Good governance
- Budgets and financial reporting

QUEENSLAND'S ASSETS AND THREATS

A summary of findings from EcoFutures, 2021

ASSETS

"Key assets and threats are common between NRM regions"



SOILS, AGRICULTURAL LAND

15% AT CURRENT THREAT
19% AT FUTURE THREAT



NATIVE VEGETATION

15% AT CURRENT THREAT
30% AT FUTURE THREAT



SURFACE WATER, WETLANDS

28% AT CURRENT THREAT
36% AT FUTURE THREAT



THREATENED SPECIES

8% AT CURRENT THREAT
10% AT FUTURE THREAT



PROTECTED AREAS

3% AT CURRENT THREAT
4% AT FUTURE THREAT



GROUNDWATER¹

<1% AT CURRENT THREAT AND FUTURE THREAT

¹ "there were limitations in data for groundwater which may underestimate areas at threat."

THREATS

"Current threats to natural assets condition will remain the same in the next 10 years but will be intensified by climate change."



WATER EXTRACTION



HABITAT FRAGMENTATION



AGRICULTURAL LAND USE PRESSURES



URBAN LAND USE PRESSURES



MINING LAND USE PRESSURES



DROUGHTS AND CLIMATE VARIABILITY



NATURAL DISASTERS (BUSHFIRE, CYCLONE, FLOOD, STORM SURGE)



INVASIVE SPECIES

FINDINGS

- There are significant limitations on the availability of state wide spatial data on natural resource assets and threats.
- Regional NRM bodies must be engaged as part of priority setting for programs due to local knowledge and regional datasets available.
- Heat maps need refinement using local knowledge and finer-scale regional datasets.
- Better understanding of threats to assets could be a future focus of NRIP investment.



NATURAL RESOURCE ASSET TARGETS AND BENCHMARKS

FINDINGS

- ID of assets and threats is required in regional NRM plans.
- Quantitative targets in regional NRM plans are still under development.
- Monitoring methods established for only some assets.
- Targets do exist for water quality.
- Opportunity for NRIP reporting to be more efficient and effective.
- Statewide targets are not suitable to assess natural asset condition.
- Value in benchmarks and targets for RCE component.

"There is an opportunity to incorporate quantitative benchmarks and targets within regional NRM plans across Queensland. However, the responsibility not only lies with NRM bodies but with Queensland and Australian Governments and other NGOs."



NRIP DELIVERY OF QUEENSLAND GOVERNMENT PRIORITIES

DEPARTMENT OF RESOURCES OBJECTIVES: optimise use of land resources; increased and diversified private sector investment in georesources; great careers; positive stakeholder and public sentiment on policies, programs and people; and innovation driven to unlock our data's potential.

QUEENSLAND GOVERNMENT OBJECTIVES: building Queensland; growing regions; supporting jobs; backing frontline services.

QUEENSLAND GOVERNMENT COVID-19 ECONOMIC RECOVERY PLAN: backing small business; building Queensland; growing regions; investing in skills; safeguarding our health.

"NRM regions core business is focussed on supporting local economies and natural environments."



ABILITY OF REGIONAL NRM BODIES TO INFLUENCE GOVERNMENT POLICY

NRM BODIES PROVIDE VALUE BY INFLUENCING GOVERNMENT POLICY THROUGH:

- Local leadership building trust and consensus on priorities
- Forums for knowledge, resources, techniques, practical insights
- Adaptation and implementation of policies at local scale, appropriate to circumstances
- ID and integration of local knowledge and concerns into strategic planning (regional NRM plans)
- Identifying conflicts and synergies between policies and advising policy makers.



NRIP HAS IMPROVED NATURAL RESOURCE ASSET CONDITION

EVIDENCE CONFIRMS

- NRIP has made a positive impact on natural resources at a site scale.
- Legacy monitoring of existing NRIP projects is essential for future programs.
- COVID-19 has impacted on the delivery of some projects, but created new and innovative engagement methods and platforms.
- Natural disasters have impacted NRIP projects in some regions, but flexibility in delivery has ensured the successful delivery of these projects.
- Project planning must consider unique seasonality faced by different regions and provide adequate funding to address the scale of regions (i.e. long travel distances between sites).

"NRIP has achieved measurable change in grazing land condition, vegetation condition and sediment reduction as well as improved land practices and reduced environmental threats at a site scale."

"NRIP projects have fostered connections between NRM regions and Traditional Owners which have led to new approaches to mitigating threats and maintaining natural assets"

RESPONDING TO KEY DRIVERS OF CHANGE

- "There are opportunities to improve community capacity building such as utilising Indigenous organisations to deliver projects."
- "Climate change is not currently captured well in NRIP or State Government priorities."
- "Funding would need to be significant to make a landscape-scale impact."

"Overall, Queensland NRM bodies are well established organisations, skilled and with strong connection to local communities... well placed to deliver on future policy and address emerging threats with an appropriate level of continued investment"



RELIANCE ON NRIP FUNDING

10 – 18%

NRIP COMPRISES AN AVERAGE 10-18% OF TOTAL ANNUAL EXPENDITURE FOR REGIONAL NRM BODIES.

100%

All NRM bodies have a diverse range of funding sources.

100%

All NRM bodies identified Regional Liaison Officers as a useful asset.

10 / 11

Majority of NRM bodies say NRIP allows them to build and maintain relationships with local landholders, which were difficult to maintain in the past.

100%

All on-ground projects have multiple partners and significant in-kind resources, knowledge, capacity. This is a foundation for generating large outcomes for relatively small investment inputs.

STAKEHOLDERS IN NRM

A summary of market research undertaken by Articolous, 2021

PEAK BODIES

WHAT INFORMATION IS ACCESSED:

land management, landcare, news, research

HOW: online, committees, newsletter, corporate partners, networking

WHAT THEY WANT:

- Educational tools to educate people about benefits of NRM
- Collaboration: with local governments, private organisations, First Nations
- Government priorities to be aligned with community priorities

"I don't know where to look for NRM information straight away. Need advice on, or online research, to find information channels that I need."



DECISION MAKERS

WHAT INFORMATION IS ACCESSED:

projects, impacts, best-practice, emerging issues

HOW: online, networking, newsletters from peak bodies and think tanks, community meetings, social event

WHAT THEY WANT:

- singular point of truth
- better demonstration of work and return on investment
- consistent messaging and approach between NRMs, peaks and conservation sector
- promotion of importance of NRM to wider audience
- proactive and regular engagement, including regular schedules of face-to-face meetings
- collaboration between regional NRM bodies and community-based organisations

"I can't stress enough how important it is to speak to your audience. We get so much information coming through that unless it is particularly relevant to what we are doing, we just don't have time to consider it."

CUSTOMERS CURRENTLY ENGAGED

WHAT INFORMATION IS ACCESSED:

Land management, grant writing

HOW: mostly online, workshops and events, networks.

WHAT THEY WANT:

- More funding
- Focus on landholders who want to change, not the ones who don't
- Collaboration with other regional groups and between government, industry and community
- Clear starting point for landholders
- Highly value in-person and onground opportunities such as workshops, field days, farm visits, community education and courses
- Continued online access: emails, web resources, online forums
- Reduced information overload.
- Only some landholders were able to recall a success story about NRM in Queensland

"Quality, synthesised products that are more accessible for others is what's most important, consistent language, tools and approaches."

CUSTOMERS PREVIOUSLY ENGAGED

WHAT INFORMATION IS ACCESSED:

grants, projects, land management, animal control

HOW: online research, workshops and events, networks, direct contacts

WHAT THEY WANT:

- More funding
- Positive outcomes of NRM work to be more wildlife promoted
- Happy with current frequency of contact but want more practical training and knowledge
- Generally have strong NRM support networks in place



CUSTOMERS NEVER ENGAGED

WHAT INFORMATION IS ACCESSED:

conservation, regenerative agriculture, pest plants and animals, catchment management

HOW: online, print, workshops and courses, visits

WHAT THEY WANT:

- Engagement with whole community instead of only specific groups
- Use existing communication channels (such as rates notices) to reach people
- Experts to talk 'the right language' to affected people
- Promotion of best practice
- More practical, on-ground assistance, rather than theoretical
- Transparent information from trusted sources, without any spin
- Face-to-face interactions are valued

"As a land manager or producer, you want to cut straight to the chase, pick up the good stuff and learn from others' mistakes."

REGIONAL NRM CUSTOMER PROFILES



CUSTOMERS ARE THOSE WHO RECEIVE SERVICES OR FUNDING FROM REGIONAL NRM BODIES

ON-GROUND

LANDHOLDERS, GRAZIERS, LAND MANAGERS

COMMUNITY

LANDCARE, CATCHMENT, COMMUNITY GROUPS

EXPERTS

DECISION MAKERS, PEAK BODIES, TECHNICAL ADVISORS, SCIENTISTS, LOCAL GOVERNMENT

| | ON-GROUND | COMMUNITY | EXPERTS |
|---------------------|---|---|---|
| MOTIVATORS | <ul style="list-style-type: none"> Protecting and enhancing landscape Improved production Understanding the land | <ul style="list-style-type: none"> Land restoration Landscape preservation for future generations Being part of a collective effort | <ul style="list-style-type: none"> Supporting economy Better landscapes and healthier environments |
| BARRIERS | <ul style="list-style-type: none"> Lack of government understanding of NRM work and issues Funding (process, amount, restrictions, and distribution) | <ul style="list-style-type: none"> Ambiguous governance structure of NRM Lack of cohesion between NRMs Bureaucracy Funding (access, distribution) | <ul style="list-style-type: none"> Governance structure of NRM Lack of cohesion + direction across NRMs Wide spread of information – need a unified knowledge base |
| WHAT INFO IS NEEDED | <ul style="list-style-type: none"> Grants Local news Land management practices Jargon-free and simple Practical, on-ground demonstration | <ul style="list-style-type: none"> Local news Upcoming projects, events Grants | <ul style="list-style-type: none"> Land management Reports, peer-reviewed Technical advice Policy Funding |
| HOW IT IS ACCESSED | <ul style="list-style-type: none"> Digital Events Direct phone or face-to-face | <ul style="list-style-type: none"> Networking Digital Direct phone or face-to-face | <ul style="list-style-type: none"> Networking Digital Direct phone or face-to-face |

STATE-WIDE INDICATORS FRAMEWORK AN AUSTRALIAN FIRST



Lee Blacklock and Penny Scott deliver SWIF workshop in Toowoomba

The State-wide Indicators Framework (SWIF) provides regional NRM organisations with consistent methods and tools for collecting impact data. It also includes smart systems for analysing this data and combining it to tell a compelling whole-of-Queensland story.

The SWIF database is the first of its kind for Australia's natural resource management sector.

Developed by Penny Scott and NRM Regions Queensland's Lee Blacklock in collaboration with regional NRM organisations and the Queensland Government, SWIF has this year delivered its first comprehensive, and impressive, State-wide dataset.

The end-to-end system enables a project team member to collect monitoring data in the field using one of the SWIF apps. For example, users are required to use the Land Condition Assessment Tool (LCAT) and the Wetlands Condition Assessment Tool (WetCAT), both developed by the Queensland Government in collaboration with the SWIF team. The Vegetation Condition Assessment Tool (VegCAT), a rapid assessment method based on the Queensland Herbarium's BioCondition, was developed through SWIF. Grazing practice change data is collected according to standardised questions developed for the Paddock to Reef

program. The SWIF has enabled this for regions that are not engaged in the Paddock to Reef program through the development of a simple Improved Grazing Practices App.

For the field officer using these apps in the field, outcomes reporting is largely complete! At reporting time, custom-built python script analyses this monitoring data spatially, producing standardised files that are sent to NRM Regions Queensland for collation. This data is then aggregated into a State-wide dataset that feeds an interactive dashboard and provides results for the final NRIP Report Card.

Importantly, the detailed data is owned by the regions. This supports regional reporting and helps with continuous improvement.

This year has seen the finalisation of all tools as well as further development of the analysis systems, dashboards, visualisation tools and regional report templates. For the first time, our sector is in a position to report – with credibility – the outcomes of investment.

Through NRIP funding alone, the sector has delivered 314,933 hectares of improved land condition and 158,167 hectares of improved vegetation condition. We have saved 31,230 tons of sediment from entering reef waterways each year, and planted 93,304 trees.

**THROUGH NRIP FUNDING ALONE,
QUEENSLAND'S REGIONAL NRM
ORGANISATIONS HAVE DELIVERED:**



314,933ha
IMPROVED LAND CONDITION

158,167ha
IMPROVED VEGETATION
CONDITION



93,304
TREES PLANTED

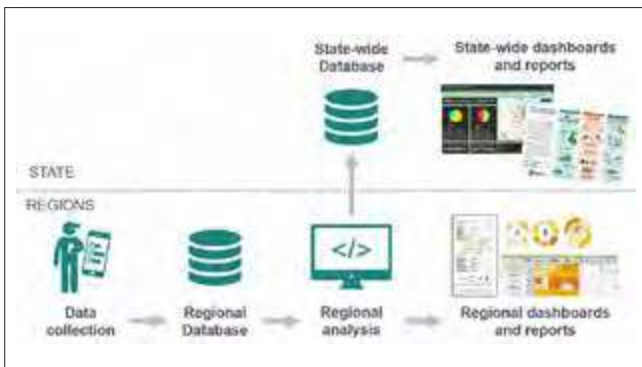
31,230t
SEDIMENT PREVENTED
FROM ENTERING REEF
WATERWAYS



While several years in development, the SWIF system is now proven, and being used by all regional NRM organisations. Many regions are using it across their full project portfolio – not just NRIP. Word is spreading with considerable interest from other states as well as the Commonwealth Government and the Chief Scientist. The next phase will focus on consolidation and fine-tuning as well as seeking opportunities for scaling up the system, both in Queensland and beyond. Maximising alignment with other initiatives such as the Commonwealth Government’s long term environmental monitoring system will also be key to the longevity of the system.

Lee Blacklock is NRM Regions Queensland’s Manager Spatial Services. Having worked in natural resource management for more than 16 years, he says he’s thrilled to see the system working.

“No-one’s ever done it successfully before in a regional format like Queensland,” he said. “It’s good to see we can finally standardise data capture.”



THE SWIF IS MADE UP OF 5 COMPONENTS.

1. The Program Logic – This defines what success looks like for all regions collectively. It describes the outcomes we will be measuring our progress against.
2. The Data collection methods – these guarantee all regions are collecting consistent and credible data.
3. Smart tools for collecting data – having custom made apps to collect the data makes everyone’s life easier.
4. Smart tools for analysing and collating data – these tools analyse regional data and allow it to be combined statewide.
5. Communication products – dashboards and report cards share the story of success as well as what we have learnt.



VIEW
THE SWIF
PLATFORM



Photo by Fitzroy Basin Association

TELLING COMPELLING NRM STORIES

NRM Regions Queensland engaged Samantha Morris from Wombat Creative to develop a communication and marketing strategy which was endorsed in 2021. The strategy focusses on the organisation's capability to tell compelling stories that inspire action and investment in natural resource management in Queensland.

In the past 12 months, our work in this space has focussed on implementing the following strategic priorities:

ENHANCE THE NRM BRAND IN QUEENSLAND

A new brand is under development and due for launch in conjunction with this report in October 2022. Of course a brand is much more than just a logo and over the past year NRM Regions Queensland and its member organisations have worked hard to identify the brand experience that people expect from a peak body like NRM Regions Queensland and how we can incorporate those elements into our rebrand. This work will also include a renewed focus on co-branding to highlight that we work collectively as the NRM sector in Queensland.

ENGAGE WITH THE MEDIA

Through working collaboratively with the Communication Officers' Community of Practice, NRM Regions Queensland has been analysing how regions monitor media and is now working towards a state-wide approach to media monitoring with one central contract instead of 11 separate contracts. A state-wide media monitoring contract will start in November 2022. This is the first step to NRM Regions Queensland being in a position to better engage the media in covering compelling stories about the work of regional NRM organisations in Queensland.

BUILD NRM REGIONS QUEENSLAND'S DIGITAL PRESENCE

Work has commenced on refreshing NRM Regions Queensland's digital presence across both social media and website. A new website is now under development and due for launch in October 2022. The website has a focus on content marketing – using stories about NRM across Queensland to build the sector's profile and to boost NRM Regions Queensland's brand as the go-to organisation for natural resource management in Queensland.

GROW THE CAPABILITY OF NRM REGIONS QUEENSLAND TO TELL THE QUEENSLAND NRM STORY

Market research was undertaken in late 2021 to better understand our key audiences and how they access information about natural resource management. This new data is being used to inform how NRM Regions Queensland reports not just on its own outcomes but the outcomes being achieved by its member organisations across the State. Over the coming year we will use the State-wide Indicators Framework to drive communication activity and plan for content that shares stories of the impact of this work on the ground.

OUR PRIORITIES FOR THE NEXT 12 MONTHS ARE TO:

- Develop a campaign-based approach to communication including a focus on impact reporting to complement our annual report.
- Selectively engage the media on strategic themes which impact NRM across the state.
- Implement a content marketing strategy using NRM Regions Queensland's new website and digital assets to share more compelling stories about NRM in Queensland
- Develop a social media strategy that supports and amplifies the work of regional NRM organisations
- Build relationships with the communication teams at state-wide Indigenous organisations working in the NRM space

SECTION 2

PARTNERSHIPS





LAND RESTORATION FUND

The ongoing impact of the COVID-19 pandemic has impacted Queensland's agricultural sector through loss of markets, the rising cost of inputs, on-farm and regional labour shortages, and interruptions to distribution networks.

This has catalysed landholder and regional NRM organisation's interest in the 'green blue economy'. It spotlights potential to support the transition of regional economies through stimulating new investment and creating jobs in carbon farming and ecosystems services - the focus of the Queensland Government's Land Restoration Fund.

A key obstacle to landholder participation in the Land Restoration Fund (LRF), is lack of understanding of the contractual requirements for participation in the carbon farming market.

SUPPORTING KNOWLEDGE BROKERS AND LAND MANAGERS: COLLABORATION IN ACTION

NRMRQ and the Queensland Farmers Federation (QFF), with the support of DES, have jointly organised and facilitated five workshops focussed on expanding carbon farming in the state by supporting land-sector projects that deliver co-benefits as well as empowering farmers and land managers to participate. The workshops were held in mostly hybrid virtual/in-person formats in August and September 2021 and attracted 207 people.

Before these workshops, 81% of surveyed participants rated their knowledge of LRF as low. After the workshops, 92% of participants rated their knowledge of LRF as medium or high. 95% of participants stated that as a result of the workshops they now know where to go to access more information about the program.

In addition to these workshops, four webinars were delivered. 97 people registered to participate live or view recordings. These participants included representatives from cotton and sugar industries, QRIDA, carbon project developers and environmental consultants ranging from micro-businesses through to medium-sized enterprises such as RCS. The webinars were focused on upskilling knowledge brokers from regional NRM organisations and industry bodies.

Adam Knapp, Policy Director, Environment & NRM, Queensland Farmers' Federation said the workshops "enabled many regional landholders to learn about the opportunities of carbon farming, and importantly, to discuss and share their questions."

Following these workshops, NRMRQ also commissioned the report Supporting Knowledge Brokers of the Land Restoration Fund. The report summarised findings from interviews with farmers that asked questions about barriers to participation in the carbon market as well as who their trusted advisors and information sources are. This information helps staff at QFF as well as regional NRM organisations better meet the needs of farmers expressing interest in the program.

CARBON FARMING COMMUNITY OF PRACTICE (COP) – BUILDING KNOWLEDGE, BUILDING CAPACITY

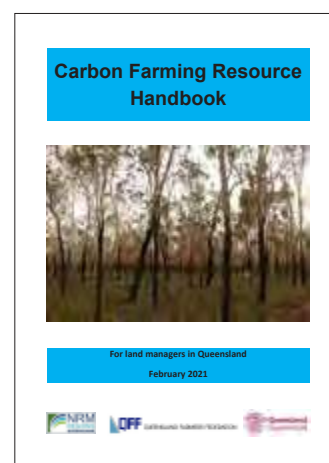
In 2021-2022 the joint NRMRQ & QFF Carbon Farming CoP met five times with an average participation of 15. Through the CoP Forums, staff have engaged with research, industry leaders and carbon service providers as well as the Clean Energy Regulator, DES scientists and LRF administrators.

Topics presented have included blue carbon, barriers to landholders entering the carbon market, rangelands experience of carbon farming in Western Australia and LRF funding rounds and requirements, amongst others.

Louise Gavin, Remarkable NRM was contracted to provide support to the Carbon Farming CoP. Louise compiled a practical handbook providing a collection of information sources about carbon farming for landholders at entry level.

The Carbon Farming Resource Handbook collates resources available for landholders, regional NRM staff and agricultural industry staff supporting people to enter the Carbon Market and participate in a meaningful way with positive NRM outcomes.


This handbook explains the need for carbon farming and the ways land managers can be involved.






DELIVERING FOR LRF

5 
WORKSHOPS

81%
LOW 
UNDERSTANDING
BEFORE





207
PARTICIPANTS

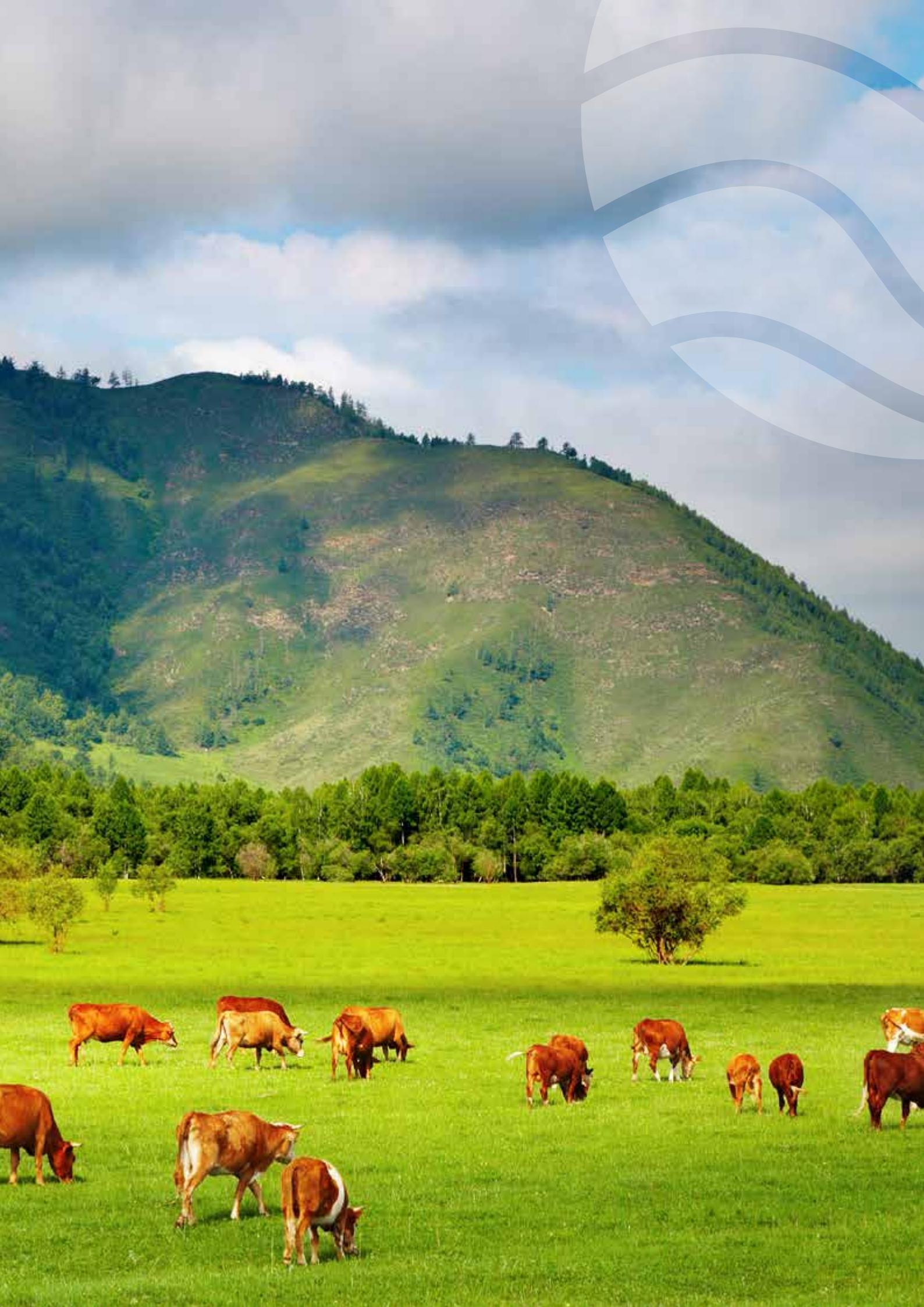
92%
MEDIUM-HIGH 
UNDERSTANDING
AFTER

93%
COP MEMBERS
CONFIDENT
TO DISCUSS
LRF WITH
LANDHOLDERS

4
WEBINARS


97
REGISTERED

95%

KNOW
WHERE TO
FIND INFO
ON LRF





PRIVATE PROTECTED AREA PROGRAM: NATURE REFUGE LANDHOLDER SERVICES DELIVERY

A key action under Queensland's Protected Area Strategy 2020-2030 is to facilitate the effective management of private protected areas through innovative partnerships. In supporting this action, the Queensland Department of Environment and Science has funded a two-year contract with Ecosure collaborating with NRM Regions Queensland to deliver a range of services and products to assist landholders managing their nature refuge through the Private Protected Area Program.

The Department called for ideas and innovative delivery of nature refuge landholder services that increase the effective management of the significant natural and cultural values of nature refuges, establishment of a program of monitoring and evaluation to support effective nature refuge management, and facilitating meaningful and well-considered experiences that foster positive landholder engagement with the Private Protected Area Program.

Ecosure's proposal was to work collaboratively with NRM Regions Queensland and six pilot regions to conduct a gap analysis to guide the program, before developing a suite of tools and resources to support nature refuge owners.

The six pilot NRM regions are: Healthy Land and Water, Fitzroy Basin Association, Terrain NRM, NQ Dry Tropics, Desert Channels Queensland and Cape York NRM.

A gap analysis has been completed to identify how landholders within those six target NRM regions currently engage with the Private Protected Area Program and where they can be better supported. The results of the survey informed a gap analysis and the establishment of a baseline for future landholder engagement as well as directing activities and efforts as part of a Strategic Plan.

A Communication Plan was also developed to define who needs to share and receive information about the Nature Refuge Landholder Services Delivery contract. It includes the development of a cloud-based portal that houses a range of information, tools and resources such as webinars, training materials, links to best practice resources and sources of funding.

The program will also deliver regional workshops as well as one-on-one site visits to 109 properties which will result in each of those properties having an action plan to guide priority works into the future.

Paddock to Reef Program

The Paddock to Reef Integrated Monitoring, Modelling and Reporting Program, otherwise known as Paddock to Reef or P2R, is a world-class initiative uniting 20 organisations all working together to measure and report on water quality factors impacting the health of the Great Barrier Reef.

The program evaluates and reports on progress towards the Reef 2050 Water Quality Improvement Plan targets through the Reef Water Quality Report Card.

The Paddock to Reef program evaluates:

- Management practice adoption, including social factors that influence adoption
- Management practice effectiveness in terms of both water quality benefits and economic outcomes
- Catchment condition including riparian, wetlands and ground cover
- Pollutant runoff and marine condition including coral, seagrass and water quality

Belinda “Billy” Thomson is employed by NRM Regions Queensland and funded by the Queensland Government to coordinate the work of the six regional NRM organisations engaged in the program. In the past 12 months, Billy’s efforts have focussed on four key areas: forums, training, communication around the program and data collection.

Billy said First Nations involvement in the forums had grown this year as a result of recommendations from last year’s events.

“We had First Nations people presenting and attending at Burnett Mary, Cape York, Mackay-Whitsunday and Fitzroy events,” she said, “and our goal next year is to ensure good representation in Working Groups to plan for the events as well.”

7
SCIENCE FORUMS

472
PEOPLE
ATTENDING

116
ORGANISATIONS ENGAGED





“Cape York NRM forum on the banks of the Endeavour River, Cooktown”

TRAINING

Training is provided for new staff members and others involved in the Paddock to Reef program. This ensures that all project staff are collecting data in a consistent manner. People are upskilled around data collection, software use and how to use GIS platforms.

A major two-day training event was delivered in February 2022 that included the following sessions:

- Paddock to Reef introduction
- Paddock to Reef questions and P2R Projector for Cane
- Paddock to Reef questions and P2R Projector for Grazing
- Gully and Streambank Toolbox
- Human dimensions and social indicator data collection

144 people registered for this training session including representatives from Australia Banana Growers' Council, Total Grower Services, Herbert Cane Productivity Services, Farmacist, MSF Sugar, Tully Cane Growers, Mackay Area Productivity Services, TropCrop, Catchment Solutions, Green Collar, Sugar Research Australia, Mary River Catchment Coordinating Committee, Bundaberg CANEGROWERS, Great Barrier Reef Foundation, Office for the Great Barrier Reef, DES and DAF and all reef regions.

COMMUNICATING ABOUT PADDOCK TO REEF

Each region develops its own strategy for communicating about region-specific components of the Paddock to Reef program and the Reef Water Quality Report Card when it is released. In addition, an outcome of the regional integrated science forums is the identification of knowledge gaps. Regional NRM organisations also then develop communication tools to fill those gaps.

Burnett Mary Regional Group produced a fact sheet on pesticide data, why it's collected and how it is used. Cape York ran water quality monitoring workshops for future farmers, still in high school. Terrain undertook media activities including via radio and print focused on the 2020 report card and Reef Catchments produced a fact sheet on pesticide best practice. Fitzroy Basin Association profiled a family engaged in changing their land management practices and NQ Dry Tropics trialled an industry-specific virtual conversation series.



A range of communication products published by Regional NRM organisations engaged in the Paddock to Reef Program.

DATA COLLECTION

Through this part of the program, officers visit properties in each catchment within each region and collect information on how much pesticides and what types are being applied. This information is then used to ground truth paddock models. Modellers use this information to ensure models are as accurate as possible.

Previously the program collected pesticide and fertiliser data for bananas, cane and grain. This year the same data was collected for banana and grain commodities but only pesticide data was collected for cane.

The management practice targets are also being reviewed by consultants at the moment, so an analysis of data collected this year is yet to take place. Data collected to date will be used to help develop new models moving forward.





REGIONAL PADDOCK TO REEF COORDINATORS

CAPE YORK: Natalie James and Michael Goddard

TERRAIN: Fiona Barron

REEF CATCHMENTS: Kimberley O’Neil

NQ DRY TROPICS: Jade Fraser and Rob Hunt

FITZROY: Daniel Boschhoff has picked up the reins from Barb McKechnie

BURNETT MARY: Hannah Russell

REGIONAL COORDINATION AND EVALUATION PROJECT

NRIP – the Queensland Government’s Natural Resource Investment Program, has invested in a number of initiatives focussed on organisational development, improvement and learning to strengthen delivery across Queensland for natural resource management outcomes.

NRIP REGIONAL DELIVERY, ACHIEVEMENTS AND LESSONS LEARNED

Each regional NRM organisation and NRM Regions Queensland has received annual funding through NRIP to build capacity, strengthen skillsets or purchase equipment.

Every year of the three-year program, NRM Regions Queensland completed the NRIP Improvement Process, involving consultation with NRIP staff from all regional NRM organisations followed by a joint workshop to share successes and learnings.

In 2022 rather than an on-line survey, one-on-one discussions took place. A common set of questions reviewed the challenges faced, progress achieved, lessons learned and opportunities for improvement. The results of this consultation were written up and presented to the Department of Resources in April 2022 in the report *Natural Resources Investment Program 2018-2022 Wrap Up Consultation*.

CELEBRATING COMPLETION OF NRIP

NRIP 2018-2022 Completion: Celebration, Learning and Sharing Symposium was an online event which took place in June 2022. The workshop challenged each regional NRM organisation to share a five minute presentation of highlights from completed NRIP projects. Regional presentations featured what was achieved, the challenges, what was learned and what was discovered.

Helena Howell, NRIP Program Manager, DoR, shared her impressions on a visit to Healthy Land & Water’s project working with Traditional Owners on Bribie Island the previous day.

‘Going into the field to visit a project brings to life so much of what we discuss in these forums: the terrific sense of engagement with local landholders, the attention to detail in project delivery processes, the commitment and skill of the staff involved. Standing in the landscape you get a strong appreciation for what goes into a project and what it takes to produce a result.’

The NRIP Natural Resource Investment Program Final Report 2022 provided to the Department of Resources on June 30 2022, presented a high-level overview of the program supported by case studies based on the symposium presentations.

This Report and these case studies highlighted the considerable achievements of the NRIP investment 2018-2022, in delivering positive solutions for sustainable Queensland landscapes whilst engaging and building skills with Traditional Owners and landholders in different locations.



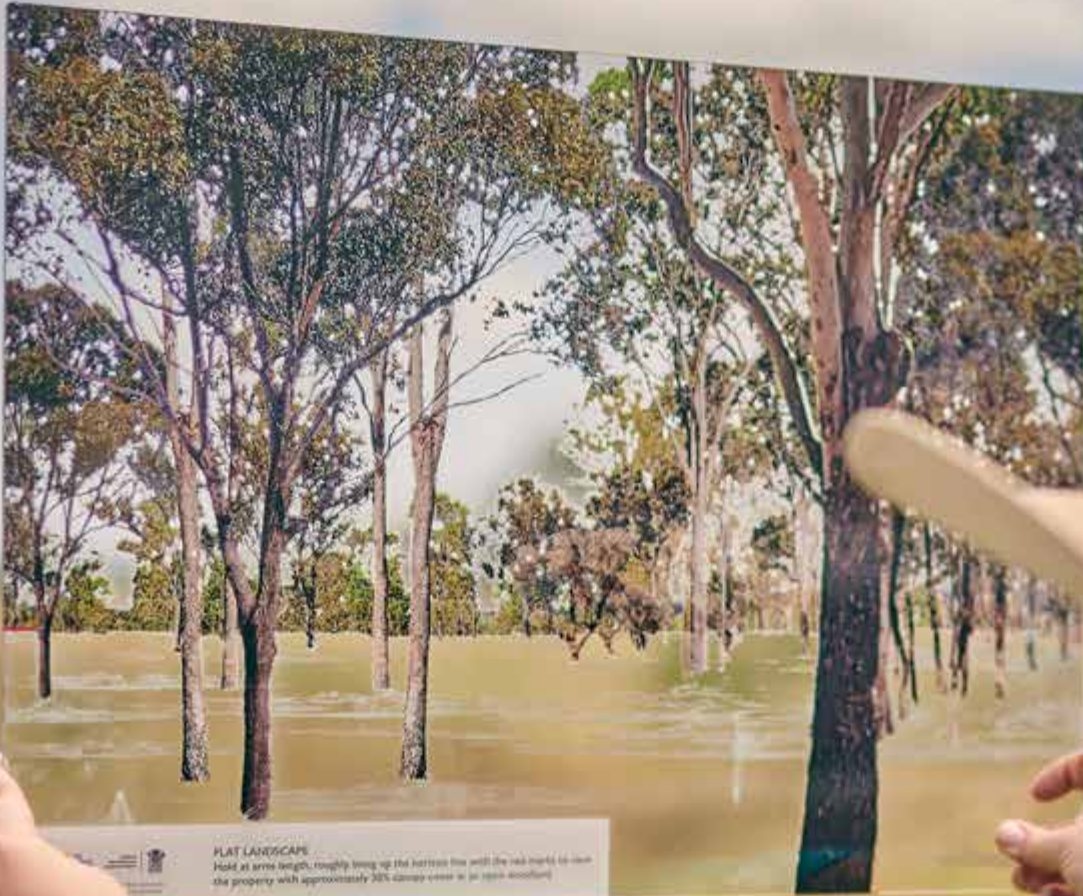
An image of Bribie Island passage shoreline which featured in a Healthy Land & Water presentation

NRIP FUTURE-FOCUSSED PROGRAM REVIEW

In 2020 the Queensland Government committed \$500,000 to NRM Regions Queensland to investigate and report on how regional NRM organisations partner with the State and key stakeholders to realise the government's natural resource agenda including state-wide outcomes related to the environment, the economy, society and culture.

Three research projects were commissioned as a result of this NRIP investment, each conducted by experienced external consultants.

- *Economic Contribution, Unique Benefits and Skills Assessment of NRM Groups* (EY October 2021)
- *Conduct Analysis of Landscape priorities across Queensland for the Natural Resources Investment Program for Natural Resource Management Regions Queensland (NRMQR)* (EcoFutures November 2021)
- *Market research report: Regional Natural Resource (NRM) Delivery in Queensland* (Articulous November 2021)



Fitzroy Basin Association is delivering a project funded through NRIP to increase native woody vegetation on farms by designing and facilitating tailored plans to reintroduce native trees in the Fitzroy Basin

NRIP EVOLVES TO NRRP

The Queensland Government's four-year Natural Resource Investment Program came to an end in June 2022 and has been replaced by a revamped \$40 million land resource grant program. The program will improve the productivity of Queensland's land resources and support regional jobs.

When launching the new Natural Resource Recovery Program (NRRP), the Minister for Resources, the Hon. Scott Stewart said that Queensland's natural land resources are a significant contributor to our agricultural, resources and tourism industries.

"Funding will go to regional delivery organisations to develop and implement projects that contribute to the state's soil and vegetation values and demonstrate sustainable economic productivity of the land," Minister Stewart said.

"We want to ensure our natural resources are nurtured for sustainable industry growth now and into the future."

Up to \$10 million of the committed funds will be made available to natural resource management organisations across Queensland on a yearly basis, with the potential for other groups to work in collaboration on projects. This is a reduction from the previous program although some resources related to reef projects have been reallocated to the Department of Environment and Science.

Minister Stewart said guaranteeing ongoing funding for the program would give regional organisations the certainty they needed to deliver long-term projects.

NRRP IS BUILDING ON PAST SUCCESS

The new Natural Resource Recovery Program builds on the success of the Natural Resources Investment Program (NRIP) but with a renewed focus on sustainable land and regional economic prosperity.

Under NRIP, great success was achieved by best management practice projects that resulted in reduced grazing pressure, improved ground cover and increased soil stability by investing in initiatives such as:

- wet season spelling;
- rotational grazing;
- construction of additional watering points;
- fencing off degraded lands

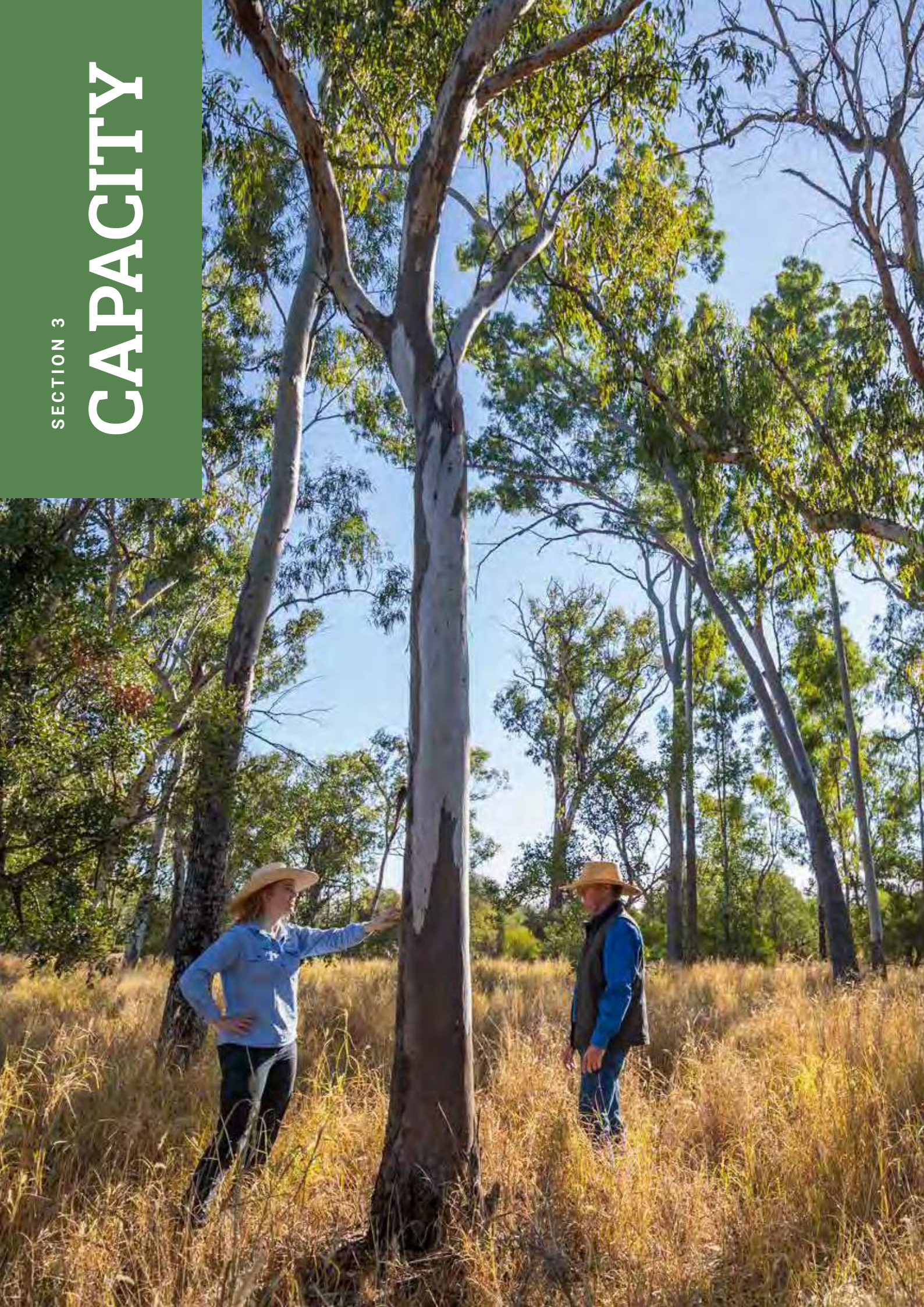
"We know from experience that funding community groups to improve our natural assets achieves tangible environmental and economic outcomes in our regional communities," Minister Stewart said.

"For every dollar we've invested in our past NRIP programs, we've seen more than four dollars invested by others," the Minister said, reflecting recent research which showed that for every dollar received by NRM organisations, a further \$4.20 was leveraged through additional investment.

"The delivery organisations and community groups we've worked with in our past programs have supported more than 330 jobs located in 33 offices across regional Queensland," Minister Stewart said.

SECTION 3

CAPACITY





ENVIRONMENTAL MARKETS

CONTEXT

Governments, conservation and industry groups, industries and investors are increasingly eager for financial, environmental and social returns from investing in the planet's natural capital.

For more than two decades, the 12 organisations who make up NRM Regions Queensland's member base have invested in building capabilities, knowledge and skills in their staff as well as their regional communities that result in proactive land management and outcomes for nature.

Opportunities for participating in emerging environmental or natural capital markets have arisen as a result of this strong foundation.

As a sector, we have recognised moves from Australian investors into these emerging markets. As a result, NRM Regions Queensland is comprehensively researching and exploring this opportunity.

OPPORTUNITY

A discussion paper Identifying opportunities and the role of Regional NRM Bodies in environmental markets considered by the CEOs in December 2021, set out the scope and context of work to assess this opportunity.

Contextualised by concurrent work addressing State-wide business models for the NRM sector, this proposal explores the background context, the scope of the challenge, overarching environmental factors to be considered, including opportunities and internal and external risks, and a potential business model(s) to enable the sector to play a stronger role in environmental markets.

PROJECT PROGRESS

The plan was initiated in March 2022 with a final project plan presented to CEOs in early April. It recognises the rapid growth of Environmental, Social and Governance (ESG) investment.

Internal staff have been contracted to undertake this project, reporting regularly to the CEOs, and building on the significant experience within the sector in carbon markets and related emerging natural capital or nature-based investments.

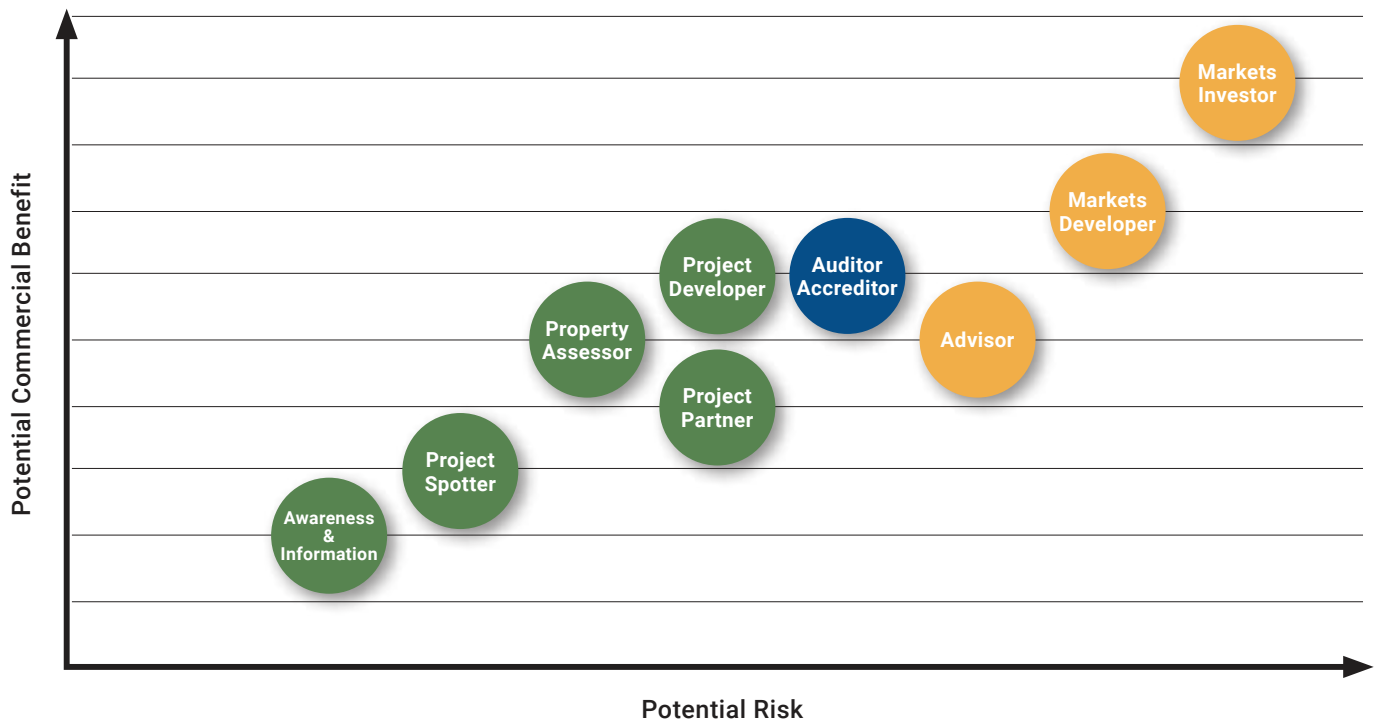
OUTCOMES TO DATE

The project started by identifying the capabilities and assets regional NRM organisations already have as well as their existing and potential new external networks and relationships.

The project is exploring opportunities and challenges for regional NRM organisations. It is doing this by looking at NRM engagement in the carbon market and other emerging environmental services and by identifying risks and possible roles in the market.

Environmental, Social and
Governance (ESG) funds
universally grew by more than
100% during 2020 with total ESG
assets now estimated at \$7.2trn
versus \$3trn in 2019 - ESG
Investing: Momentum Moves
Mainstream, J.P. Morgan 2021.

POTENTIAL ROLES FOR REGIONAL NRM ORGANISATIONS



Analysis of potential roles in the market identified several clear opportunities aligned to NRM strengths and positioning while also minimising risk and adverse outcomes. In the above image, green spheres are low-risk, amber spheres are higher-risk and the blue sphere indicates roles likely to need coordination across the State – a role NRMQR could play.

PRESENTATIONS OF FINDINGS

Presentations to the CEOs and NRMQR Board to date have addressed:

- Environmental market opportunities, initial position and identified risks (June)
- Capability/Capacity, the role and value of NRMs (July)
- Considered business models (August)

This work is expected to be completed in late September 2022 where a road-mapping exercise will provide consideration of potential roles regional NRM organisations can play in these emerging markets. This exercise will also consider the investment required including readiness to engage, opportunities: customer, clients and costs including branding considerations, and business implications of entering the market.

NRM LEADERSHIP FRAMEWORK

A robust NRM sector requires leadership at all levels: a proactive and shared leadership. When we have this, this will be a compelling value proposition for attracting and retaining talent. We are in a challenging, competitive world where good decision making and driving change is critical. We need to build our leadership capacity across all levels to provide clear direction, embrace change, develop innovative solutions to our challenges, influence relevant stakeholders, and provide opportunities for the development of all our staff.

Developing our leadership capacity is a deliberate and continuous practice. To do this, we need to know what our current objectives and approaches are for developing leadership capacity in our people.

Recognising this requirement, NRMQR proposed the development of a leadership framework that supports regional NRM organisation Boards and CEOs, as well as the sector’s emerging leaders. The intention is to work collaboratively to create a framework that develops the sector by providing leadership and career pathways.

A working group was formed to drive this initiative with external support from Stephen Berkeley at Flyntrock Consulting.

LEADERSHIP FRAMEWORK PRIORITIES

At the governance level, the framework seeks to achieve efficiencies and improve processes for Board induction and skilling. At the CEO level, there is a focus on positioning the CEO leadership to act collaboratively leading the whole Statewide sector.

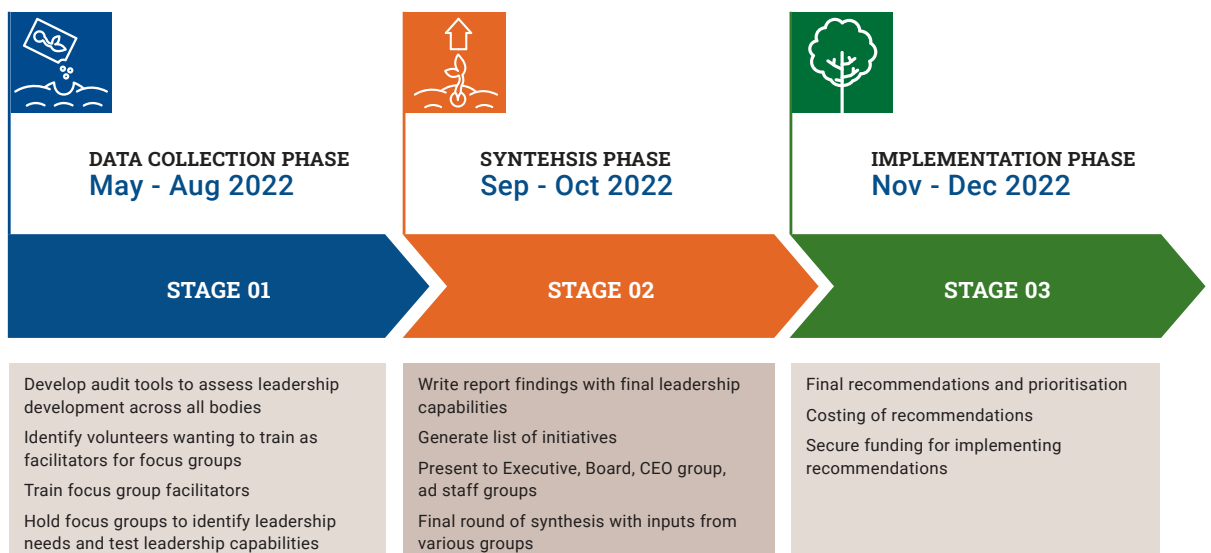
For emerging leaders, the framework explores strategic capacity building in a changing environment as well as the challenge of succession planning for leadership roles that strengthen the whole cohort.

WORK IN PROGRESS

This project is ongoing. An audit process is now underway to assess how leadership development is addressed across the various regional NRM organisations. This will be followed by a series of focus group discussions involving a cross-section of staff from all NRMs to identify leadership needs and test a set of draft leadership capabilities. A set of five core leadership capabilities, based on industry best practice, and relevant across the three levels (governance, executive and senior staff) has been proposed.

The working group is comprised of Chris Norman (Chair, NRMQR), Leanne Kohler (DCQ), Ali McNevin (HLW), Bernie Cockayne (Reef Catchments), Isabella Murphy (SQL), Janelle Mohr (NRMQR) and Stephen Berkeley (Change Facilitator, Flyntrock Consulting). Outputs from this working group are reported and reviewed regularly by the CEOs of the regional NRM organisations that make up NRMQR’s membership.

PROJECT TIMELINE NRM Leadership Framework





Streambank stabilisation and revegetation works on the Fitzroy River captured by a drone.

SPATIAL SUPPORT ACROSS THE STATE

NRM Regions Queensland employs a Spatial Services Manager whose focus is ensuring that the sector is generating and maintaining quality spatial information, supported by appropriate systems. This work allows regional NRM organisations to plan, record and track outcomes.

Since GIS functionality and Information Management activities are central to project planning, monitoring and reporting, our focus is to support a consistent approach to data attribution, collection, GIS utilisation and tools within the sector.

As well as building the database for Queensland's new State-wide Indicators Framework (SWIF), NRM Regions Queensland's Manager Spatial Services Lee Blacklock has also been supporting the network of GIS Officers across the state's 12 regional NRM organisations.

- The Spatial Community of Practice meets regularly and Lee supports this community to stay up-to-date with current technology.
- ESRI Australia not only provides a generous not-for-profit software pricing structure, but also provides experts with programming skills that have created complex analysis tools for SWIF. The SWIF database uses their ARC-GIS online platform to run its dashboards.
- NRM Regions Queensland continues to manage membership for SISP – the Spatial Imagery Subscription Plan – which enables all of Queensland's regional NRM organisations to access high resolution aerial photography in addition to current satellite imagery mosaics across the state.
- Regions are increasingly using drones both to deliver on-ground outcomes such as assessing vegetation as well as to monitor outcomes across larger areas. Through the Spatial Community of Practice, regional staff are able to share experiences and learn about innovations in using new technologies for NRM outcomes.



COMMUNITIES OF PRACTICE

Five Communities of Practice operate across Queensland's 12 regional NRM organisations, focussed on skill-sharing and knowledge transfer. Each works to Terms of References which have been endorsed by the CEOs Group and is encouraged to develop an annual workplan to focus on activities that add value to the NRM sector.

INDIGENOUS ENGAGEMENT CoP

Three meetings chaired in rotation by different regional bodies have been organised across the last 12 months. Matters discussed have included:

- managing NRM responsibility under the Cultural Heritage Act where the landholder, on whose site an NRM organisation may be funding activities, does not fulfil their legal obligations
- potential for collaboration with other agencies through the Queensland Fire and Biodiversity Consortium on cultural burning
- processes NRM organisations have in place for procurement from First Nations providers
- key learnings from NRM organisations for Reconciliation Action Planning working groups.

COMMUNICATIONS CoP

This CoP has also met three times with a rotating chair. Key matters of discussion included:

- NRMQR communications plan: branding, resourcing, protocols, non-government funding
- Key findings from market research and strategic investment
- Branding Workshop presented by The Getdown Agency with a focus on practical strategies for NRMQR's rebrand
- State-wide Media Monitoring
- Measuring Communication Impact
- State-wide approach to NAIDOC week
- Carbon Farming market research

STATE-WIDE INDICATORS FRAMEWORK WORKING GROUP (M&E)

Online discussions were significantly augmented by the face-to-face meeting in Cairns in December 2021 which was preceded by a whole day workshop for LCAT and BioCAT. Regular email communication helps update members on new or refined aspects of the framework. On-going matters dealt with include:

- reviewing the data in the SWIF system to date to note coding errors and data gaps
- checking for missing data to ensure dashboard results are current and accurate
- P2R data – issues, particularly workflow for the new P2R sediment projector
- individual regional visits provided for f2f training in the new tools and reviewing regional data for accuracy and monitoring gaps.

CARBON FARMING COMMUNITY OF PRACTICE – BUILDING KNOWLEDGE, BUILDING CAPACITY

In 2021-2022 five meetings of the Carbon Farming CoP were convened with an average participation of 15. Through the CoP forums staff have engaged with researchers and industry leaders, carbon service providers, the Clean Energy Regulator and DES scientists and LRF administrators.

Topics presented have included:

- Blue carbon
- Barriers to entering carbon farming – landholder perspectives
- new Human Induced Regeneration methods (plantation)
- LRF funding rounds and requirements update
- Environmental Condition Accounting – fitting natural capital and carbon farming projects together
- LRF/QRIDA Approved Carbon Advisor program
- Feedback from LRF funded Pilot Projects
- Rangelands experience of carbon farming in Western Australia

STATE-WIDE GIS MANAGERS & DRONE NETWORK

The Drone Network helped GIS staff stay in touch and understand who they can ask for technical advice or support. Several new staff have come to the CoP in the last 12 months.

Key matters for consideration have included:

- Government guidance on drone usage: flight planning to image production and analysis
- updates to LCAT tested by users
- a range of software and data process changes including SWIF analysis, software upgrades P2R data flow, new Survey123 apps and upgrades to data analysis for state-wide data roll-up
- Face-to-face meetings with regions provided an opportunity for trouble shooting and skills transfer.

FINANCIAL REPORTS



Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Financial Statements

For the Year Ended 30 June 2022

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Contents For the Year Ended 30 June 2022

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Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Directors' Report 30 June 2022

The directors present their report on Queensland Regional Natural Resource Management Groups Collective Ltd for the financial year ended 30 June 2022.

General information

Directors

The names of the directors in office at any time during, or since the end of, the year are:

| Names | Position | Appointed/Resigned |
|------------------------|--------------|---|
| Julie Boyd | Chair | |
| Andrew Drysdale | Deputy Chair | |
| Ainsley McArthur | | |
| Hon. Bruce Scott | | |
| Keith Noble | | |
| Kevin Kane | | |
| Les Tyrell | | |
| Megan Munchenberg | | |
| Ellen Weber | | |
| Stephen Robertson | | |
| Emma Jackson | | Resigned 28 January 2022 Appointed 4 February 2022 |
| Sally-Anne Witherspoon | | Resigned 10 June 2022 |
| Sally Gray | | Appointed 10 June 2022 |
| Tony Ricciardi | | |

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activity of Queensland Regional Natural Resource Management Groups Collective Ltd during the financial year were:

- the provision of leadership and strategic partnerships for regional natural resource management arrangements; and
- the provision of a cohesive and co-operative forum to collaborate, support, advocate for and add value to regional groups to effect proactive natural resource change.

No significant changes in the nature of the Company's activity occurred during the financial year.

Members' guarantee

Queensland Regional Natural Resource Management Groups Collective Ltd is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$ 2 for members, subject to the provisions of the company's constitution.

At 30 June 2022 the collective liability of members was \$ 22 (2021: \$ 22).

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Directors' Report

30 June 2022

Information on directors

| | |
|--------------------------------------|---|
| Julie Boyd Experience | Chair Chair of Reef Catchments Mackay Whitsunday Isaac Ltd Chair of Queensland Natural Resource Management Group Collective |
| Emma Jackson Experience | Chair of Cape York Natural Resource Management Ltd |
| Andrew Drysdale Experience | Deputy Chair Chair of Desert Channels Queensland Inc |
| Hon. Bruce Scott Experience | Chair of South Queensland NRM Ltd |
| Ainsley McArthur Experience | Chair of Fitzroy Basin Association |
| Keith Noble Experience | Chair of FNQ NRM trading as Terrain NRM |
| Kevin Kane Experience | Director of Reef Catchments Mackay Whitsunday Isaac Ltd |
| Les Tyrell Experience | Chair of NQ Dry Tropics Ltd |
| Megan Munchenberg Experience | Chair of Southern Gulf NRM Ltd |
| Ellen Weber Experience | Chair of Northern Gulf Resource Management Group |
| Stephen Robertson Experience | Chair of Queensland Natural Resource Management Group Collective Ltd. Chair of Healthy Land & Water |
| Sally-Anne Witherspoon Experience | Interim Chair Cape York Natural Resource Management Ltd |
| Tony Ricciardi Experience | Chair of Burnett Mary Regional Group of Natural Resources Management Ltd |

Directors' Report 30 June 2022

Meetings of directors

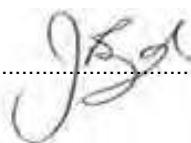
During the financial year, 4 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows:

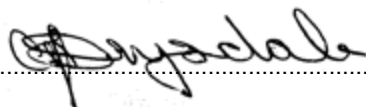
| Directors' Meetings | | |
|------------------------|---------------------------|-----------------|
| | Number eligible to attend | Number attended |
| Julie Boyd | 4 | 4 |
| Andrew Drysdale | 4 | 4 |
| Ainsley McArthur | 4 | 4 |
| Hon. Bruce Scott | 4 | 4 |
| Ellen Weber | 4 | 4 |
| Emma Jackson | 2 | 1 |
| Keith Noble | 4 | 4 |
| Kevin Kane | 4 | 2 |
| Les Tyrell | 4 | 4 |
| Megan Munchenberg | 4 | 3 |
| Sally Gray | - | - |
| Sally-Anne Witherspoon | 2 | 1 |
| Stan Lui (Associate) | 4 | - |
| Stephen Roberston | 4 | 4 |
| Tony Ricciardi | 4 | 3 |

Auditor's independence declaration

The auditor's independence declaration for the year ended 30 June 2022 has been received and can be found on page 4 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: 

Director: 

Dated this 23rd day of September 2022

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Responsible Persons of Queensland Regional Natural Resource Management Groups Collective Ltd

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2022, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Paul Hinton C.A

23 September 2022

Mackay QLD 4740

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2022

| | Note | 2022 \$ | 2021 \$ |
|--|------|----------------|------------|
| Revenue | 2 | 1,437,173 | 1,079,880 |
| Expenses | | | |
| Auditor's remuneration | | (6,300) | (5,650) |
| Consulting expenses | | (64,614) | (62,137) |
| Employee benefits expense | | (369,597) | (297,879) |
| Board governance expenses | | (37,659) | (35,463) |
| Meetings, conferences and publications | | (45,890) | (17,808) |
| Other operating expenses | | (56,045) | (58,755) |
| Project expenses | | (705,906) | (383,228) |
| Surplus before income tax | | 151,162 | 218,960 |
| Income tax expense | | - | - |
| Surplus for the year | | 151,162 | 218,960 |
| Other comprehensive income, net of income tax | | - | - |
| Total comprehensive income for the year | | 151,162 | 218,960 |

The accompanying notes form part of these financial statements.

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Statement of Financial Position As at 30 June 2022

| | Note | 2022 \$ | 2021 \$ |
|-------------------------------|------|------------------|------------------|
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 3 | 1,248,842 | 1,219,454 |
| Trade and other receivables | 4 | 17,617 | 136 |
| Other assets | 6 | 5,968 | 5,131 |
| Total current assets | | <u>1,272,427</u> | <u>1,224,721</u> |
| Total assets | | <u>1,272,427</u> | <u>1,224,721</u> |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 7 | 106,368 | 64,870 |
| Employee benefits | 9 | 35,922 | 25,890 |
| Contract liabilities | 8 | 249,210 | 411,296 |
| Total current liabilities | | <u>391,500</u> | <u>502,056</u> |
| Non-current liabilities | | | |
| Employee benefits | 9 | 33,217 | 26,117 |
| Total non-current liabilities | | <u>33,217</u> | <u>26,117</u> |
| Total liabilities | | <u>424,717</u> | <u>528,173</u> |
| Net assets | | <u>847,710</u> | <u>696,548</u> |
| Equity | | | |
| Reserves | | 235,091 | - |
| Retained earnings | 10 | 612,619 | 696,548 |
| Total equity | | <u>847,710</u> | <u>696,548</u> |

The accompanying notes form part of these financial statements.

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Statement of Changes in Equity For the Year Ended 30 June 2022

2022

| | Retained Surplus | Business Continuity Reserve | Total |
|---|---------------------|-----------------------------------|----------------|
| | \$ | \$ | \$ |
| Balance at 1 July 2021 | 696,548 | - | 696,548 |
| Surplus for the year | 151,162 | - | 151,162 |
| Transfers from retained earnings to reserve | (235,091) | 235,091 | - |
| Balance at 30 June 2022 | 612,619 | 235,091 | 847,710 |

2021

| | Retained Surplus | Business Continuity Reserve | Total |
|--------------------------------|---------------------|-----------------------------------|----------------|
| | \$ | \$ | \$ |
| Balance at 1 July 2020 | 477,587 | - | 477,587 |
| Surplus for the year | 218,961 | - | 218,961 |
| Balance at 30 June 2021 | 696,548 | - | 696,548 |

The accompanying notes form part of these financial statements.

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Statement of Cash Flows For the Year Ended 30 June 2022

| | 2022 | 2021 |
|---|--------------------|------------------|
| Note | \$ | \$ |
| Cash flows from operating activities: | | |
| Receipts from operations | 1,416,058 | 1,112,010 |
| Payments to suppliers and employees | (1,386,923) | (1,167,768) |
| Interest received | 3,634 | 8,709 |
| Net cash provided by/(used in) operating activities | 13 <u>32,769</u> | <u>(47,049)</u> |
| Cash flows from investing activities: | | |
| Purchase of property, plant and equipment | <u>(3,381)</u> | (2,826) |
| Net cash provided by/(used in) investing activities | <u>(3,381)</u> | (2,826) |
| Net increase/(decrease) in cash and cash equivalents held | 29,388 | (49,875) |
| Cash and cash equivalents at beginning of year | <u>1,219,454</u> | 1,269,329 |
| Cash and cash equivalents at end of financial year | 3 <u>1,248,842</u> | <u>1,219,454</u> |

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the Year Ended 30 June 2022

1 Summary of Significant Accounting Policies

Basis of Preparation

The financial report covers Queensland Natural Resources Management Group Collective Ltd as an individual entity. The company is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia. The principal accounting policies adopted in the preparation of the financial statements are set out below.

In the directors' opinion, the company is not a reporting entity because there are no users dependent on the general purpose financial statements. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members of the company. The financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Australian Charities and Not-for-profits Commission 2012*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the *Australian Charities and Not-for-profits Commission Act 2012* and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with those of previous periods unless stated otherwise.

The financial statements, except in the cash flow information, have been prepared on an accruals basis and are based on historical cost unless otherwise stated in the notes. The amounts presented in the financial statements have been rounded to the nearest dollar.

(a) Income Tax

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

(b) Revenue and other income

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company; identifies the contract with the customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling prices of each distinct goods or service to the delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods services promised. All revenue is recognised when the amount can be measured reliably.

Sale of goods

Revenue is recognised on transfer of goods to the customer as this is deemed to be the point in time when risks and rewards are transferred and there is no longer any ownership or effective control over the goods.

Project funding income

Grant and project income is recognised in profit and loss when the company satisfies the performance obligations stated within the funding agreements. If conditions are attached to the project grant funding which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a contract liability until those conditions are satisfied, otherwise the project funding is recognised as income on receipt.

Notes to the Financial Statements For the Year Ended 30 June 2022

1 Summary of Significant Accounting Policies

(b) Revenue and other income

Interest income

Interest is recognised as interest accrued using the effective interest method.

All revenue is stated net of the amount of goods and services tax.

(c) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(d) Property, plant and equipment

Plant and equipment assets are measured on the cost basis less depreciation.

The carrying amount of plant and equipment is reviewed annually by the directors to ensure it is not in excess of the recoverable amount expected from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal.

Depreciation

Property, plant and equipment is depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

| Fixed asset class | Depreciation rate |
|---------------------|-------------------|
| Plant and Equipment | 20% - 100% |

The assets' residual values are useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise.

(e) Impairment of non-financial assets

At the end of each reporting period the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value amount less costs of disposal and value in use, is compared to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount would be recognised immediately in profit or loss.

Notes to the Financial Statements

For the Year Ended 30 June 2022

1 Summary of Significant Accounting Policies

(e) Impairment of non-financial assets

Where the future economic benefits of the asset are not primarily upon the asset's ability to generate net cash flows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value is used to determine as the depreciated replacement cost of an asset.

(f) Financial instruments

Financial instruments are recognised initially at cost using trade date accounting, i.e on the date that the Company becomes party to the contractual provisions of the instrument.

Initial recognition and measurement

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Classification and subsequent measurements

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position. Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Notes to the Financial Statements

For the Year Ended 30 June 2022

1 Summary of Significant Accounting Policies

(f) Financial instruments

Impairment of financial assets

Impairment of financial assets is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial assets has increased significant since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Company's historical experience and informed credit assessment and including forward looking information.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Company has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Other financial assets measured at amortised cost

Impairment of other financial assets measured at amortised cost are determined using the expected credit loss model in AASB 9. On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise trade payables.

(g) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

Notes to the Financial Statements

For the Year Ended 30 June 2022

1 Summary of Significant Accounting Policies

(h) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the nominal value being the estimated future cash outflows to be made for those benefits in determining the liability. Changes in the measurement of the liability are recognised in profit or loss.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when insured,

(i) Contract liabilities

Contract liabilities represent unearned revenue arising from the company's obligation to transfer goods to a customer or complete services for a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration, (whichever is earlier) before the company has transferred the goods to the customer or completed the specified services for the customer to satisfy the contract obligation underlying the revenue received.

(j) Adoption of new and revised accounting standards

There were no new Accounting Standards or Interpretations issued by the Australian Accounting Standards Board (AASB) which were mandatory for the current reporting period that were applicable to the entity.

2 Revenue and Other Income

Revenue from continuing operations

| | 2022 | 2021 |
|---------------------------------------|------------------|------------------|
| | \$ | \$ |
| Revenue | | |
| - Land restoration fund | 66,276 | 172,514 |
| - NRIP Paddock to Reef | 206,468 | 104,569 |
| - NRIP RCE | 243,884 | 214,413 |
| - Spatial project | 89,227 | 90,300 |
| - Levies - regional bodies | 340,700 | 340,700 |
| - Project management & other services | 14,915 | 70,535 |
| - Interest income | 3,635 | 8,709 |
| - Strategic investment | 472,068 | 27,932 |
| - Other income | - | 50,208 |
| | 1,437,173 | 1,079,880 |

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Notes to the Financial Statements For the Year Ended 30 June 2022

3 Cash and cash equivalents

| | 2022 | 2021 |
|--------------------------|------------------|------------------|
| | \$ | \$ |
| Cash at bank and in hand | 1,126,692 | 897,454 |
| Short-term deposits | 122,150 | 322,000 |
| | <u>1,248,842</u> | <u>1,219,454</u> |

Reconciliation of cash

Cash and cash equivalents reported in the statement of cash flows are reconciled to the equivalent items in the statement of financial position as follows:

| | 2022 | 2021 |
|---|------------------|------------------|
| | \$ | \$ |
| Cash and cash equivalents | 1,248,842 | 1,219,454 |
| Balance as per statement of cash flows | <u>1,248,842</u> | <u>1,219,454</u> |

4 Trade and other receivables

| | 2022 | 2021 |
|-------------------|---------------|------------|
| | \$ | \$ |
| Current | | |
| Trade receivables | 17,617 | 136 |
| | <u>17,617</u> | <u>136</u> |

5 Property, plant and equipment

| | 2022 | 2021 |
|--|----------|----------|
| | \$ | \$ |
| Plant and equipment | | |
| At cost | 9,805 | 6,424 |
| Accumulated depreciation | (9,805) | (6,424) |
| Total property, plant and equipment | <u>-</u> | <u>-</u> |

6 Other assets

| | 2022 | 2021 |
|-------------|--------------|--------------|
| | \$ | \$ |
| Current | | |
| Prepayments | 5,968 | 5,131 |
| | <u>5,968</u> | <u>5,131</u> |

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Notes to the Financial Statements
For the Year Ended 30 June 2022

| | | |
|---|----------------|----------------|
| 7 Trade and other payables | | |
| | 2022 | 2021 |
| | \$ | \$ |
| Current | | |
| Credit card | 8,822 | 4,059 |
| GST payable | 20,327 | 52,994 |
| Other accruals | 4,467 | - |
| PAYG payable | 6,178 | 5,888 |
| Superannuation payable | 5,125 | - |
| Trade payables | 61,449 | 1,929 |
| | <u>106,368</u> | <u>64,870</u> |
| 8 Contract liabilities | | |
| | 2022 | 2021 |
| | \$ | \$ |
| Current | | |
| Deferred income - project grants | 249,210 | 411,296 |
| | <u>249,210</u> | <u>411,296</u> |
| 9 Employee benefits | | |
| | 2022 | 2021 |
| | \$ | \$ |
| Current | | |
| Annual leave | 35,922 | 25,890 |
| | <u>35,922</u> | <u>25,890</u> |
| | 2022 | 2021 |
| | \$ | \$ |
| Non-current | | |
| Long service leave | 33,217 | 26,117 |
| | <u>33,217</u> | <u>26,117</u> |
| 10 Retained surplus | | |
| | 2022 | 2021 |
| | \$ | \$ |
| Retained surplus at the beginning of the year | 696,548 | 477,589 |
| Net surplus/(deficit) for the year | 151,162 | 218,959 |
| Transfers to Reserves | (235,091) | - |
| Retained earnings at end of the financial year | <u>612,619</u> | <u>696,548</u> |

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

Notes to the Financial Statements For the Year Ended 30 June 2022

11 Members' guarantee

The Company is incorporated under the *Australian Charities and Not-for-profits Commission Act 2012* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$ 2 each towards meeting any outstandings and obligations of the Company. At 30 June 2022 the number of members was 11 (2021: 11).

12 Contingencies and commitments

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2022 (30 June 2021:None).

13 Cash flow information

Reconciliation of result for the year to cashflows from operating activities

Reconciliation of net income to net cash provided by operating activities:

| | 2022 | 2021 |
|--|---------------|-----------------|
| | \$ | \$ |
| Net surplus/(deficit) for the year | 151,163 | 218,959 |
| Non-cash flows in surplus: | | |
| - depreciation | 3,380 | 2,826 |
| Changes in assets and liabilities: | | |
| - (increase)/decrease in trade and other receivables | (17,481) | 40,839 |
| - (increase)/decrease in other assets | (837) | 2,104 |
| - increase/(decrease) in trade and other payables | 41,498 | (12,991) |
| - increase/(decrease) in contract liabilities | (162,086) | (257,828) |
| - increase/(decrease) in employee benefits | 17,132 | (40,958) |
| Cashflows from operations | <u>32,769</u> | <u>(47,049)</u> |

14 Statutory information

The principal place of business of the company is:

Queensland Regional Natural Resource Management Groups Collective Ltd
Scarborough Beach Resort
104/89 Landsborough Avenue
Scarborough QLD 4020

Queensland Regional Natural Resource Management Groups Collective Ltd

ABN: 43 121 237 054

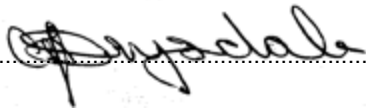
Directors Declaration

The directors of the registered entity declare that in the directors' opinion:

1. The financial statements and notes as set out on pages 5 to 16 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*.
 - a) comply with Australian Accounting Standard; and
 - b) give a true and fair view of the financial position of the registered entity as at 30 June 2022 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.

Director 

Director..... 

Dated 23 September 2022

Queensland Regional Natural Resource Management Groups Collective Ltd

Independent Auditor's Report to the members of Queensland Regional Natural Resource Management Groups Collective Ltd

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Queensland Regional Natural Resource Management Groups Collective Ltd, which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the financial report of Queensland Regional Natural Resource Management Groups Collective Ltd has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the Registered entity's financial position as at 30 June 2022 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Responsible Entities for the Financial Report

The responsible persons of the Registered Entity are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The responsible entities' responsibility also includes such internal control as the responsible entities determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible persons are responsible for assessing the Registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the Registered entity or to cease operations, or have no realistic alternative but to do so.



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Sammut Bulow Pty Ltd ABN 74 115 070 285 is a Corporate Authorised Representative 1278409 of Bennett Partners Pty Ltd ABN 65 010 430 314, AFSL 483051.

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Queensland Regional Natural Resource Management Groups Collective Ltd

Independent Auditor's Report to the members of Queensland Regional Natural Resource Management Groups Collective Ltd

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Registered Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the responsible entities.
- Conclude on the appropriateness of the responsible entities' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Paul Hinton - CA
Director

23 September 2022



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