

ANNUAL REPORT

2023-2024



NRM
REGIONS
QUEENSLAND

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.



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.

TABLE OF CONTENTS

Chair's Report	4
CEO's Report	5

SECTION 1: VALUE 6

NRM Regions Queensland Strategic Plan	7
Measuring our Impact Through SWIF	8
Nurturing Nature: Cultivating Culture	10
Onground Highlights from Across the State	12

SECTION 2: PARTNERSHIPS 14

Ready to Deliver: Regional Delivery Program	16
Emergency Preparedness	16
Why Emergency Preparedness	17
Paddock to Reef	18
Natural Resources Recovery Program	18
Supporting Threatened Species to Prosper	19
Balancing Bushfire Risk and Biodiversity Outcomes	19
Protecting Queensland's Industry, Jobs and Food	19
Eradicating Fire Ants	20
Low Emissions Agriculture	21
National Koala Recovery Board	21

SECTION 3: CAPACITY 22

Leadership Framework	23
Communities of Practice	23
Lunch & Learns	24
Mentoring Pilot	26
NRM Leadership Capabilities	28
Reviewing our Communities of Practice	28
NRM Leadership Framework: Building our Capacity to Lead	29

2023-2024 FINANCIALS 30

NRM REGIONS QUEENSLAND IS SUPPORTED BY:



**Queensland
Government**



Australian Government



CHAIR'S REPORT

**JULIE BOYD, CHAIR
NRM REGIONS QUEENSLAND**

2023-24 has been another busy year for regional NRM organisations in Queensland, with peak body NRM Regions Queensland playing a critical role in identifying new opportunities, facilitating information sharing and leadership programs across the state, and building relationships with important partners.

Last year we refreshed our strategic direction, which reinforced the need for communicating our value and influencing government policy for the best possible environmental outcomes.

In the past 12 months, the NRMRQ CEO and I met with political leaders from all parties as well as senior bureaucrats from all government departments involved in the NRM sector. This ensured our sector continued to be forward-thinking and delivering strategic projects across the state.

As a result of this engagement, we developed 'Nurturing Nature: Cultivating Culture' – our \$196.4 million plan for improving Queensland's natural resources from 2024 – 2028. The development

of this plan was a collaboration of all the NRMRQ members and was launched in Parliament House over two mornings to both Government and opposition. The ongoing engagement and communication has reinforced our position as the peak on-ground movement for land and water management and I'd like to extend my thanks to our partners, who have also thrown their weight behind this proposal.

With a federal election looming in 2025, we now set our eyes to advocacy at the national level and our relationship with NRM Regions Australia is critical to ensuring ongoing investment in biodiversity, sustainable agriculture, climate action, biosecurity and engaging Indigenous people. NRM Regions Queensland will be working closely with the Chair and CEO of NRM Regions Australia to ensure that we strive for the best possible outcome at the next Federal election.

NRMRQ CEO Chris Norman sits on many national and Queensland-based advisory groups and for giving the NRM sector across

the state and Australia a voice in policy development, prioritisation of investment and planning for ecosystem and species recovery.

Chris continues to deliver beyond expectation. His relationship with CEOs across our membership is strong and his visionary leadership comes at a time when the sector needs it the most. He's supported by a small team of staff and consultants who deliver big outcomes with minimal resources and I thank Chris and the NRMRQ team for their commitment to our vision.

Finally, I'd like to thank my fellow directors – the Chairs of Queensland's regional NRM organisations for their ability to come together and show leadership, discussing issues openly and frankly, sharing information and knowledge and guiding NRMRQ to a sustainable future. It's a pleasure to work alongside such a collegiate group.

CEO'S REPORT

CHRIS NORMAN, CEO NRM REGIONS QUEENSLAND

As the peak body for natural resource management (NRM) in the state, partnerships underpin all of our work and I'm so thankful for the strategic alliances we have forged – which help us achieve the best possible outcomes for land, water and biodiversity.

In the past 12 months we've collaborated with peak agricultural groups such as QFF, AgForce and Queensland Fruit & Vegetable Growers and peak conservation groups like Queensland Trust for Nature, Pew Trust and Queensland Conservation Council. We also have strategic partnerships or MOUs in place with Queensland Water and Land Carers, Invasive Species Council and Local Government Association of Queensland.

In addition to these alliances, we've also built strong relationships in the energy transition space as Queensland moves towards its net zero targets. We are working collaboratively with important organisations like Powerlink, the Decarbonisation Hub, the Queensland Renewable Energy Council and Eco-Markets Australia.

Through our election campaign Nurturing Nature: Cultivating Culture we have met regularly with all key politicians and chiefs of staff from major political parties, and contributed to government policy through maintaining a strong relationship with the five Queensland Departments responsible for managing land, water and Culture.

As we look to the future, there are key policy areas we're building capacity in. We're working towards a robust nature positive framework for Queensland in response to the Australian Government's Nature Repair Bill and the emerging carbon and environmental markets. We're also working in the space of environmental offsets, bioregional planning, emissions reduction and renewable energy, emergency preparedness and disaster recovery, biosecurity, and biodiversity and threatened species protection.

One of the NRM sector's important goals is to provide leadership in managing the state's natural assets at all levels, at all times and in all places. This leadership is critical to ensuring our natural resources are sustainably managed for future generations.

In the past 12 months, we've invested significantly as a sector, in building this leadership capability.



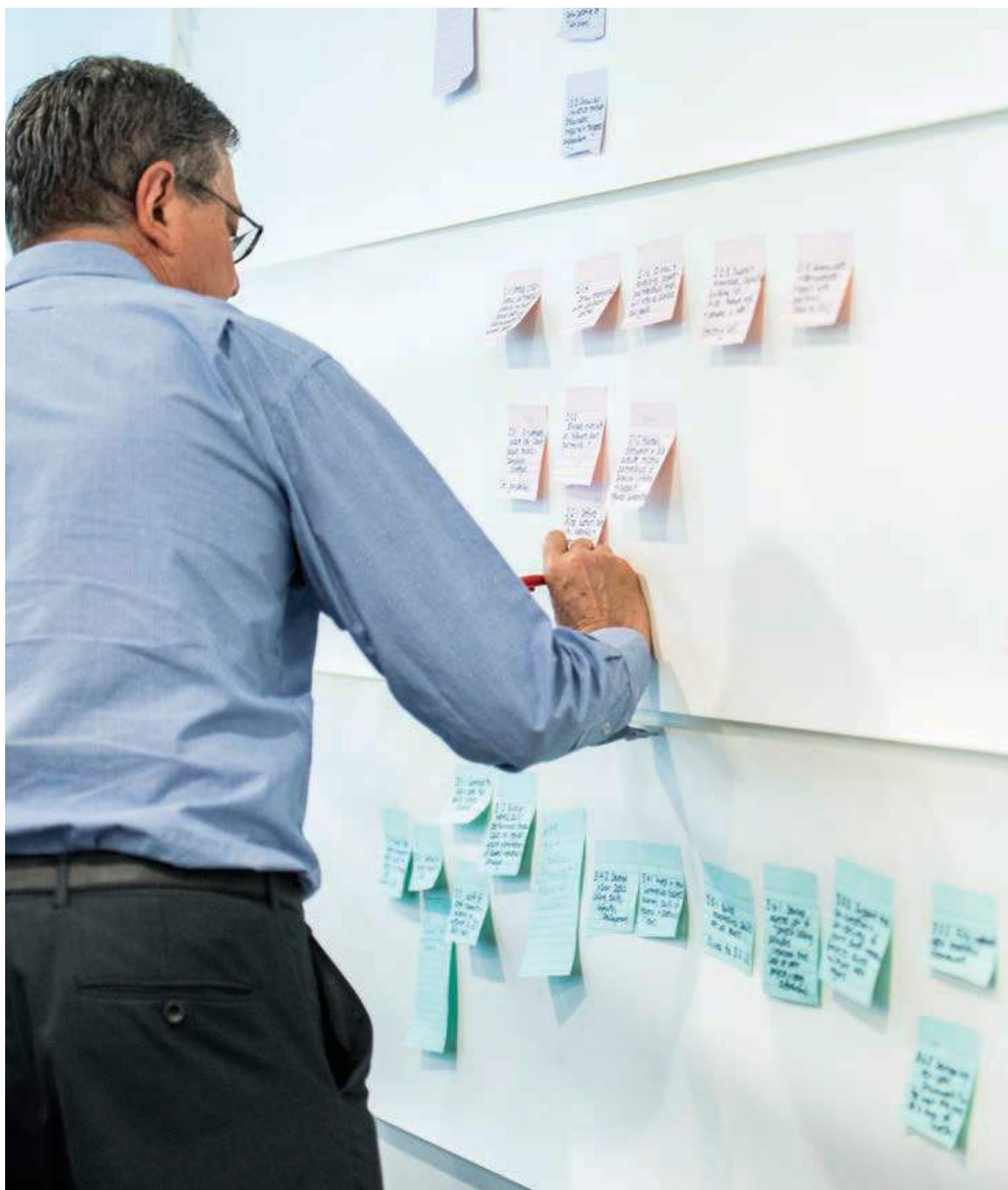
Through our monthly Lunch & Learn events, we've engaged 322 people in sharing knowledge and experience while coming together virtually over lunch. That represents more than 90% of our workforce. The series of events, which is being continued into the future, stemmed from the development of our Leadership Framework which was guided by the CEOs of our regional NRM organisations.

I'm also proud of our mentoring pilot project which saw 24 pairs of mentors and mentees participate, with feedback being overwhelmingly positive.

We are now also full swing in reviewing our Communities of Practice – some of which have been operating for more than 15 years. This review will ensure these communities continue to meet the needs of our workforce while also growing our leadership capability.

The work of NRM Regions Queensland is squarely focussed on amplifying the outcomes being achieved at a regional level and I commend the CEOs of Queensland's regional NRM organisations for their ability to work together to solve some of the state's most pressing environmental challenges. As well as meeting monthly, many CEOs sponsor Communities of Practice or participate in working groups related to strategic programs. I can't imagine doing this job without their collegiate support. This group, alongside our Board and Chair Julie Boyd drive the sector forward, ensuring we can deliver outcomes for communities and for Country.

And a final thanks to the team at NRM Regions Queensland for their commitment to sustainable NRM and relationship-building. My staff Lee Blacklock and Belinda 'Billy' Thomson alongside our critically important consultants Janelle Mohr, Samantha Morris, Stephen Berkeley and Penny Scott are passionate about natural resource management and work efficiently and enthusiastically to maximise the success of NRM Regions Queensland and to amplify the voices of our members – Queensland's regional NRM organisations.



NRM REGIONS QUEENSLAND STRATEGIC PLAN

Following a full 12 months of development and consultation, the NRM Regions Queensland Board adopted a new 2023-26 Strategic Plan for the Organisation. The Plan guides NRMRQ in how it influences, supports and promotes the work of its 11 member organisations.

The Plan has three key delivery areas: value, partnerships and capacity.



1. VALUE:

the NRM sector knows its value and so do others

- 1.1 Strong and clear value proposition for the NRM sector
- 1.2 Resilient regional NRM organisations
- 1.3 Strong and identifiable brand for the NRM sector
- 1.4 Regional NRM Plans have the appropriate profile
- 1.5 Collective impact is measured and promoted

2. PARTNERSHIPS

the NRM sector has a solid reputation and influences where it matters

- 2.1 Strong strategic state-wide partnerships that support regional collaboration
- 2.2 First Nations knowledge is valued
- 2.3 Government policy is influenced
- 2.4 Alliances with the private-sector are built

3. CAPACITY

the NRM sector is innovative and forward-looking

- 3.1 Capable Boards leading the sector
- 3.2 Collective knowledge and experiences are shared between regional NRM organisations
- 3.3 Co-delivery of strategic projects across regions
- 3.4 Strong business acumen across the NRM sector
- 3.5 Courageous leadership at all levels
- 3.6 New investment covers the true cost of delivering projects

Image courtesy
Healthy Land & Water



MEASURING OUR IMPACT THROUGH SWIF

The State-wide Indicators Framework, known as SWIF, was developed for the Queensland NRM sector by NRM Regions Queensland's Lee Blacklock and consultant Penny Scott. The first of its kind in Australia, SWIF allows Queensland regional NRM organisations to collect data about their impact using consistent methods.

The Queensland Government's Natural Resources Recovery Program funded the development of SWIF and now uses it to track the impact of all organisations receiving funding from that program – whether they are regional NRM organisations, or others delivering

land and water management outcomes for the State. And NRM Regions Queensland ensures that all partners are trained to use SWIF and its tools for consistent data collection across, via online and face-to-face training as well as a suite of videos and documents.

While SWIF uses a number of standardised Condition Assessment Tools, such as VegCAT and LCAT, the team is also continually identifying gaps: one recently highlighted by partners is the challenge of reporting the outcomes of improved burning regimes. Appropriate use of fire will become an increasingly important tool



in building landscape resilience within a changing climate. Poor fire regimes resulting in dangerous and destructive wildfires will be an increasing threat due to increasingly extreme seasonal patterns. Having a mechanism for assessing the benefits/outcomes of improved fire interventions will be extremely important in demonstrating return on investment.

In collaboration with Southern Gulf NRM and fire expert Leasia Felderhof from Firescape, a conceptual model and suite of landscape attributes has been developed as the basis of a FireCAT, which will be finalised and broadly tested in the next phase of the SWIF. A trial of the 'proof of concept' modelling product was undertaken on a Southern Gulf site that has received several years of investment for improved fire management, showing great potential.

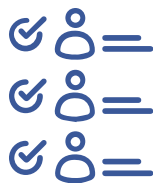
7

**FACE-TO-FACE
TRAINING
EVENTS**



16

ORGANISATIONS



132

PARTICIPANTS



1

**WORKING
GROUP
MEETING**

29

**WORKING
GROUP
MEMBERS**



786

**VIEWS SWIF RESOURCES
WEBPAGE**



NURTURING NATURE: CULTIVATING CULTURE

Queensland’s regional NRM organisations launched a campaign to address some of the biggest threats to the state’s environment and economy at two events held at Parliament house in February.

The \$196.4 million Nurturing Nature: Cultivating Culture plan sees regional communities engaged in four years of action that will halt the decline of threatened species, support First Nations stewardship, and improve land condition for agriculture, biodiversity and the economy.

Julie Boyd, Chair NRM Regions Queensland said that to truly protect our most precious places while we continue to produce food and fibre calls for strong collaboration as well as consistent investment.

“Queensland is a place of extremes – our landscapes and our special plants and animals are as diverse as the natural processes that impact

them. They’re also vulnerable to these extremes and our changing climate will only exacerbate the pressures on our natural environment”.

“We continue to feed a growing Queensland population whilst we expect our farming communities to meet new local and global standards.”

“To meet these challenges we must work together, we must think strategically and we must invest appropriately” Julie said.

Queensland’s 12 regional NRM organisations have engaged with their communities to develop plans which address the state’s biggest threats. And as a result the sector has developed a comprehensive statewide package of works to take action on the ground, at the regional level.

“We already have a 340+ strong workforce,” Julie said, “but through this new package, we’ll create an additional 619 jobs – most of

them in rural and remote locations – and 63 of them are Indigenous-specified positions.”

“We’ll directly work to address threats to 43 threatened species and engage 86 First Nations groups and hundreds of other partners in the process.”

“Nurturing Nature: Cultivating Culture will see outcomes delivered for biodiversity, First Nations stewardship, aquatic environments, biosecurity, land condition, and climate adaptation and disaster resilience.”



Find out more about our plan for improving Queensland’s natural resources here

ONGROUND HIGHLIGHTS FROM ACROSS THE STATE



DEVELOPING A REGIONAL ENVIRONMENTAL ACCOUNT FOR THE BURNETT MARY

After the community, the natural capital of the Burnett Mary region is arguably its most valuable asset, underpinning tourism and a thriving agricultural sector – known for its prime agricultural land, well-managed water resources and innovative farming and fishing practices. Climate change is changing the world economy and investors are looking to invest in the ecosystems that sustain us. To facilitate that investment in natural assets, we must first place a value on them, but we can't value assets until we know what they are, where they are and, how much there is. In 2022, the regional NRM organisation for the region – the Burnett Mary Regional Group – developed the Burnett Mary Region Environmental Account to answer these questions. The Account – which is a stocktake of the region's natural assets - utilises the Accounting for Nature framework and covers an area larger than the Netherlands.



USING BEETLES AS BIOCONTROL FOR ECOSYSTEM HEALTH

Ecologists at Healthy Land & Water are on the ground deploying biological control agents in the Lockyer Uplands and Little Liverpool Range districts to help protect habitat and keep ecosystems flourishing. The beetles are being used to target cat's claw creeper (*Dolichandra unguis-cati*) and madeira vine (*Anredera cordifolia*) – both problematic invasive species – which are known for their prolific growth that smothers native trees and shrubs as well as understorey species within their reach.



PROTECTING THE GREAT BARRIER REEF BY REDUCING SOIL LOSS

Completed in June, 2024 with nearly \$20 million invested through the Reef Trust Partnership, the Fitzroy Water Quality Program had an ambitious goal: to prevent 50,000 tonnes of fine sediment from the Fitzroy River Basin entering the Reef's waters every year. A series of projects improved landscape function, remediated degraded land, including gullies and streambanks, and improved land management – particularly of grazing and cropping lands.

KOALA CONSERVATION BUILDS MOMENTUM IN REGIONAL QUEENSLAND

Koalas are iconic. But they're also a species in peril. In 2022, the status of the koala changed from vulnerable to endangered. While the change in status is alarming, it also means an increased level of protection for the species. Queensland's koala populations are in decline and local extinctions continue to occur. This is largely due to clearing and fragmentation

of koala habitat. Queensland's regional NRM organisations, with the support of the Australian Government's Saving Koalas Fund are working to reverse this trend. The Saving Koalas Fund will provide \$76.9 million over 4 years to support the recovery and long-term conservation of the koala and its habitats.



“Indigenous fire ecology training is critical to modern day land management, because First Nations people hold thousands of years of knowledge around fire management in the landscape and how to sustain the important species found on their Country.”

MANAGING FIRE ON COUNTRY

With the support of the Australian Government's Regional Land Partnerships Program, Fitzroy Basin Association, otherwise known as FBA, collaborated with Queensland Fire and Emergency Services and Darumbul Elders to share knowledge on Country for 10 Indigenous trainees. Through the partnership, 10 trainees – Darumbal and Gaangulu people – were put through their paces, spending four days in the classroom hearing from QFES personnel as well as sharing their own experiences of technical and practical methods of fire management.



CENTURY-OLD CATTLE STATION IMPROVES PASTURES AND REEF OUTCOMES

A century-old cattle station is getting a revamp, thanks to the combined efforts of two regional NRM organisations – Terrain NRM and NQ Dry Tropics. Minnamoolka Station, at the headwaters of the Herbert and Burdekin rivers, is undergoing changes to improve cattle production, the land, and the quality of water flowing to the Great Barrier Reef.



WORKING WITH GRAZIERS TO IMPROVE SOIL CONDITION AND VEGETATION CONNECTIVITY

Thanks to the support of the Australian Government's Reef Trust VII project, Reef Catchments supported 30 graziers to reduce erosion and improve the condition

of soil and vegetation connectivity which in turn reduced the loss of fine sediments from grazing land to the Reef. Reef Trust provided funding to maximise soil, biodiversity and vegetation outcomes which were delivered through a range of unground activities such as property planning, fencing, strategic positioning of watering points, and pasture and riparian vegetation improvement.



PARTNERSHIPS





READY TO DELIVER: REGIONAL DELIVERY PROGRAM

An advocacy campaign was undertaken to position Queensland's regional NRM organisations as being ready to deliver immediate Australian and Queensland Government priorities identified through the federal Regional Delivery Program. As well as correspondence with Queensland-based federal Members of Parliament, NRM Queensland developed material to showcase our capability.



Find out more about our capacity to deliver national outcomes here



EMERGENCY PREPAREDNESS

Queensland's 11 regional NRM organisations received funding from the Australian Government to create Emergency Preparedness & Response Plans for their communities. The plans identify regional biodiversity and agricultural natural capital assets as well as risks and mitigation measures. As well as seeking coordination across a range of state government agencies and peak bodies, the planning process engaged organisations as diverse as police, rural fire services, Queensland Reconstruction Authority and local governments.

The plans aim to reduce the impact of catastrophic events on species, ecosystems and agricultural natural assets identifying mitigation measures in advance of emergencies, targeted management activity during events and expediting and targeting recovery post-event. A range of community engagement activities to share and integrate information generated are also identified.





WHY EMERGENCY PREPAREDNESS?

Queensland is a global biodiversity hotspot – home to more than half of Australia’s native species. Some of these species are found nowhere else in the world. Yet, some of these precious plants and animals are at risk of extinction and natural events such as cyclones, floods, drought and fire contribute to their decline. We know now that these threats are being exacerbated by climate change.

At the same time, Queensland’s agricultural output is expanding and intensifying. More than 88% of Queensland’s land is used for primary production and this means how we manage agriculture is intertwined with how we manage our environment.

Across mainland Queensland there are 11 regional NRM organisations working with partners, on the ground through its 334 highly qualified staff operating out of 27 rural and regional offices, to help communities become more resilient to the effects of climate change and to farm more sustainably. Using the best possible science, regional NRM organisations are ensuring our species and ecosystems – which provide essential environmental services for all of society – can withstand the threats which would otherwise impact their survival.

By supporting communities to be prepared for disasters we will reduce the impact of these catastrophic events on species,

ecosystems, agricultural natural capital assets and local economies.

Strategically the Queensland regional NRM sector works collegiately with each other and with governments and regional stakeholders to maximise the efficiency and effectiveness of emergency preparedness, response and recovery.

Paddock to Reef

NRM Regions Queensland plays a critical role in supporting the six Reef NRM regions to develop targeted communications around progress towards Reef Water Quality Improvement Plan targets. Through the Paddock to Reef program, some 20 organisations are engaged to collaboratively measure and report on catchment management and water quality impacting the Great Barrier Reef.

Those 6 regional NRM organisations working on Reef projects hold annual events and develop communication products that increase awareness of improved land management practices; translate scientific content into tailored, locally-relevant activities; and increase understanding of the program and associated Reef Water Quality Improvement activities being undertaken to improve water quality.



NATURAL RESOURCES RECOVERY PROGRAM

Since 2022, the Queensland Government has allocated more than \$38 million in grant funding to Queensland-based not-for-profit organisations under the Natural Resources Recovery Program (NRRP). Funding has been awarded to projects that support:

- improved landscape resilience and ability to respond to natural disasters and climate change
- stakeholder adoption of sustainable practice management and drive regional economies

- improved monitoring and evaluation to understand the state of natural resources.

Round 3 of the program saw \$24 million awarded to 19 projects across Queensland, including 12 proposed by regional NRM organisations and their peak body, NRM Regions Queensland.

The projects, which will take place between 2024-2028 are diverse and include restoring degraded rangelands and working with landholders to improve native grassland ground cover, delivering

targeted capacity building to more than 300 landholders in sustainable and regenerative land management practices, provide opportunities for Traditional Owners to lead or collaborate in natural resource management activities including those that serve to protect and manage remnant cultural landscapes, and providing Traditional Owners and Indigenous Rangers with training and support to monitor as well as co-design projects that meet aspirations documented in regional NRM plans.

SUPPORTING THREATENED SPECIES TO PROSPER

The Queensland Government's Threatened Species Program announced the establishment of the Queensland Threatened Plant Network – a collaboration with the Australian Native Plant Network. NRM Queensland is a member of this network – working to achieve shared goals and outcomes through a collaborative approach to advance threatened plant recovery in Queensland. The Network's vision is Queenslanders supporting threatened species to prosper in self-sustaining populations.

BALANCING BUSHFIRE RISK AND BIODIVERSITY OUTCOMES

Queensland Fire and Biodiversity Consortium has been empowering communities to better balance bushfire risk with land management and biodiversity outcomes for more than 25 years. Utilising a collaborative partnership approach, this award-winning program draws on the expertise, support and capacity of long-term partners. NRM Queensland is an active member of the Consortium's state committee, whose purpose is to guide and support the state delivery model. The two organisations signed an MOU which is in place to ensure cooperation and knowledge-sharing. It formalises support for the Consortium as a collaborative state program aimed at delivering improved fire practitioner and fire management planning outcomes that promote biodiversity and Cultural Heritage conservation, protection and enhancement using fire management and ecology-based capacity building across the state.



PROTECTING QUEENSLAND'S INDUSTRY, JOBS AND FOOD

NRM Regions Queensland partnered with LGAQ, QFF, Growcom, AgForce and QWaLC to deliver a social media campaign seeking stronger leadership and increased resourcing from Biosecurity Queensland to address established pest plant and animals as well as Emergency Animal Disease response. The alliance is calling for targeted action to ensure Queensland's industry, jobs and food are properly protected.

Regional NRM organisations play a vital role in delivering on-ground biosecurity projects across Queensland.

Check out some of our regional biosecurity projects here



ERADICATING FIRE ANTS

NRM Regions Queensland joined a coalition of peak bodies calling for renewed funding to fight fire ants. The coalition included CANEGROWERS, Nursery and Garden Industry Queensland, QFF, AgForce, Invasive Species Council, QWaLC, Queensland Conservation Council and Environment Councils from the Sunshine Coast, Gold Coast and Darling Downs. With fire ants breaching containment lines at the NSW border and west at Toowoomba, the coalition felt that it is essential that governments take immediate action by endorsing Option A in the national Red Imported Fire Ant Eradication Program Strategic Review: invest more now to eradicate Australia's fire ant infestation over the next decade.



Photo by Barry Rice

Read our fire ants story here





Chris Norman at the Water Engagement Forum, 2024 – one of many strategic events where NRMQR represents the sector to ensure strategic alignment.

NATIONAL KOALA RECOVERY BOARD

NRMQR through its CEO represents the Qld NRM Sector on the National Koala Recovery Board. The Board last met on 6th March 2024 and received presentations on management actions underway in the Mackay region by Reef Catchments and the Fitzroy Basin Authority as well as discussing practical challenges of koala conservation.

Members also visited on-ground koala conservation efforts around Clarke Connors Range and Sarina to get a first-hand appreciation for the challenges and opportunities for koala conservation in the Mackay region. A presentation was also provided by Healthy Land & Water on a new modelling tool to guide future investment in koala habitat recovery in Southeast Queensland.

LOW EMISSIONS AGRICULTURE

NRM Regions Queensland CEO Chris Norman is a member of the Queensland Low Emissions Agriculture Roadmap Implementation Plan Stakeholder Advisory Committee. The committee is being established to provide overarching guidance and input to ensure the roadmap and priority investment drive decarbonisation and long-term prosperity for Queensland agriculture.

The roadmap was released as part of the Queensland Climate Action Plan 2030 and was co-designed with industry peak bodies AgForce, National Farmers Federation and QFF with input from research organisations, service providers, state and local governments, regional NRM organisations, the corporate agribusiness sector and leading Queensland food and fibre producers.

NRMQR has subsequently contributed to the Australian Government's development of the Agriculture and Land Sector Decarbonisation Sector Plan through attendance at the Sustainable Agriculture Summit in Toowoomba.



CAPACITY





LEADERSHIP FRAMEWORK

Last financial year, the CEOs of Queensland’s regional NRM organisations identified the need for the sector to build its capacity to lead at all locations, at all levels and at all times. A launch took place in 2023 and since that time, hundreds of regional NRM staff have been engaged in a range of leadership initiatives.

COMMUNITIES OF PRACTICE

NRM Regions Queensland provides ongoing support to 7 Communities of Practice (COPs) with each meeting 3 – 4 times a year to focus on skill-building, sharing of expertise and developing leadership.

Each COP has a CEO sponsor and Terms of Reference and NRMQR maintains the membership register of each Community.

The 7 Communities of Practice are:

- Indigenous engagement
- Communication
- Monitoring, Evaluation, Reporting and Improvement
- Business Managers
- GIS Managers and Drone Network
- Carbon Farming
- HR (People and Culture)



LUNCH & LEARNS

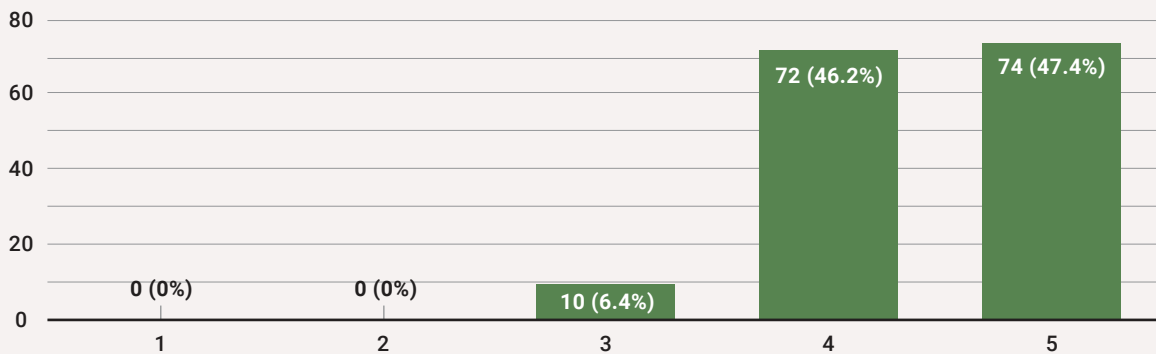
In the past financial year, more than 322 staff from across Queensland's regional NRM organisations have participated in 11 Lunch & Learn events, held on the first Monday of every month with hosting duties rotated around the state. Topics covered include: the Nature Repair Bill, remote sensing tools, regional environmental accounts, measuring our social impact, AI and machine learning, scaling up catchment restoration, the role of communication in NRM, our sector's role in global climate solutions, protecting

threatened species in remote Queensland, lessons in leadership from bush businesses, Western Cape York turtle collaboration, and exploring the future of NRM with our partners.

A comprehensive evaluation took place of the Lunch & Learn events that took place in 2023-24 with the overwhelming majority of people rating the sessions positively.

How would you rate the Lunch & Learn session overall?

156 responses



Vanessa Drysdale (Terrain NRM) with April Thomas, Harrison Smith & Jimmito







MENTORING PILOT

The sector launched its mentoring pilot early in 2024. Twenty-eight mentors and mentees were paired using a unique algorithm-based model developed by Brancher and 24 pairs completed the program.

The program involved mentors and mentees attending training on how to make the most out of the mentoring program before taking control of their own meeting schedule.

Both mentors and mentees expressed deep satisfaction with the program. Asked about goals achieved, one mentor said... “being able to take the time and just work with my mentee on the challenges they faced. Not to problem solve but to push them outside of their comfort zone and make fundamental changes to their work/

life balance and indeed work load.”

Asked about skills developed, one mentee said... “admitting when I don’t have ‘the’ answer and asking for others input.”

Morgan Thomas is a Senior Project Officer in the Great Barrier Reef team at Reef Catchments and he signed up as a mentee because he’s only been in the NRM industry for five years and thought it’d be great to access the experience and knowledge of those who’d been working in the space a little longer. He said he was surprised at how well he was matched with his mentor.

“I could not have had a better mentor, honestly,” Morgan said. “He was exactly who I needed. He was really committed, seemed to care a lot and really want to help.

So that for me was just huge. We didn’t have to have these rigorous structures or anything. I could bring him a topic or a concept or a question or concern and we could just riff off that. I couldn’t have asked for a better mentor.

“He would give me the potential solutions or tools or techniques to use. We looked at different graphs and concepts, diagrams... he was just a wealth of knowledge and I think his eagerness as well really helped.”

Morgan says if he had to recommend the program to another staff member, he’d say, they’ve got nothing to lose.

“Why wouldn’t you? It’s just the most amazing opportunity to help build your skillset, build your network, build your capability and your

57%

**MET
MONTHLY**



93%

**MENTEES ACHIEVED
A GOAL**



100

**MENTOR-
MENTEE
MEETINGS**

100%

**SATISFIED WITH
MENTOR-MENTEE
RELATIONSHIP**



“It’s a no brainer. This is just an absolute benefit no matter what angle you are coming from. I couldn’t recommend it enough, honestly.”

confidence as well. My confidence has grown a great deal from this thanks to my mentor,” he said,

“It’s a no brainer. This is just an absolute benefit no matter what angle you are coming from. I couldn’t recommend it enough, honestly.”

Jaymie Rain has worked with NQ Dry Tropics for 13 years and is currently Senior Biodiversity Officer. She signed up as a mentor for the program because she loves sharing her experience with others.

“From an academic perspective, she [mentee] is way more educated and qualified than me. She’s got two masters and has been a teacher for 20 odd years, and has lived in 15 different countries. She’s an amazing person but hadn’t worked in NRM and wanted to know more

about the ins and outs of NRM,” Jaymie said.

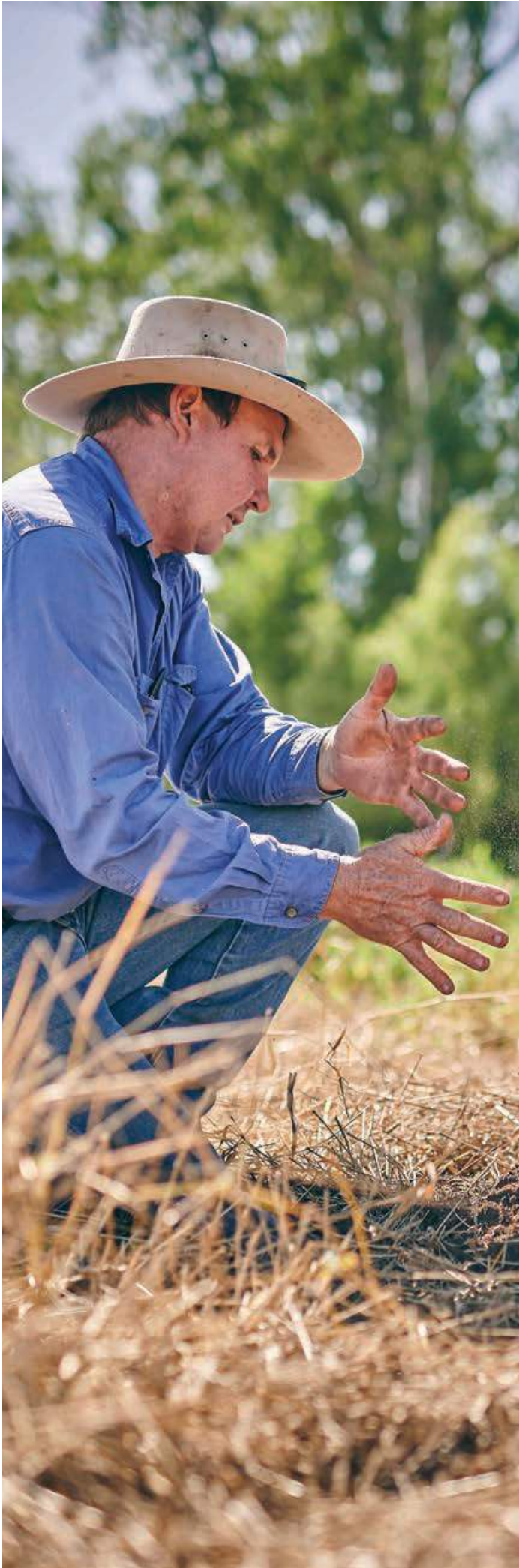
“No matter which region you’re in, it’s all the same,” she said. “The funding cycles are the same, we go through the same trauma, every reporting cycle, you go through the same stuff – it’s just different projects that people are working on. We’re all in the same boat.”

Jaymie said the best thing about participating was reiterating some of the training she’s had in the past – some of it conceptual – as well as the experience she’s developed over the years.

“It’s like working out... this is the type of leadership that works for me – or this is the type of mentoring that works for me,” she explained.

Jaymie said sometimes she’d have to be a coach and sometimes a listener. And overall, the skills she developed through this mentoring program will help her better achieve her own project goals in the field.

“Engagement is a huge part of our jobs. If we can’t engage with landholders, with stakeholders, we can’t do our jobs. We need to have reasonably in-depth conversations about how they’re managing their land.



NRM LEADERSHIP CAPABILITIES

The NRM leadership capabilities were designed to; (i) define what leadership should look like in the NRM sector so we have common language, (ii) create a tool used to assess (benchmark) our current capabilities and identify areas for improvement/development, and (iii) provide a framework to share discussions and guide the development of future leadership initiatives across the NRM sector. Their application into business operations continued in 2023/24 with them now being used in Position Descriptions, job advertisements and team meetings. In 2024/25 there will be set of cards developed to be used in each regional NRM organisation to drive discussions and behaviours that demonstrate the capabilities and those where individual improvement is needed.

REVIEWING OUR COMMUNITIES OF PRACTICE

NRM Regions Queensland has engaged Stephen Berkeley of Flyntrock Consulting to conduct a review of our Communities of Practice. Whilst the review of these CoPs and any subsequent improvements will take place in the 2024-25 financial year, much of the groundwork took place in the past year with members engaged around survey development.

NRM Leadership Framework



Building Our Capacity to Lead

These five Core Capabilities (and associated descriptors) are considered key success factors for delivering natural resource management across Queensland and have been sourced from those developed for public sector organisations/Not-for-Profits (and relevant commercial organisations) across Australia and the UK capturing contemporary thinking and approaches to leadership capability appropriate to the NRM sector.

Their purpose is to:

- Define what leadership should look like in the NRM sector so we have common language.
- Create a tool used to assess (benchmark) our current capabilities and identify areas for improvement/development.
- Provide a framework to shape discussions and guide the development of future leadership initiatives across the NRM sector.

THINKS STRATEGICALLY

- Set a clear sense of purpose that connects and inspires others.
- Realises organisational goals by setting direction that considers the big picture.
- Identifies data to inform strategic decisions and measures impact.
- Builds capacity, including commercial acumen, and systems to meet the future needs of the organisation.
- Anticipates and responds to future trends and challenges.
- Encourages innovation and divergent thinking

BUILDS PRODUCTIVE WORKING RELATIONSHIPS

- Creates and supports a safe workplace where views and opinions can be openly shared.
- Forms diverse teams with a mix of styles, perspectives and experiences to achieve organisational goals.
- Fosters a positive team environment that builds trust, shares ideas and recognises everyone's contribution.
- Facilitates effective networks and partnerships, bringing stakeholders together at all levels to achieve organisational goals.
- Applies sound engagement principles when working with stakeholder

ACHIEVES RESULTS

- Recognises the importance of data and information and uses this to support day to day decision making.
- Develops initiatives to deliver on strategic objectives that create new opportunities.
- Selects and utilises relevant resources to do the job.
- Evaluates and reviews systems and processes to ensure continuous improvement.
- Invests in and supports the development of individual and team capacity through education, experience and exposure to achieve organisational goals.
- Seeks to achieve multiple benefits from work activities.

DISPLAYS PERSONAL DRIVE & INTEGRITY

- Leads by example through continuous self-awareness and modifies behavior through reflection and feedback.
- Keeps perspective, maintains composure and focus whilst adapting to change.
- Is accountable and takes responsibility.
- Shows initiative and takes on challenges.

COMMUNICATES WITH INFLUENCE

- Practices self-awareness in the moment, observes responses to communication and adapts accordingly.
- Respects diversity, tailors' communication style and delivers clear and consistent messages.
- Enters negotiations with clear understanding of key issues and listens to different perspectives and explores solutions.

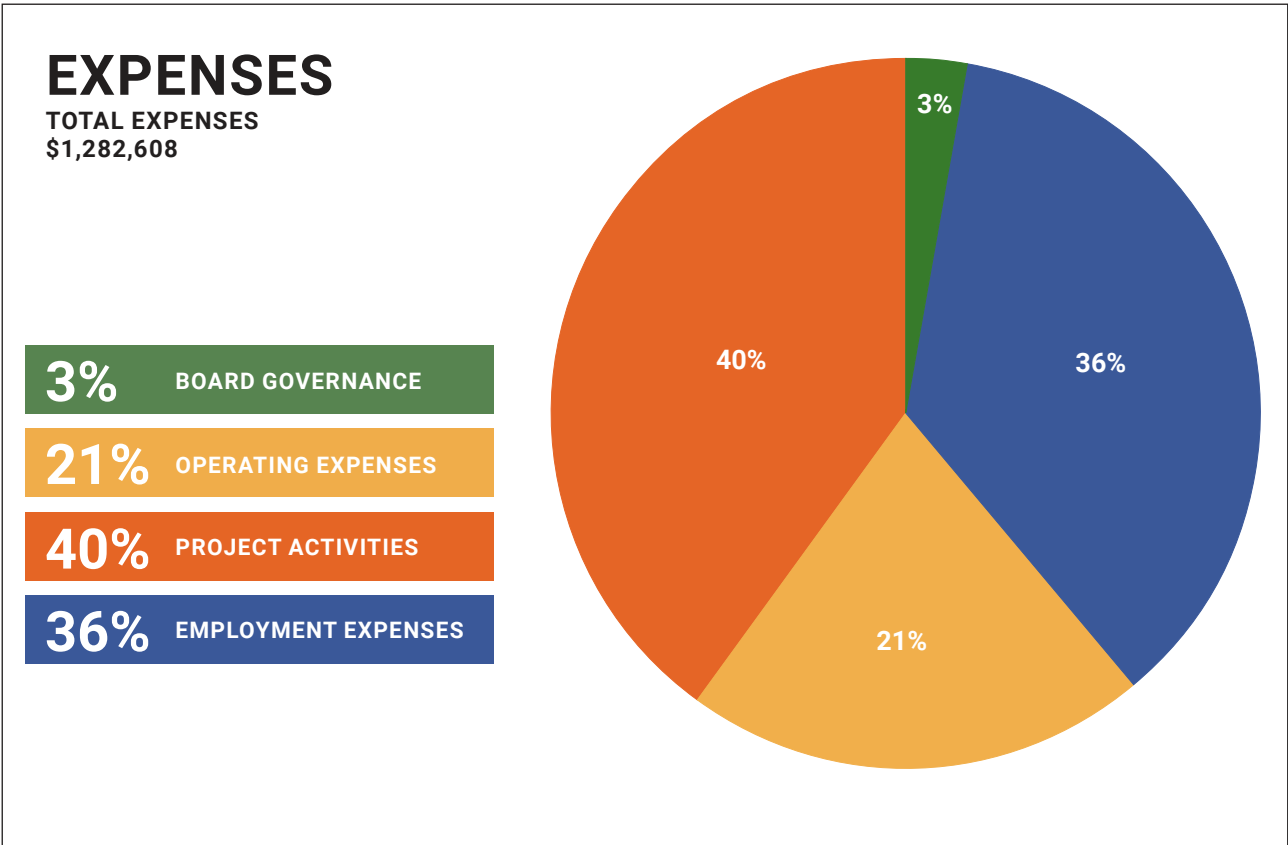
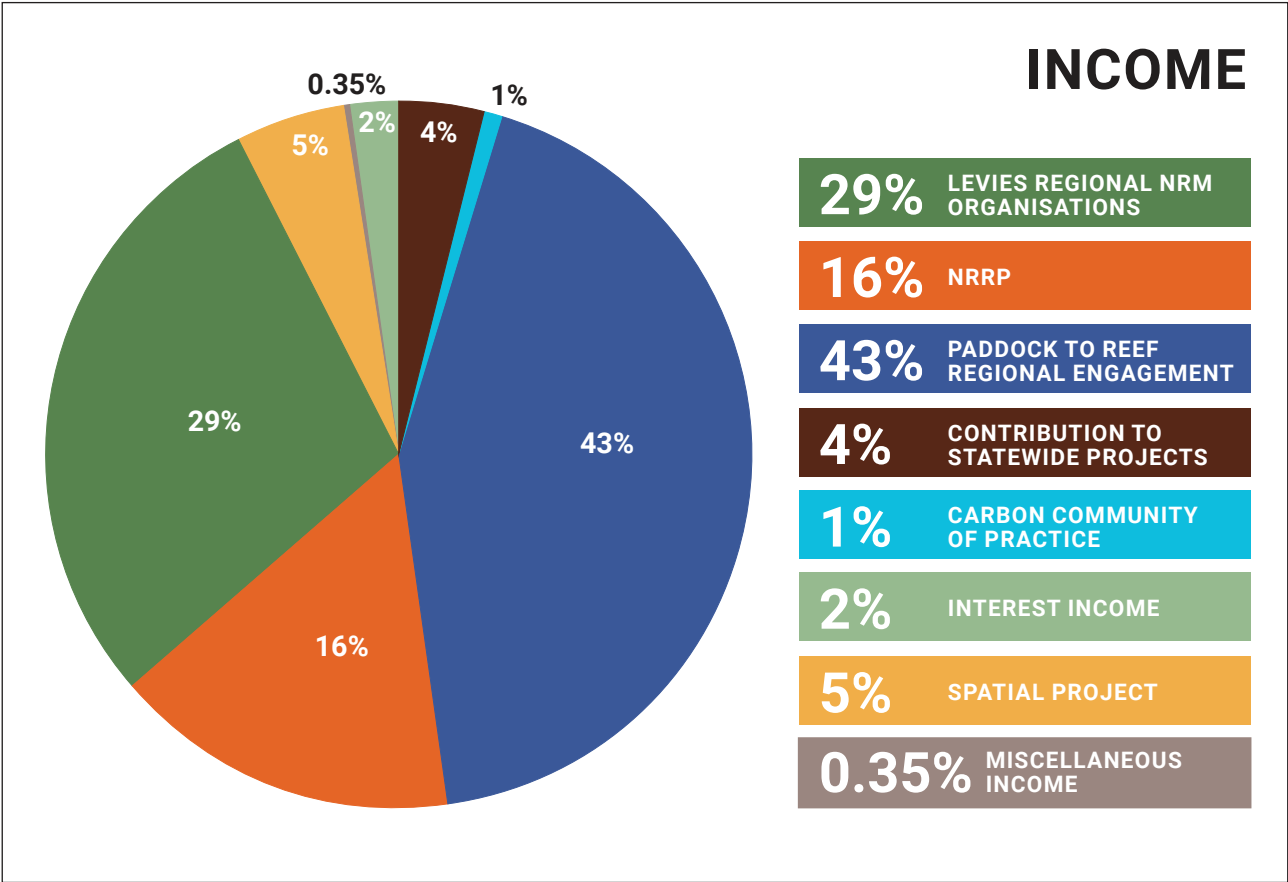


FINANCIALS



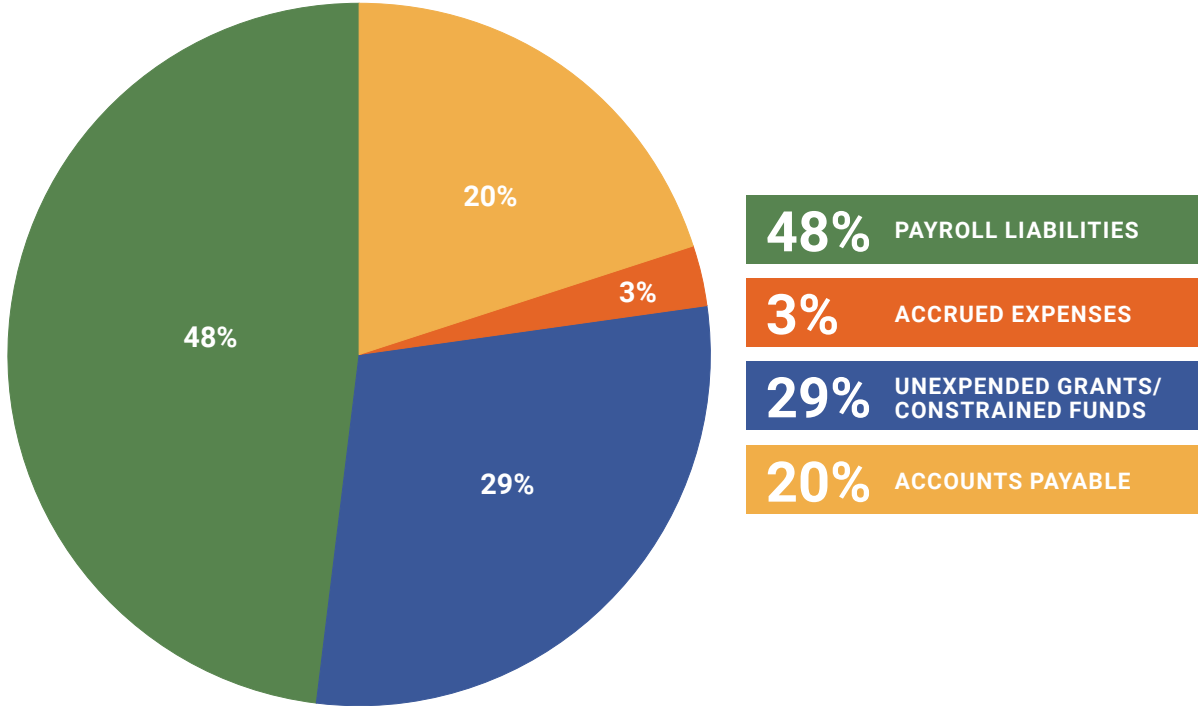


FINANCIALS 2023 - 2024

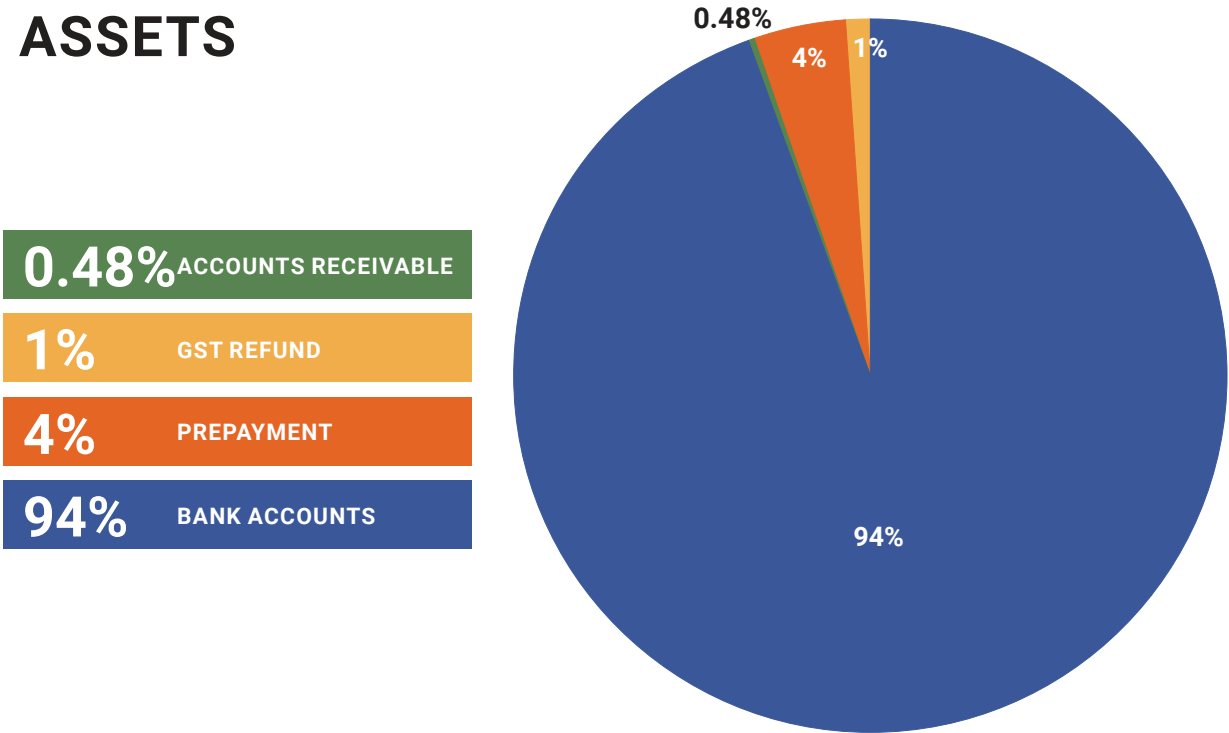


FINANCIALS 2023 - 2024

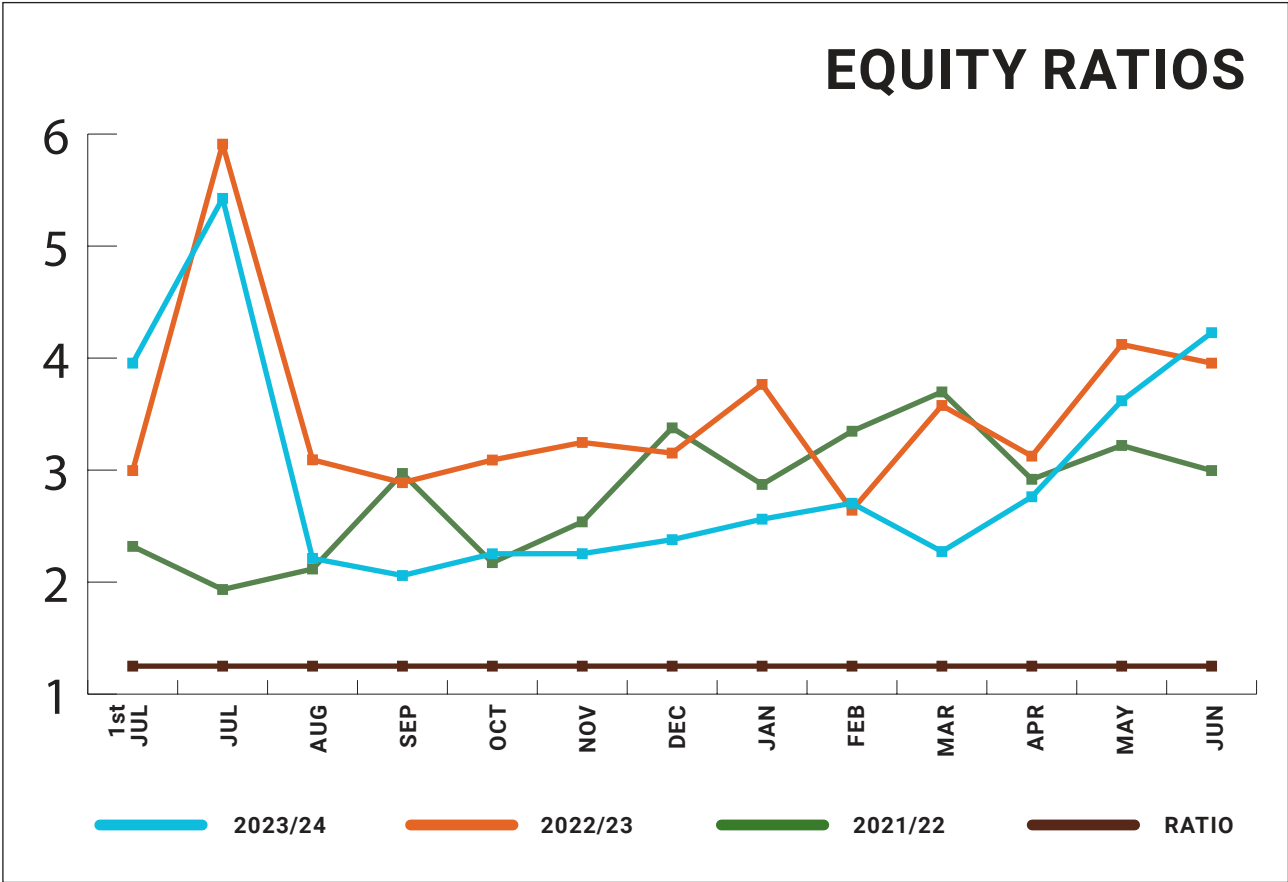
LIABILITIES



ASSETS



FINANCIALS 2023 - 2024







PO Box 4608 Toowoomba East QLD 4350

nrmrq.org.au