

NRM REGIONS AUSTRALIA



Annual Report

2021/2022

NRM Regions Australia • A.C.N. 641 532 578



Acknowledgement of Country

NRM Regions Australia acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and emerging.

We also recognise the unique, diverse and enduring cultures of First Nations peoples.

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This Annual Report has been designed for accessible online use and distribution. A limited number of copies have been printed for statutory purposes. The report is available at: www.nrmregionsaustralia.com.au

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However, users are reminded of the need to ensure that information upon which they rely is up to date.

Chairperson's Report

Last year, NRM Regions Australia made a commitment to all our members to stay focused on some critical priorities in 2021/22. This Annual Report highlights our success in delivering against those priorities.

As the national organisation for the NRM sector, it has been important to build on our reputation, relationships, professionalism and credibility, both as an immediate focus and for the long term. In line with our strategic plan, we have made significant progress towards becoming the 'go to' for regional organisations and the Australian government. Members, colleagues, departmental staff and Ministers have approached us to have conversations, enquire about issues related to natural resource management (NRM) or to share information. We have been asked for our input and guidance, invited to attend and contribute to nationally relevant conversations, and approached for help, support and to share knowledge and learnings.

We have contributed to stronger relationships across our sector and improved understanding among members about each other's regions. These stronger relationships and understanding have increased communication and empathy, and enhanced collaboration and progress towards achieving our goals and objectives on a national scale. Locally, regionally, and jurisdictionally, NRM has made great strides as a sector, and there is also greater understanding of us as a sector.

Leadership for NRM is evolving not only because of the NRM Regions Australia team but also due to efforts in the broader NRM community. More than ever before, members are making significant contributions to our direction and success. There has been greater participation, engagement and input from our members in national conversations, building our knowledge and capacity so we can better represent and influence.

For the next twelve months, the Board are dedicated to understanding fresh opportunities, considering NRM beyond current thinking and reflecting on previous successes. The directors are excited to consider how our role and purpose can respond effectively to the changing climate, a new national government and revised policies and priorities. While the future holds

significant uncertainty in relation to opportunities and challenges, we are committed to enhancing our preparedness and improving our conversations.

We thank our members for supporting us and coming to us with ideas, problems and suggested solutions. Having members who are engaged is important to us.

“We thank our members for supporting us and coming to us with ideas, problems and suggested solutions. Having members who are engaged is important to us. We thank the Australian Government, partners and all our friends across NRM.”

We thank the Australian Government, partners and all our friends across NRM. It has been a strong year and the big challenge for the coming twelve months is not only to maintain our growth as an organisation but also to strengthen it further. We wish to build on being that 'go-to' organisation for the sector and we can do that by delivering, influencing and maximising our impact in a targeted way.

On behalf of the Board of Directors, I would like to express our gratitude for all those who advocate for and implement activities, philosophies, and practices to continually care for the country. How we all contribute to the health of this planet is paramount and whilst NRM as a sector is important to us, without every single person taking some level of responsibility, tomorrow poses even greater risks and uncertainty. Thank you all for doing your bit for a world beyond you.



Emma Jackson
Chairperson

Chief Executive Officer's Report

Thank you all for being a part of this journey as we consolidate and build our sector's peak body. In this second official year of the organisation, as with the first, we worked with closed borders and lockdowns, and, for some of our members, severe floods. Despite all of this, it has been wonderful to see peoples' willingness to engage in our work and contribute to NRM's larger goals as a sector.

NRM Regions Australia has been turning our strategic plan into a reality with increased investment through our member levies and our externally funded projects. This has enabled us to consolidate our organisational systems, build our capacity, engage more widely across regional NRM, and provide greater input to Australian Government processes. Increasing requests coming to NRM Regions Australia from the Australian Government and more widely have been a testament to our enhanced credibility and capacity. At the same, it remains fundamental that we are connected to regional NRM organisations across Australia, understand their needs, and are drawing on their knowledge and expertise.

“NRM Regions Australia has been turning our strategic plan into a reality...it remains fundamental that we are connected to regional NRM organisations across Australia, understand their needs, and are drawing on their knowledge and expertise.”

I'd like to share two great examples of our improved capacity – the National Soils Strategy, and the then Federal Department of Agriculture, Water and Environment showcase of regional NRM planning. For the former, we were able to draw on NRM soils expertise and bring together information about soils projects from across the country – and this was achieved within the tightest of timeframes in the lead up to Christmas. Our success relied on several factors, including the commitment of regional NRM organisations' staff and their willingness to engage and help; our capacity to organise the process at a national scale; and our access to systems to work remotely and cooperatively. In this way, we were able to inform the Strategy and

subsequent Action Plan. The second example is very different. NRM Regions Australia gained the opportunity to showcase regional NRM planning to the then Department of Agriculture, Water and Environment through a whole of staff seminar, introduced by the then Departmental Secretary. Through the Regional Planning Community of Practice we were able to access a range of examples and presenters from across Australia who worked with us to hone our shared and individual messages. A document introducing regional NRM planning and organisations (which was funded through our Industry and NRM partnership project), provided follow-up material for attendees. The recording of this showcase has since been widely distributed and utilised.

Supporting our enhanced capacity is the recently launched Members Hub. The Hub supports NRM Regions Australia and our members to share and build knowledge, contribute to national processes and consultations, access support from peers, and create some continuity of our sector's knowledge over time and across organisations. This has been a considered and iterative process informed through learning by doing. In this way, we will continue to refine and improve the Members Hub and its processes, such as Communities of Practice. More information about the Hub is provided in the report.

Extending our reach beyond government and deepening our partnerships have also been key goals which have been made easier as we move back to travel and face-to-face meetings. Work in our externally funded projects, outlined in the projects section of the report, has further enabled this through our engagement with agricultural industries, private land conservation, carbon project developers, rural research and development organisations, the finance sector, other peak bodies and CSIRO. Our reach and influence have grown, and this is due to the contribution of regional NRM people across Australia, our committed team, our Board of directors, and the insightful leadership of our Chair. Thanks to all for what we've achieved this year in spite of challenging circumstances!



Dr Kate Andrews
Chief Executive Officer

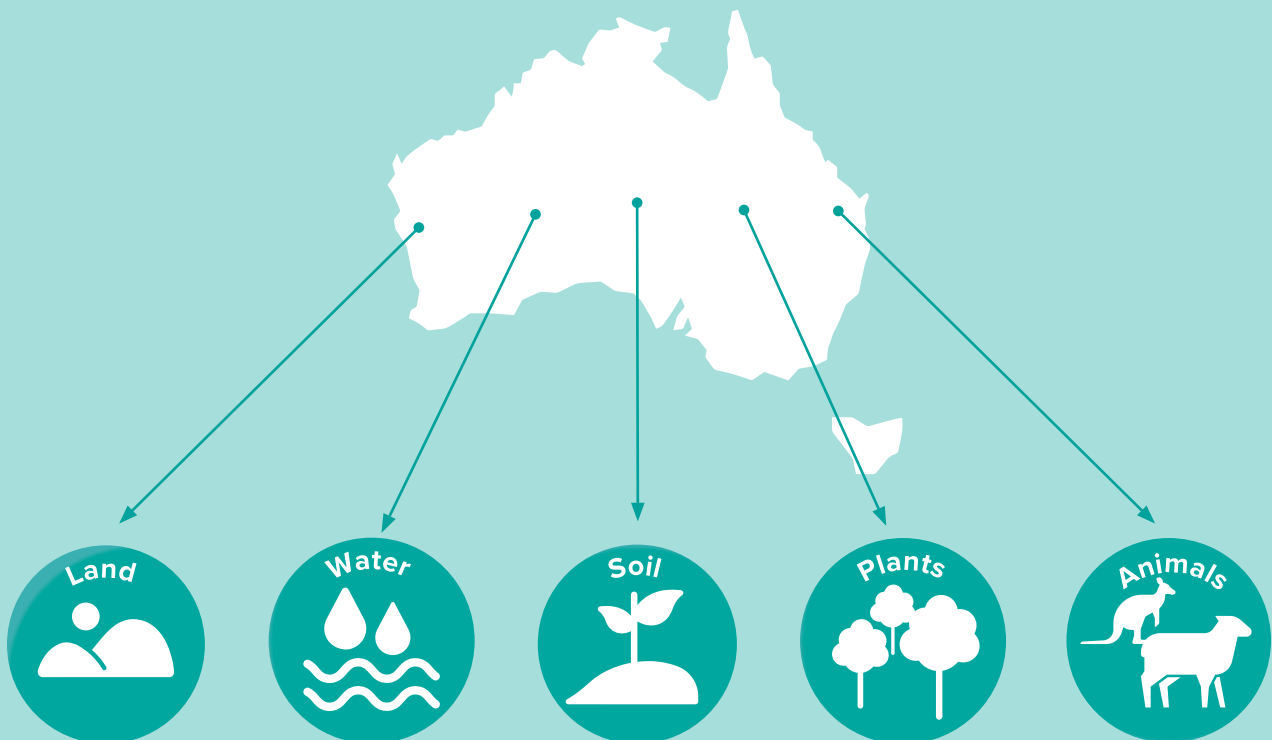
Natural Resource Management and the Regional Model

Natural Resource Management (NRM) is the integrated management of the natural resources that make up Australia's natural landscapes – that is, our land, water, soil, plants and animals. The regional NRM model is about NRM regions working and partnering with a remarkable range of people across the country, from the local scale to the national level.

Fifty-four regional NRM organisations cover Australia's land, estuarine and coastal areas. Many of these organisations have been in existence since the mid-1990s. While they have different constitutions (some are established by State Governments, others through relevant Community Associations legislation and one, Ocean Watch, by the seafood industry), they have all been recognised as regional NRM organisations by the Federal Government as part of the Natural Heritage Trust and its successor programs including the National Landcare Program.

All regional NRM organisations are governed by Boards of Directors that represent their regional community's NRM perspectives and priorities. Boards are appointed by State/Territory governments in South Australia, New South Wales, Victoria, and elected or appointed by the community/stakeholders in Western Australia, Tasmania, Queensland, the Northern Territory and in the case of Ocean Watch. The ACT government is the regional NRM organisation for that Territory and has appointed an advisory committee to assist the department.

Australia is the only country where NRM organisations, and strategic plans, cover the entirety of the nation – something that is looked upon with envy from many other countries. This national infrastructure, developed over many years, constitutes organisational capacity and systems; knowledge and skills; networks and relationships; strategic plans, and committed people. It enables the Australian Government to deliver its objectives and legislative responsibilities across the country, even where capacity is limited.



Natural Resource Management (NRM) is the integrated management of the natural resources that make up Australia's landscapes

About Us

NRM Regions Australia is the peak body for the 54 regional NRM organisations across the country. First established as a not-for-profit company limited by guarantee in 2020, it was preceded by more informal efforts over a number of years to strengthen representation in Canberra of the regional NRM model.

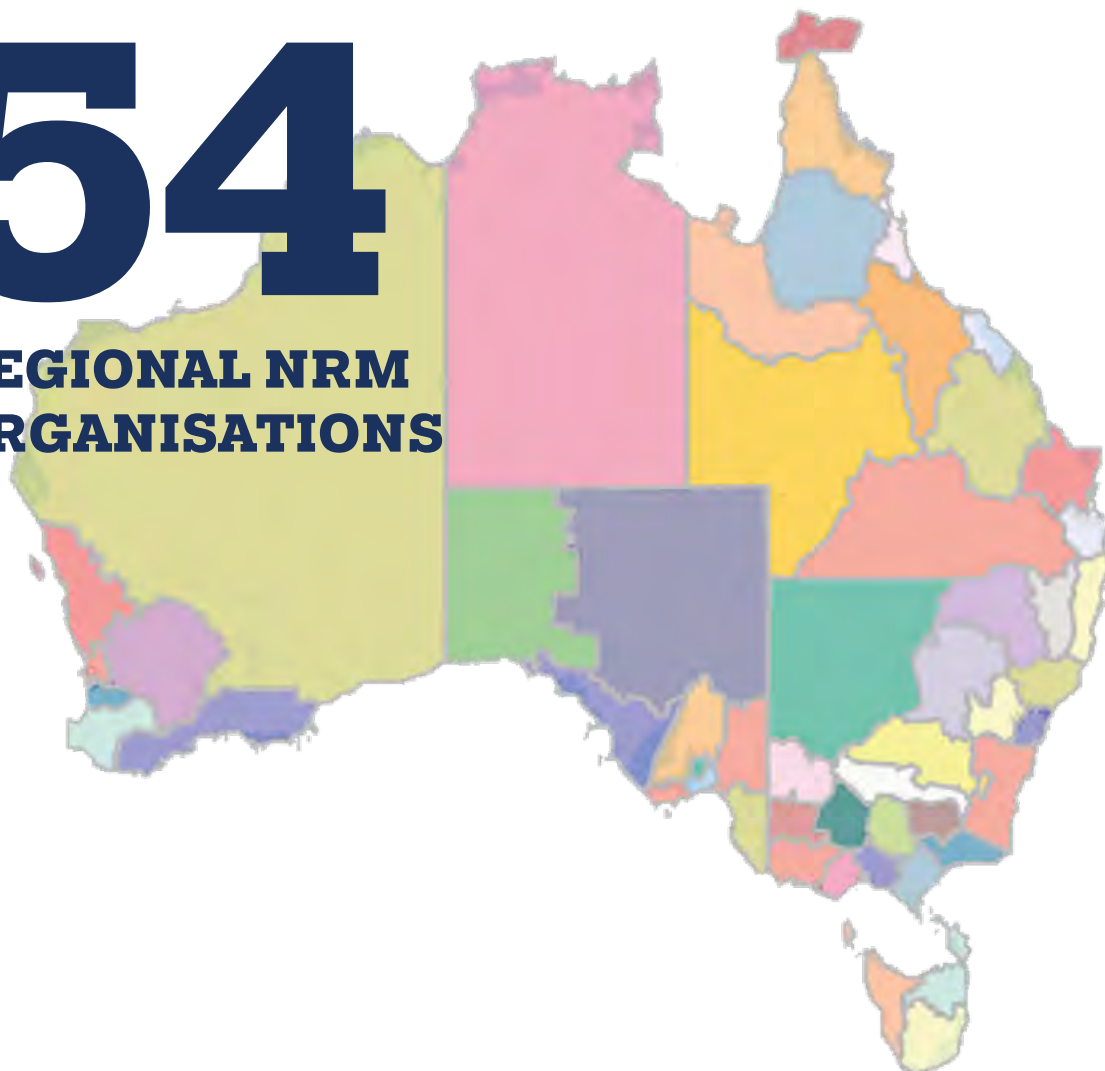
Starting in 2003, there was an annual forum of chairs, which then established a National Working Group comprised of a chair from each jurisdiction. From 2011, the National Working Group's activities were funded via a levy paid by members as well as any profits from the biennial National NRM Knowledge Conference. Work was supported by a part-time Executive Officer.

Ongoing decline in Australian Government funding for NRM reinforced the importance of having a strong presence in Canberra. In 2016, the National Working

Group was rebranded to become NRM Regions Australia to better represent the interests of the maturing sector. The Executive Officer's working hours were gradually increased – drawing down on reserves established through the National NRM Knowledge Conference. Finances were handled through NRM Regions Queensland as a legal entity.

In 2018, the National Working Group and CEOs began exploring options for potential legal structures and funding arrangements. This process was formalised in 2019 when the National Chairs' Forum agreed that the organisation should become a legal entity. NRM Regions Australia Ltd was established in June 2020. The new constitution for the company limited by guarantee reflected the existing governance arrangements: an independent Chair and a Board comprising one director appointed by the jurisdictional board.

54
**REGIONAL NRM
ORGANISATIONS**



Mission and vision

Our landscapes – renewed and valued for all Australians

**Provide collaborative leadership for our members,
to influence NRM outcomes**

Objectives

NRM Regions Australia serves as a national voice for the regional model and regional NRM organisations. It was established to promote the importance and value of natural resource management at a national level to:

- 1. Sustain the condition of our natural resources and bring benefits to the Australian community and economy;**
- 2. Work for a sustainable natural resource management funding base;**
- 3. Drive innovation across the natural resource management system; and**
- 4. Advocate on matters that are of national significance for NRM regional bodies in pursuit of the above objects.**

The organisation's 2021–24 Strategic Plan, which outlines strategic objectives and outcomes, can be found in the Annex.



Key activities 21/22 against Strategic Plan Objectives

Enhance opportunities and impact of our member organisations

Developed, refined and launched the 'members hub' to support knowledge exchange for members, CoPs and team.

Communities of Practice (CoPs) for regional NRM staff to share and build knowledge.

Developed national input collaboratively.

Sourced external funds for projects –

- Long-term monitoring knowledge brokering
- NESP Resilient Landscapes co-design
- NRM-Industry Partnerships (second tranche)
- Bushfire recovery (second tranche)
- Carbon Farming and ERF (ongoing)

Demonstrate the benefits, impact and opportunities of investment in NRM

Developed resources such as an introduction to the regional NRM planning around the country.

Numerous resources such as a summary of NRM Soils work around the country (to inform the National Soils Strategy and Minister for agriculture); national monthly snapshots; summary material, submissions and presentations.

Building relationships with research organisations to support and inform the NRM sector: National Environment Science Program (NESP) Resilient Landscapes Hub, ANU, CSIRO, and ABARES.

Building and sharing the knowledge base of the NRM sector

National Chairs' Forum (online)

National CEOs' Forum (online)

Numerous online events

Numerous publications, submissions and resources shared

Communities of Practice ongoing and new –

- Carbon farming and ERF
- Bushfire recovery
- Biosecurity
- Regional Planning
- Natural Capital
- Marine and Coastal (hosted by Oceanwatch)

Regular updates distributed to CEOs and Chairs

Influence and inform industry and government, policy programs and investment

Regular meetings with Senior Australian Government officers, Ministerial advisers, and partners.

Regular submissions to inquiries and national consultations –

- NLP2 Review
- ANAO review of RLP
- Response to National Biosecurity Strategy Consultation Draft (March 2022)
- National Soils Action Plan (2021/22)
- Proposed Biodiversity Market bill
- Land management techniques – ABARES
- Regular participation in national committees –
- NLP2 review advisory committee
- Agricultural stewardship advisory group
- Decade of Biosecurity Advisory Group
- Environmental biosecurity advisory group
- Natural Capital advisory group
- National Soils Advisory Committee and Implementation Committees
- NESP Resilient Landscapes Advisory group
- Regional Planning trials workshop

Explore national opportunities and risks for the NRM sector

Employed part-time strategic director early 2022 to assist delivering this component.

Meetings with organisations such as the Insurance Council of Australia, Pollination, and private companies plus national discussions

Build key relationships both internal and external

Partners and organisational relationships include: the National Farmers Federation, National Landcare Network, Centre for Invasive Species (CISS), Carbon Market Institute, Australian Land Conservation Alliance, Geoscience Australia, ClimateWorks, and Rural RDCs.

Addressed jurisdictional and regional meetings of chairs and/or CEOs.

Below: Some of the participants at our 2021 online National Chairs' Forum



Governance - NRM Regions Australia

- Annual operational plan
- Reviewed and updated policies and procedures manual
- Recruiting and inducting staff/contractors, particularly for externally funded projects
- First face to face Board meeting
- First AGM, held with online National Chair's Forum

Achievements



Raising the profile of regional NRM planning through communications material and a showcase to the then Federal department DAWE - <https://publish.viostream.com/play/bgoo5gydoa67wx>



Successful engagement and information events hosted including 22 Community of Practice meetings and multiple webinars each with over 70 participants.



Sourced external (non-levy) funding for aligned projects totaling \$443,000 - greater than the total membership levies.



Developed and refined our collaborative platform to include topic Knowledge Hubs to share written and video content with members.



Represented NRM on over 10 national committees, provided 6 national submissions, and contributed to 2 major reviews.



NRM South in Tasmania's are supporting an ambitious project to restore salt marsh habitat in one of Australia's first blue carbon projects". Photo courtesy of Grace Isdale, NRM South

Our People

Board of Directors

Emma Jackson



Emma Jackson is respected for her continuing commitment to community, health and the environment. Owning a pastoral company with her family in far north Queensland, she contributes to the local region in many ways and is dedicated to improving practices and opportunities across the industry. Emma is NRM Regions Australia Chair and served as Chair of Cape York NRM for eight years prior to this role. She played a critical role in taking the national organisation from a working group to a legal entity and is continuing to strengthen and lead NRM Regions Australia forwards.

Emma provides support and oversight to the regional export group, is president of a local mental health community organisation and designs and delivers training for children and adults through animal assisted learning. She integrates her extensive knowledge of animals with psychology training and equine assisted learning to improve social and emotional well-being, personal growth and build and raise awareness of attributes. She is passionate about integrating overall health, business and the environment into practice and education.

Alastair Shields



A born and bred Territorian, Alastair is passionate about development that has good environmental outcomes, creates employment, and provides other tangible benefits for the Territory, especially outcomes that involve investment in the Territory's wonderful natural landscape and flora and fauna. Alastair has formal qualifications in accounting, law and public administration, and joined Territory Natural Resource Management after a career of more than 37 years in the NT Public Sector.

David Greenhough



David is a director with Mabeki Consulting and focuses on management processes, strategic planning and coaching, financial direction, IT systems and process integration. He is the former owner and Managing Director of LEAP Legal Software in South Australia and Western Australia and a partner of Tripos IT, a management and IT consulting group.

David is the current Chair of the Glenithorne Partnership, working with the Department for Environment and Water, partnership members and the community to provide advice and guidance on the creation of the Glenithorne National Park and precinct. He is a founding member and chair of the Friends of the Lower Field River, a group formed to reinvigorate and revegetate the Lower Field River, near Hallett Cove.

Helen Reynolds



Helen has lived and worked in the Goulburn Broken Catchment for more than 25 years. Over the past 20 years, Helen and her partner Craig have built an innovative and productive broad-acre irrigated cropping business at Congupna. Prior to that, Helen worked in public and not-for-profit sector roles in agriculture, Landcare and land management. Helen holds an Honours degree in Science and is a Member of the Australian Institute of Company Directors. She is passionate about sustainable land and water management and nature conservation.

Peter Voller PSM



Peter grew up on a farm near Nanango in Queensland. After studying at Gatton College, he worked in the Queensland Government for 25 years as an agroforestry extension officer in inland areas and later on delivery of vegetation management controls on farms. He moved to Tasmania in 2007, taking on the role of Manager Natural Values Conservation in DPIW, before retiring in 2018. He has been involved in Landcare since the early 1980s and is presently chair of West Tamar Landcare Group. He is also Chair of Cradle Coast NRM, a Director on Cradle Coast Authority Board, and Director representing Tasmania on the NRM Regions Australia Board.



John Ruprecht

John recently left State Government after 35 years involvement across portfolios of Water, Agriculture and Food, and Primary Industries and Regional Development. He is interested in continuing to contribute to sustainable agriculture and resource management in Western Australia and brings extensive governance experience.



Julie Boyd

Chair of NRM Regions Queensland and Reef Catchments Limited and a former Mayor of Mackay, Julie has a long-standing interest and involvement in the natural resources sector. She is an experienced company director and has expertise in strategy, governance and the not-for-profit sector.



Allison Harker

Allison is a partner in a mixed farming business at Yass and was appointed as the Local Land Services Board Chair in April 2021. She was previously the Chair of the South East Local Land Services board and also has an international investment banking background. Allison is heavily involved in her community and has chaired several community committees.

Retired directors



Alice Knight OAM

Alice is a primary producer and director of a 1,700 hectare fine wool pastoral property at Pittong. She is a recipient of an Order of Australia Medal (OAM) for her services to the community, Landcare, environment and the Country Fire Authority.



Mark Whitfield

Mark has lived in Whyalla since 2001, working as a consultant with community organisations and small not-for-profit organisations. Prior to this, he worked as the Executive Manager of the Spencer Gulf Rural Health School.

He has also worked in a number of other roles in regional development, health and education in Whyalla, the Eyre Peninsula, in the far north of the state and in local government.

Mark is a member of the Australian Institute of Company Directors and an associate fellow of the Australian Institute of Management. He has also volunteered on a variety of community organisation boards and is currently a member of the Flinders and Upper North Local Health Network Board and a member of the Audit and Risk Committee.



Prof Pamela Allan

Pamela comes with an extensive background and experience in NRM and community engagement. For 17 years, Pamela was a member of the New South Wales Parliament and for five years was the Minister for the Environment. She has worked with the waste management industry as a strategic policy consultant, chaired local and regional planning panels, participated on numerous community boards, and chaired the Keep Australia Beautiful not-for-profit organisation in NSW. Pamela has had an extensive career in education and is currently an adjunct professor in the School of Technology, Environment and Design with the University of Tasmania.

Our People

Staff



Dr Kate Andrews -Chief Executive Officer

Dr Kate Andrews has a diverse professional background which spans NRM, participatory stakeholder engagement, north and rangelands Australia, and research into policy and practice.

Earlier in her career Kate worked to establish the Lake Eyre Basin Coordinating Group (Australia's only community designed and managed cross-border NRM organisation), and became its first CEO, establishing the NGO from scratch. Kate worked as Land & Water Australia's first Knowledge and Adoption Manager, establishing a team of 20 people, developing the first knowledge and adoption strategy for LWA and establishing the Knowledge for Regional NRM program.

While based in Darwin for many years, Kate was Chair of Territory Natural Resource Management and worked across northern Australia. She has participated in many national committees including the Australian Landcare Council, CSIRO Sustainable Agriculture Flagship advisory committee, and currently the Future Drought Fund Advisory Committee.



Rachel Clarke – Knowledge Broker – Emission Reduction

Hailing from the Monaro Plains, Rachel Clarke's first NRM job was working as an unpaid farm hand on the family property. Since then, Rachel has spent over 15 years working in NRM, including leading stakeholder engagement efforts at the Murray Darling Basin Authority, as a communications manager with ACTEW Water, as a project manager with Murrumbidgee CMA and as a Landcare Coordinator in Kerang in northern Victoria. Rachel lives with her family on a small property south of Canberra.



Rachel Morgain – Knowledge Broker – Bushfire Recovery

Rachel is a knowledge broker, partnerships manager, engagement specialist, environmental researcher, speaker, writer and leader. She has been the knowledge broker for the National Environmental Science Program's Threatened Species Recovery Hub, including as part of the hub's response to the 2019-20 bushfires. She has undertaken research on people's connections to land, place and environment in California, Fiji and Australia, and has held roles in science policy at the Australian Academy of Sciences and as a research manager in the Australian Government.



Kate Forrest – Consultant – Industry Partnerships

Kate works with NRM Regions Australia as the Project Lead – Industry Partnerships. This includes working with NRMs and Industry to increase partnering opportunities and optimise outcomes.

Kate grew up on a dryland mixed farming operation on the Yorke Peninsula in SA before heading off to Uni to get a Bachelor of Applied Science in Agriculture.

For nearly a decade, Kate coordinated the national Rangeland NRM Alliance assisting with its endeavour to coordinate strategic NRM projects across the rangelands, and to provide advice on environmental and sustainable agriculture policy and program design. Through the Rangeland NRM Alliance, Kate coordinated the delivery of multi-faceted projects with industry and government partners including the provision of spatial information via the NRM Spatial Hub, the delivery of climate change information for NRM planning across the rangeland cluster and the development of the multi-sector Outback Alliance.



Dr Alexandra Knight - Research Co-design Broker

Dr Alexandra Knight (Alex) works with NRM regional organisations across Australia to develop research programs and partnerships that support and inform the management of resilient landscapes in a partnership with the NESP Resilient Landscapes Hub. Collaborative research projects focus on a range of management issues from water, soil and invasive and threatened species management, to socio-economic challenges such as ensuring integrity in environmental markets.

Alex also lectures in NRM, open and green space planning, environmental policy and wildlife management at Charles Sturt University. Previously, Alex worked in NRM and National Parks, developing and implementing collaborative programs with Traditional owners, farmers and agencies to conserve Australian vegetation, birds, mammals and frogs.

Alex is committed to working closely with community organisations to help build their knowledge of regional fauna and flora. As well as having a passion for frogs, Alex loves mangroves (having grown up on oyster farms) and has expertise in both freshwater and tidal wetlands.



Janice Goodwins - Project Lead – LTM Knowledge Brokering

Janice is based in Adelaide and has been in the South Australian public sector for most of her career, predominantly in the areas of natural resource and water management, and planning. For the last 10 years, Janice has been in the Department for Environment and Water in various executive roles including Director, Science and Information, which also involved overseeing the state's environmental and water data, and SA's Trend and Condition Report Cards, feeding into State of Environment reporting; Director, Chief Executive's Office; and Director, SA Botanic Gardens and State Herbarium. Prior to this, she led a number of major Commonwealth/state funded programs on the River Murray.

Janice has extensive knowledge and experience across a range of government business areas, including planning and environmental policy, legislation and assessment; complex program management and delivery; institution and commercial site management; science, research and information management; and stakeholder and community engagement. Much of her work has involved developing and maintaining connections, collaborations and major partnerships with stakeholders including government agencies, academic institutions, NGOs, industry bodies, aboriginal organisations and communities.



Richard Ingram - Strategic Director – Policy and Development

Richard works internally and externally to identify and explore risks and opportunities for the NRM sector and our members. This work includes NRM Regions Australia input into national issues papers and submissions to the Australian Government, proposals for new national programs and initiatives, and developing networks and partnerships for NRM Regions Australia.

As a global citizen, Richard has lived and worked in many countries and cultures and brings a wealth of management and executive experience gained across a broad range of industries including NRM, Tourism and Hospitality, and Finance. Working as Executive Officer at Cradle Coast NRM in NW Tasmania proved career defining, navigating the complexities of intensive agriculture, aquaculture, mining, and forestry alongside extensive conservation reserves, including the Tasmanian Wilderness World Heritage Area. This provided Richard's motivation and drive to find solutions to environmental, economic and social challenges facing our communities.

Projects



Industry and NRM Partnership Project Project 1 - completed in December 2021

The initial Industry Partnership project included diverse examination of the value of NRM Regional plans to industry/external partners and the plans' ability to add value to industry sustainability frameworks and targets. This included analysis of:

- the possibility of indicator alignment using the Beef and Sheep sustainability frameworks
- the possibility of using regional targets to assist Cotton to develop targets for biodiversity, water and oils
- NRM regional plans to provide materials that describe their design and usefulness to partners
- external partners and investors to examine perceptions of the value of NRM regional plans

A number of reports were completed throughout the project (available at <https://nrmregionsaustralia.com.au/industry-partnerships/>), which provided the basis for a series of webinars held in late 2021 to share the information and develop networks. These online NRM/industry case study presentation and discussion sessions were valuable to participants and triggered partnership discussions. They were also well attended by partners, Australian Government and industry representatives.

The project contributed to the capacity of NRM staff and industry experts via the development of three CoPs. The value of the CoPs is being increasingly recognised and

utilised by NRM participants and some industry partners. For example, a Natural Capital CoP was requested by national CEOs and established in December 2021.

The design of the NRM Regions Australia Collaborative Platform was completed and its development is progressing well. NRM Regions Australia (and partners) have trialled the establishment of consistent approaches and tools for activities like the webinars, knowledge hubs and CoPs. The trial of the app Slack has supported regular communications and knowledge sharing between CoP members. This provides a future opportunity to trial Slack as a means for communications between NRMs and industry involved in joint projects – as a communication method that is not dependent on an individual, it can provide continuity for better succession in projects when there is staff turnover.

The project monitoring and evaluation provided an opportunity to ask NRM and industry participants about the perceived value of this project. The responses highlighted the importance of having dedicated resources and a point of contact for industry to expedite communication and to initiate and coordinate interaction and partnerships. The broker's facilitation role was highlighted by participants as something they particularly valued about the project.

Comments received from project participants through the evaluation process:

'Opportunity for collaboration and coordination at scale, + efficiency (able to speak to multiple NRM groups at once to get buy-in - and buy-in is more likely with imprimatur of NRM Regions).'

Chart 1. Project evaluation responses from NRM and Industry participants showing project assistance to access partner group

How has this assisted you in achieving your goals for interacting with the potential partner group?

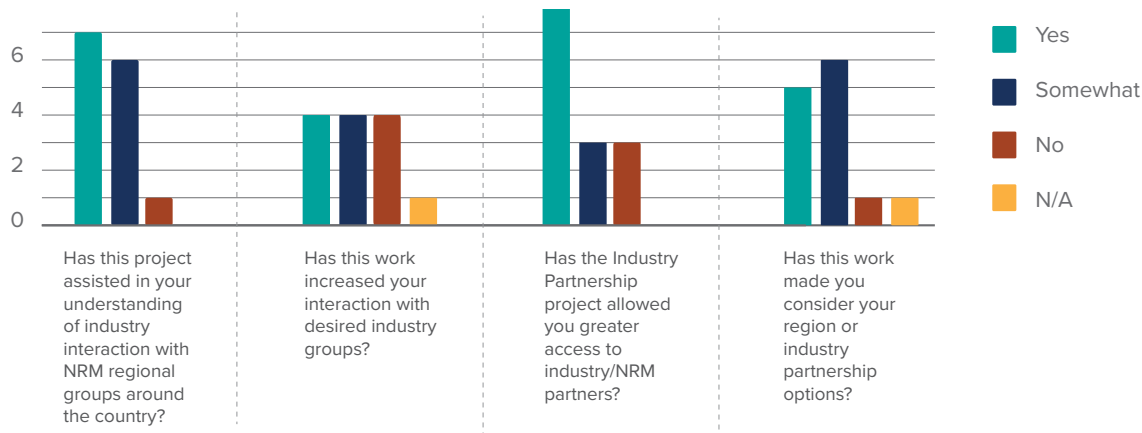
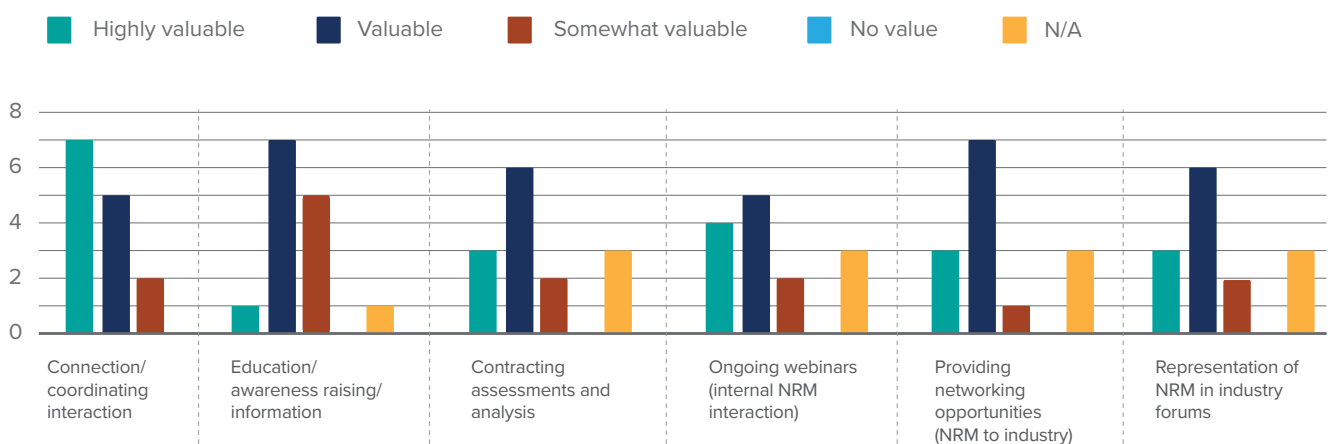


Chart 2. Evaluation responses from NRM and Industry participants showing roles and value of project

In your experience what role(s) has the NRM RA Industry Partnership project/staff played? And what value did these have to you?



‘Providing a conduit for information between groups and find common areas for collaborative projects.’

‘Acting as the central facilitator for that. Industry won’t be able to engage with 52 separate organisations’

‘Kate & Kate were great to work with and facilitated connections well’



Industry and NRM Partnership Project

Project 2 - 2022

The second tranche of funding was secured from the Australian Government Landcare Smart Farms Building Landcare Community and Capacity program in December 2021, with contracts signed in February 2022.

The project's primary goal is to build more successful Agricultural Industry – NRM partnerships across Australia to ensure market access for Australian produce and for the protection of our natural resources.

Objective 1. Sharing knowledge and increasing capacity across Australia

Provide systems for sharing knowledge of successful Agricultural Industry – NRM partnership approaches across Australia.

Objective 2. Building more Agricultural Industry – NRM partnerships

Provide a two-way linkage point between agricultural industries, the corporate sector, research and regional NRMs to increase the effectiveness and number of

Agricultural Industry – NRM partnerships.

Objective 3. Testing Agricultural Industry – NRM partnership approaches

Exploration of innovative approaches to developing, maintaining and expanding industry and corporate partnerships.

The second project is designed to build on the findings of the first. This includes supporting a number of industry and NRM partnerships by continuing to invest in overcoming barriers and/or assessing how NRM plans, knowledge and skills may be best applied for mutual benefit.

This is being achieved through activities that build on the original analysis done with Beef and Sheep, Cotton and Dairy as well as expanding areas of interest for NRMs like circular economy development, providing expertise and project opportunities to green investors, and potential natural capital markets.



Woody Weeds field day, Bowen - Courtesy of NQ Dry Tropics



Bushfire recovery Knowledge Project

The first year of the Bushfire Recovery Knowledge project was a considerable success. The Bushfire Recovery Community of Practice (CoP) launched at the start of the project has now been expanded to members across Australia. CoP Members are working on a wide range of matters related to bushfire recovery, resilience, landscape-level fire regimes and First Nations fire management. Priority topics have been addressed through CoP meetings and through webinars accessible to wider audiences, ranging from understanding the ecological impacts of wildfires through to sharing knowledge on Indigenous and community engagement and First Nations fire management. Our late 2021 webinar series on the impacts of the Black Summer bushfires on biodiversity, held jointly with the National Environmental Science Program's Threatened Species Recovery Hub, attracted over 650 registrants from across NRM, government, business and the conservation community. The work of NRM, including case studies from four NRM regions, has been represented in a chapter of the forthcoming book Australia's 2019-20 megafires: biodiversity impacts and lessons for the future. NRM Regions Australia has also launched a new

Bushfire Recovery Knowledge Hub, creating a place to access and share resources from across the NRM sector and beyond.

As 2022 progressed, with floods impacting many of the 2019-20 bushfire-affected regions, it has become increasingly clear that it is critical to understand bushfire recovery in the broader context of 'our landscapes' and systems' resilience to repeated natural disasters and ongoing climate change. This includes understanding the factors that make up or influence landscape, community and organisational resilience, and how these can be affected by repeated extreme events. A widely viewed webinar delivered by NRM Regions Australia in May 2022 highlighted the importance of addressing interacting threats to build resilience across landscapes and ecosystems, and the need for recovery approaches that address adaptation and allow for ecosystem renovation while preserving essential values in systems. Accounting for these issues is likely to be of critical and growing importance for climate-adapted recovery work. This is a focus of our ongoing project, which has been extended into 2022/23 with ongoing funding from the Australian Government.



Post-fire riverbank restoration near Gilmore NSW Riverina LLS 1 Courtesy of Rachel Morgain



Carbon Farming and the Emissions Reduction Fund – engaging regional NRM organisations

This project has been funded by the Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW), and aims to encourage and increase participation in carbon farming projects by supporting and enabling regional NRM organisations to engage in the sector. The project provides \$300,000 over three years, and has been used to fund a part-time knowledge broker.

The Knowledge Broker for Carbon Farming and the Emissions Reduction Fund, Rachel Clarke, has been working since April 2021 in her role to connect regional NRMs, policy makers, scientists and industry to drive better natural resource outcomes through carbon farming.

Through 2021/22, some of our key achievements include:

- The continued growth and expansion of the Carbon Farming CoP: over the past year, the CoP has grown from 25 members at inception to over 70 members. CoP meetings are held every six weeks, with around 25 members attending each meeting. CoP meetings are an opportunity for jurisdictions and regions to share 'what's on' in the carbon farming space, for NRM Regions Australia to provide national updates and seek advice on carbon farming policy, and for regional NRM staff to learn from each other in a safe, collaborative environment. Each CoP meeting also features a speaker on a specific knowledge topic – speakers have included researchers, carbon project developers, industry representatives and regional NRM staff.
- Launch of the carbon farming knowledge hub: the knowledge hub contains public and private resources for members and is a one-stop shop for members of the regional NRM carbon farming community to share knowledge and connect with others. The hub enables people to join the CoP, access videos of past knowledge topic presentations, work collaboratively on documents, and engage with a members' chat platform.
- Development of a series of stories on the roles regional NRM organisations are playing in carbon farming across the country.
- Webinar and Q&A program: in addition to the regular CoP presentations, we have run a number of targeted webinars and Q&A sessions, including a Soil Carbon Basics Webinar, a webinar on the Carbon plus Biodiversity Trial, and a Q&A session with the Clean Energy Regulator on the Streamlined Environmental Plantings pilot.
- Coordination of input and submissions to government policy: including the streamlined environmental plantings pilot, the proposal for new requirements for native vegetation regeneration projects under the Emissions Reduction Fund, and proposed amendments to the carbon credits rule.



Long-Term Monitoring Program

The Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW) is managing a series of long-term monitoring (LTM) projects to develop environmental monitoring protocols, and associated data collection, storage, management and analysis tools. Successful adoption and implementation of these tools will enhance monitoring and evaluation capacity and help to embed the tools into future NRM projects. This will support better project design and reporting and will ultimately lead to an enhanced understanding of environmental impacts from on-ground investment. Improving data integrity will also support the National Biological Data Repository and SOE reporting and enable learnings to be shared across regions.

To ensure successful refinement, adoption and implementation, the full suite of projects needs to be completed through a strategic and collaborative approach with NRM service providers. NRM Regions Australia has been engaged to establish a best practise outreach approach to involve Regional Land Partnerships service providers and other NRM practitioners in the final design stages for the LTM tools and explore ways the Australian Government can improve engagement with the NRM community and other key stakeholders.

This work is focussing on establishing systems and mechanisms for knowledge-sharing to enhance monitoring and evaluation practices across the NRM sector and strengthen two-way engagement to ensure that the LTM tools and adoption strategies are fit-for-purpose and achieve benefits for all parties. Janice Goodwins has been contracted into NRM Regions Australia in the role of Project Lead, LTM Knowledge Broker, beginning mid 2022 until mid-2023, to assist in involving the NRM sector in the various design stages for each of the LTM tools and to explore ways of improving engagement with the NRM community. She will be working across and with each of the tools and projects to:

- Determine useability, value, appropriateness and readiness for adoption of the tools
- Create opportunities for feedback, road-testing and adaptation of tools
- Develop knowledge and skills-sharing to support and enhance NRM M&E
- Look for synergies with other monitoring initiatives and processes underway

NRM Regions Australia is being supported in this work by an NRM community Project Advisory Group and a broader LTM CoP comprised of NRM practitioners across all regions.



Black-throated Finch monitoring, Herveys Range - Courtesy of NQ Dry Tropics



Research Co-design Project

The Research Co-design Broker project is funded by the National Environmental Science Program Resilient Landscapes Hub. The Resilient Landscapes Hub formed in 2021 and is building a five-year research program that focuses on delivering science to improve the management of terrestrial and freshwater ecosystems, making them more resilient to extreme events and ongoing pressures such as invasive species. NRM Regions Australia recruited a part-time research co-design broker who commenced in May 2022, Alexandra Knight.

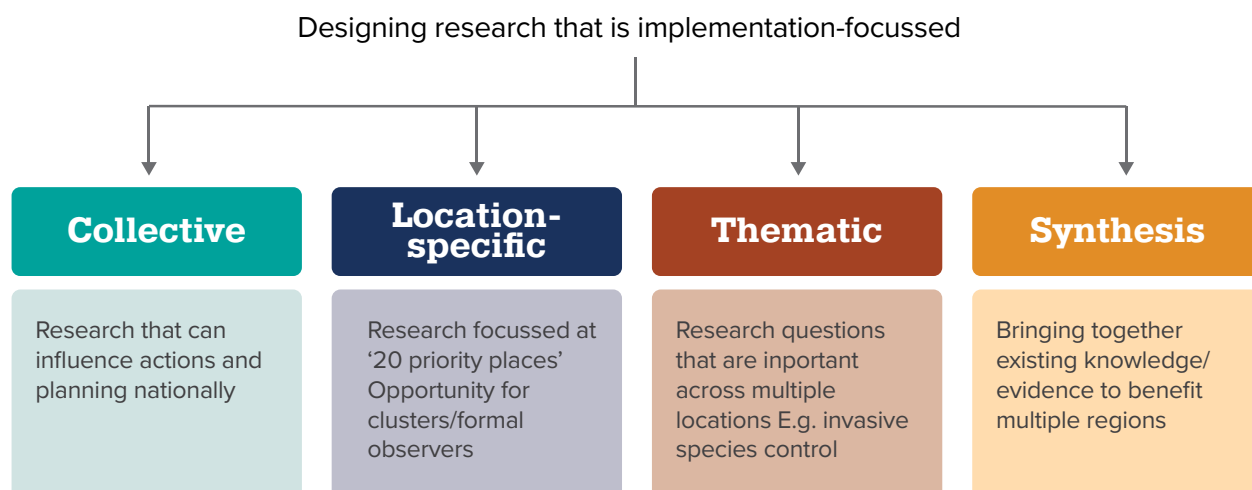
The aim of the project is to identify regional NRM knowledge needs as they relate to the Resilient Landscapes Hub; assist in determining priorities for research that align with the Hub's themes; and identify opportunities for regional NRMs and the Resilient Landscapes Hub to work together to co-design and implement collaborative research projects.

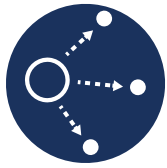
Four types of opportunities exist for research relevant to NRM: collective research that responds to national needs, for example, research that supports regional planning processes; place-based research that responds to the impending announcement of priority places in Australia's threatened species strategy; issues-based research,

for example, research focussed on feral cats or foxes; and synthesis – research that brings together existing information and evidence and makes it more easily understandable and widely available.

Processes to identify knowledge needs that align with the Resilient Landscapes Hub have commenced and include reviewing existing research prospectus and regional plans; presenting to NRM science and environment staff and receiving their feedback; liaising with the NRM state leads regarding research priorities; and, using the existing NRM Regions Australia CoPs to articulate and refine knowledge needs. In addition, the Research Co-design Broker is facilitating meetings between individual NESP researchers and NRM organisations to develop better information flow about existing Hub research proposals.

The first round of research projects endorsed by DCCEEW includes four projects relevant to NRM organisations: Gamba grass management in the Northern Territory and Queensland Gulf; planning for catchment resilience in the Mary River, Queensland; prioritising fish management actions across Victoria; and ecological and cultural values of south-western Australian rivers in a drying climate in Western Australia.





Strategic Director Role

The position of Strategic Director was created to deliver a range of outcomes and functions outlined in the NRM Regions Australia Strategic Plan 2021-2024. The role was filled in April 2022 by Richard Ingram and, on consideration of the broad scope of work, the initial focus was on meeting with a range of internal and external stakeholders and developing relationships necessary to progress priority tasks.

A key component of these early meetings has been developing and expanding industry and corporate networks, which is linked to and expanding on the substantial work done through our Industry and NRM Partnerships project. The scope of these initial discussions has been deliberately broad in order to explore all relevant opportunities, with a view to applying more focus to the areas of common interest as relationships develop. We are already seeing value through these activities in the form of increased opportunities to engage and educate the corporate sector about NRM and our value proposition; new networks to contribute to our CoPs and member regions' activities; invaluable industry insights and awareness of their needs; and the foundations to expand our sphere of influence beyond our immediate sector.

Expanding our knowledge and networks in this context is also proving valuable to developing and revitalising existing partnerships and relationships within our NRM membership and existing stakeholders. One example is

the exponential and rapid growth of Environment, Social, Governance, which is creating significant opportunities but also risks. As all organisations and sectors try to keep pace, our growing cross-sector knowledge and lens has us well placed to facilitate the flow of information, identify strategic links and guide future partnerships for our members and organisation. This also places us well to engage and provide input into the new federal government funding program as it develops, as well as to support contributions to various policy consultations and submissions.

At the organisational level, this position has also provided a resource to support the development of our operational needs. Priorities in this period have included scoping options for developing a Reconciliation Action Plan and a pathway to Net Zero, with a view to leveraging the experience, activities, and innovation of our NRM membership to achieve our organisational goals but also to demonstrate the value of our NRM network. Another key function has been to support and add value to our ongoing activities and projects by providing an extra source and conduit to key contacts, improving networks and information, and creating additional means for communicating our work and achievements to broader networks.

This foundational work will serve as a vital platform for progressing our strategic goals in the 2022/23 period.



NRM Regions Australia Members Hub

Register as a member

NRM RA website Members Portal



National Online NRM community platform

Providing access to:

- NRM Regions Australia communications
- Your peers, champions and expertise
- Ask questions, join discussions
- Supporting partnerships, projects & efforts
- Sharing resources, experiences & knowledge
- Opportunities to contribute, consult & review
- Enabling continuity of knowledge across sector

Technology: slack platform with topic based group channels, direct messaging & tailored notifications, file sharing

Knowledge Hub

NRM RA website pages with searchable catalogue

Curated theme based resource collection includes:

- reports, articles, case studies, interviews and presentations
- Searchable public and members only resources
- Contextualised content that is moderated, categorised and annotated

File Directory

NRM RA Google drive of new & shared files

Online file directory categorised by themes:

- Containing reports, articles, case studies, interviews, presentations and working files
- Contribute to searchable resources with category tags and annotated as a resource for the Knowledge Hub
- Develop shared resources and working files
- Support knowledge continuity for the sector

Events

Eventbrite registration & shared calendar

Invitations to access:

- NRM RA hosted events
- CoP speakers and webinars
- NRM sector briefings & workshops
- Relevant events & conferences

Communities of Practice

Register using google form link

Bimonthly online meetings:

- National & regional updates
- Guest speakers
- Key topic discussions
- CoP channel in members hub
- Shared resources & notes
- Supporting knowledge transfer

Projects, partnerships & working groups

Connect through Members Hub

Providing access to:

- Private group channel
- Private file directory space
- Sharing resources
- Capturing ongoing learning
- Create knowledge legacy

Diagram showing components of the Members' Hub - Connecting NRMers



Hird Swamp, Courtesy of North Central Catchment Management Authority

Finances

Audited financial statements

For the Year Ended 30 June 2022

Audited financial statements

NRM Regions Australia Ltd

ABN: 49 641 532 578

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For the Year Ended 30 June 2022

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Audited financial statements

NRM Regions Australia Ltd

ABN: 49 641 532 578

Directors' Report

30 June 2022

The directors present their report on NRM Regions Australia 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
Emma Jackson	Chairperson	
Alastair Shields		
Alice Knight		Resigned Sep 2021
Allison Harker		
John Ruprecht		
Julie Boyd		
Mark Whitfield		Resigned August 2021
Pam Allan		Resigned February 2022
David Greenhough		Appointed October 2021
Helen Reynolds		Appointed April 2022
Peter Voller		Appointed March 2022

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 NRM Regions Australia Ltd during the financial year were:

- To promote the importance and value of natural resource management at a national level and without limitation to:
 - (i) sustain the condition of our natural resources and bring benefits to the Australian community and economy;
 - (ii) work for a sustainable natural resource management funding base;
 - (iii) drive innovation across the natural resource management system; and
 - (iv) advocate on matter that are of national significance for NRM Regional Bodies in pursuit of the above object.

Strategic objectives

The Company's strategic objectives are to:

- Enhance the opportunities and impact of member organisations
- Build key relationships, both internal and external
- Influence and inform industry and government policy, programs and investment
- Demonstrate the benefits, impact and opportunities of investment in NRM
- Build and share the knowledge base of our sector
- Explore national opportunities and risks for the NRM sector

Members' guarantee

NRM Regions Australia 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 \$ 10 for members, subject to the provisions of the company's constitution.

At 30 June 2022 the collective liability of members was \$ 500.

NRM Regions Australia Ltd

ABN: 49 641 532 578

Directors' Report

30 June 2022

Information on directors

Emma Jackson Experience	Chairperson Chair NRM Regions Australia Chair Cape York NRM (QLD)
Alastair Shields Experience	Chair Territory Natural Resource Management (NT)
Alice Knight Experience	Chair Corangamite Catchment Management Authority (VIC)
Allison Harker Experience	Chair Local Land Services (NSW)
John Ruprecht Experience	Deputy Chair South Coast NRM (WA)
Julie Boyd Experience	Chair NRM Regions Queensland (QLD)
Mark Whitfield Experience	Chair Eyre Peninsula Landscape Board (SA)
Pam Allan Experience	Chair NRM North (TAS)
David Greenhough Experience	Chair Hills & Fleurieu Landscapes Board Chair SA Chairs Forum (SA)
Helen Reynolds Experience	Chair Goulburn Broken CMA (VIC)
Peter Voller Experience	Chair Cradle Coast Authority NRM (TAS)

Audited financial statements

NRM Regions Australia Ltd

ABN: 49 641 532 578

Directors' Report

30 June 2022

Meetings of directors

During the financial year, 6 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
Emma Jackson	6	6
Alastair Shields	6	4
Alice Knight	1	1
Allison Harker	6	5
John Ruprecht	6	5
Julie Boyd	6	6
Mark Whitfield	1	-
Pam Allan	4	4
David Greenhough	5	4
Helen Reynolds	2	2
Peter Voller	2	2

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: 09/11/2022



NRM Regions Australia Ltd

ABN: 49 641 532 578

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Responsible Persons of NRM Regions Australia 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.

A handwritten signature in black ink, appearing to read "PH", followed by a period.

Paul Hinton C.A

09 November 2022

Liability limited by a scheme approved under Professional Standards Legislation.

Sammot 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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Audited financial statements

NRM Regions Australia Ltd

ABN: 49 641 532 578

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

		2022	2021
	Note	\$	\$
Revenue & other income	2	804,222	612,604
Expenses			
Board & governance		(41,957)	(17,862)
Communities of practice		(10,600)	-
Employee benefits expense		(383,036)	(50,411)
Operating expenses		(56,202)	(132,876)
Project activities expense		(267,513)	(173,246)
Surplus/(deficit) before income tax		44,914	238,209
Income tax expense		-	-
Surplus/(deficit) for the year		44,914	238,209
Other comprehensive income, net of income tax			
Items that will not be reclassified subsequently to profit or loss			
Transfer (to) / from operational reserve		42,145	(44,125)
Other comprehensive income for the year, net of tax		42,145	(44,125)
Total comprehensive income for the year		87,059	194,084

The accompanying notes form part of these financial statements.

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NRM Regions Australia Ltd

ABN: 49 641 532 578

Statement of Assets and Liabilities As At 30 June 2022

	Note	2022 \$	2021 \$
Assets			
Current assets			
Cash and cash equivalents	3	406,172	420,245
Trade and other receivables	4	97,206	134,625
Other assets	5	20,039	7,102
Total current assets		523,417	561,972
Total assets		523,417	561,972
Liabilities			
Current liabilities			
Trade and other payables	6	55,676	36,852
Employee benefits	8	17,839	3,567
Other liabilities	7	204,775	282,689
Total current liabilities		278,290	323,108
Non-current liabilities			
Employee benefits	8	4,149	655
Total non-current liabilities		4,149	655
Total liabilities		282,439	323,763
Net assets		240,978	238,209
Equity			
Operational reserve		1,980	44,125
Retained earnings		238,998	194,084
Total equity		240,978	238,209

The accompanying notes form part of these financial statements.

NRM Regions Australia Ltd

ABN: 49 641 532 578

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

2022

	Retained Surplus \$	Internal Operational Reserve \$	Total \$
Balance at 1 July 2021	194,084	44,125	238,209
Surplus/(deficit) for the year	44,914	-	44,914
Net transfers (to)/from internal operational reserve	-	(42,145)	(42,145)
Balance at 30 June 2022	238,998	1,980	240,978

2021

	Retained Surplus \$	Constrained Reserve \$	Total \$
Balance at 1 July 2020	-	-	-
Surplus/(deficit) for the year	238,209	-	238,209
Net transfers (to)/from internal operational reserve	(44,125)	44,125	-
Balance at 30 June 2021	194,084	44,125	238,209

The accompanying notes form part of these financial statements.

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Audited financial statements

NRM Regions Australia Ltd

ABN: 49 641 532 578

Statement of Cash Flows For the Year Ended 30 June 2022

	Note	2022 \$	2021 \$
Cash flows from operating activities:			
Receipts from operations		841,641	316,581
Payments to suppliers and employees		(855,714)	(57,734)
Interest received		-	1,070
Net cash provided by/(used in) operating activities	11	(14,073)	259,917
Cash flows from investing activities:			
Net proceeds from transfer of net assets from QRNRM		-	160,328
Net cash provided by/(used in) financing activities		-	160,328
Net increase/(decrease) in cash and cash equivalents held		(14,073)	420,245
Cash and cash equivalents at beginning of year		420,245	-
Cash and cash equivalents at end of financial year	3	406,172	420,245

The accompanying notes form part of these financial statements.

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NRM Regions Australia Ltd

ABN: 49 641 532 578

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 NRM Regions Australia 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 be 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.

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.

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.

NRM Regions Australia Ltd

ABN: 49 641 532 578

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

1 Summary of Significant Accounting Policies

(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) 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.

Classification and subsequent measurements

Financial instruments are subsequently measured at either fair value or cost. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains and losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Impairment of financial assets

For assets carried at cost (including loans and receivables), a separate provision account is used to reduce the carrying amount of financial assets impaired by expected losses.

At the end of the period the company assesses whether there is any objective evidence that a financial asset has been impaired. A financial asset is determined to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future recoverable amount of the financial asset(s).

In the case of financial assets carried at cost, loss events may include; indications that the investment or receivables/debtors are expecting significant difficulty or economic conditions that correlate with possible defaults or delinquency.

(e) 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.

(f) 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.

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NRM Regions Australia Ltd

ABN: 49 641 532 578

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

1 Summary of Significant Accounting Policies

(f) Employee benefits

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.

(g) 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.

2 Revenue and other Income

	2022	2021
	\$	\$
Revenue		
- Grant funding	443,527	308,115
- Levies and contributions	360,240	126,390
- Project management fees	-	16,700
Other income		
- Interest	-	1,070
- Net assets transferred from Queensland Regional Natural Resource Management	-	160,329
- Miscellaneous other income	455	-
	804,222	612,604

3 Cash and cash equivalents

	2022	2021
	\$	\$
Cash at bank	406,172	420,245
	406,172	420,245

NRM Regions Australia Ltd

ABN: 49 641 532 578

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

4 Trade and other receivables	2022	2021
	\$	\$
Current		
Grant funding receivable	-	99,425
Trade receivables	97,206	35,200
	<u>97,206</u>	<u>134,625</u>
5 Other assets	2022	2021
	\$	\$
Current		
Prepayments	20,039	7,102
	<u>20,039</u>	<u>7,102</u>
6 Trade and other payables	2022	2021
	\$	\$
Current		
Trade payables	30,817	18,308
GST payable	8,934	688
Accrued expenses	840	7,735
PAYG tax payable	10,749	6,142
Superannuation payable	4,336	3,979
	<u>55,676</u>	<u>36,852</u>
7 Contract liabilities	2022	2021
	\$	\$
Current		
Unexpended grants	199,381	282,689
Income in advance	5,394	-
	<u>204,775</u>	<u>282,689</u>
8 Employee benefits	2022	2021
	\$	\$
Current liabilities		
Provision for annual leave	17,839	3,567
	<u>17,839</u>	<u>3,567</u>

NRM Regions Australia Ltd

ABN: 49 641 532 578

Notes to the Financial Statements

For the Year Ended 30 June 2022

8 Employee benefits

	2022	2021
	\$	\$
Non-current		
Provision for long service leave	4,149	655
	<u>4,149</u>	<u>655</u>

9 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 \$ 10 each towards meeting any outstandings and obligations of the Company. At 30 June 2022 the number of members was 50.

10 Contingencies and commitments

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2022.

11 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
	\$	\$
Surplus/(deficit) for the year	44,914	238,209
Cash flows excluded from profit attributable to operating activities:		
- Net proceeds from transfer of net assets from QRNRM	-	(160,328)
Non-cash flows in surplus:		
- Transfer from internal operational reserve	(42,145)	-
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	37,419	(134,626)
- (increase)/decrease in other assets	(12,938)	(7,102)
- increase/(decrease) in trade and other payables	33,096	36,853
- increase/(decrease) in contract liabilities	(77,913)	282,689
- increase/(decrease) in employee benefits	3,494	4,222
Cashflows from operations	<u>(14,073)</u>	<u>259,917</u>

12 Statutory Information

The principal place of business of the company is:

NRM Regions Australia Ltd
79 Yarragee Road
Moruya NSW 2537

NRM Regions Australia Ltd

ABN: 49 641 532 578

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 13 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*.

a) comply with Australian Accounting Standard applicable to the Entity; 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 09 November 2022



NRM Regions Australia Ltd

Independent Auditor's Report to the members of NRM Regions Australia Ltd

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of NRM Regions Australia Ltd, which comprises the statement of assets and liabilities 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 NRM Regions Australia 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.

Emphasis of Matter

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the registered entity's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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.

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Sammot 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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NRM Regions Australia Ltd

Independent Auditor's Report to the members of NRM Regions Australia Ltd

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.

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.

A handwritten signature in black ink, appearing to read "PH", with a horizontal line extending to the right.

Paul Hinton - CA

Director

09 November 2022

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Annex

Photo: Gouldian Finch (threatened species), NT - courtesy of Graeme Sawyer

NRM REGIONS AUSTRALIA STRATEGIC PLAN

2021-2024

Vision & Mission

Our landscapes – renewed and valued for all Australians

Provide collaborative leadership for our members, to influence NRM outcomes

NRM RA Strategic Objectives

Enhance the opportunities and impact of our member organisations

Build key relationships, both internal and external

Influence and inform industry and government policy, programs and investment

Demonstrate the benefits, impact and opportunities of investment in NRM

Build and share the knowledge base of the NRM sector

Explore national opportunities and risks for the NRM sector

NRM RA Strategic Outcomes

Cohesive membership base
Member buy in and active engagement with NRM RA
An efficient, responsive and insightful organisation

Develop new partnerships and strengthen relationships with stakeholders
Greater impact from the collective effort

Politicians and partners are engaged and aligned with NRM RA intent
Increased investment in NRM sector

Evidence of the critical link between the health of our Natural Resources and our own health and wellbeing as a nation
Government, Industry and Communities have a sense of urgency for action on NRM

A more capable and innovative NRM sector
A collaborative platform with knowledge base and processes for sharing and learning

Proactive identification of and preparedness for national and international opportunities and risks

NRM RA Constitution: 1.2 Objects and purposes

- (a) The object for which the Company is established is to promote the importance and value of natural resource management at a national level and without limitation to:
- (i) sustain the condition of our natural resources and bring benefits to the Australian community and economy;
 - (ii) work for a sustainable natural resource management funding base;
 - (iii) drive innovation across the natural resource management system; and
 - (iv) advocate on matter that are of national significance for NRM Regional Bodies in pursuit of the above object.



Photo: APY Lands

Contact Us

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NRM
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