Southern Gulf NRM

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ANNUAL REPORT

2025 - 2026

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Acknowledgement OF COUNTRY

Southern Gulf NRM recognises and respects that we live and work on the traditional Lands and Waterways of Aboriginal peoples. We acknowledge and honour the Traditional Owners of the region as the spiritual and cultural custodians of the lands and waters of the Southern Gulf region.

We recognise the ongoing importance of the Traditional Owners' values, languages, beliefs, and ecological knowledge in the region. Southern Gulf NRM is committed to working in partnership with Traditional Owners to support and promote respectful cultural and ecological practices, ensuring that their land, culture, and knowledge are respected and protected.

We acknowledge and pay our respects to Elders, past, present, and emerging, and extend this respect to all carers of Country.

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CHAIRPERSON REPORT

Welcome to our latest Annual Report for Southern Gulf NRM. Operating across 215,000 square kilometres of Northwest Queensland - from the rugged spinifex ranges of the Mount Isa Inlier to the vast Mitchell Grass Downs and our vital river catchments flowing into the Gulf - our region is as resilient as the people who care for it.

The strength of Southern Gulf NRM lies in our collaborative partnerships. Managing our natural assets - our soils, water, pastures, and native biodiversity - is a shared journey. Over the past year, our team has worked shoulder-to-shoulder with pastoralists, Traditional Owners, industry partners, local governments, and community groups to deliver practical, landscape-scale outcomes. Whether through targeted weed and biosecurity management, innovative grazing practices, or biodiversity conservation, our focus remains firmly on protecting our natural environment while supporting profitable regional enterprise.

Our vast landscape continues to present complex challenges. Severe weather variability, shifting climate pressures, invasive species, and market shifts demand adaptive strategies. Through our Regional NRM Plan, we continue to channel targeted investment into projects that build long-term landscape resilience and sustainable production. Science-backed research, combined with local knowledge and traditional land management expertise, remains the cornerstone of our strategy.

I want to extend my sincere gratitude to our Board of Directors for their guidance, our passionate staff for their dedication on the ground, and our land managers for their ongoing commitment to best practice.

As we look ahead, Southern Gulf NRM remains dedicated to empowering our community. By continuing to invest in practical, science-driven, and locally led solutions, we ensure that the natural assets supporting our region's livelihoods today remain healthy, productive, and vibrant for future generations. Thank you for your continued partnership.

Professor Iain Gordon,
Chairperson, Southern Gulf NRM Board.

CEO REPORT

This year has been both demanding and rewarding, with significant achievements delivered through programs and projects that support sustainable agriculture, strategic pest and weed management, disaster recovery and the protection of the Southern Gulf's natural biodiversity.

I extend my sincere appreciation to our funding organisations, including the Queensland Government through the NRM Expansion and Drought Programs, the Commonwealth Government through the National Heritage Trust, and our partners in the mining sector. Their investment enables us to continue delivering meaningful outcomes across the region.

While the scale of natural resource management challenges in the Gulf often exceeds available resources, the strength of our partnerships allows us to leverage funding and expertise to achieve the greatest possible impact. I thank our sponsors, producers, local governments, and all project partners for their collaboration and commitment.

I also acknowledge our community for its ongoing support and our Board for its leadership, advice, and encouragement throughout the year.

Most importantly, I thank our dedicated staff. As our Chair noted earlier, their passion, expertise, and unwavering commitment make these achievements possible.

Thank you, and I look forward to continuing our work together in the year ahead.

Damian Miley
CEO, Southern Gulf NRM.

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Our **ORGANISATION**

Our **VISION**

Resilient landscapes. Strong communities.

Our **PURPOSE**

To protect and enhance the natural environment while empowering our community to manage and sustain our natural assets – for current and future generations.

Our **VALUES**

***Collaboration** – We work with landholders, Traditional Owners, communities, and each other.*

***Practical** – We focus on actions that deliver real, on-ground results.*

***Respect** – We respect Country, culture and people, and work alongside others to support their long-term health.*

***Knowledge** – We use science, experience, and local knowledge to guide our decisions.*

***Sustainability** – We make decisions that support long-term outcomes.*

***Integrity** – We act with honesty, fairness and accountability.*

LOCATION

Southern Gulf NRM is the natural resource management organisation for North West Queensland, headquartered in Mount Isa. We operate across eight local government areas and work with landholders, Traditional Owners, local councils, and industry.

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REGIONAL PRIORITIES

BIODIVERSITY CONSERVATION

Protecting and restoring native ecosystems, ensuring survival of threatened species, and enhancing habitat connectivity to maintain ecological balance in the Southern Gulf region.

PEOPLE AND COMMUNITY

Strengthening community engagement by supporting education, capacity building, and citizen science initiatives to empower local stakeholders in natural resource management.

STRATEGIC PARTNERSHIPS

Collaborating with government agencies, research institutions, industry groups, and Traditional Owners to develop innovative and sustainable environmental solutions.

SUSTAINABLE AGRICULTURE

Promoting best management practices in grazing and farming to improve soil health, water efficiency, and carbon sequestration.

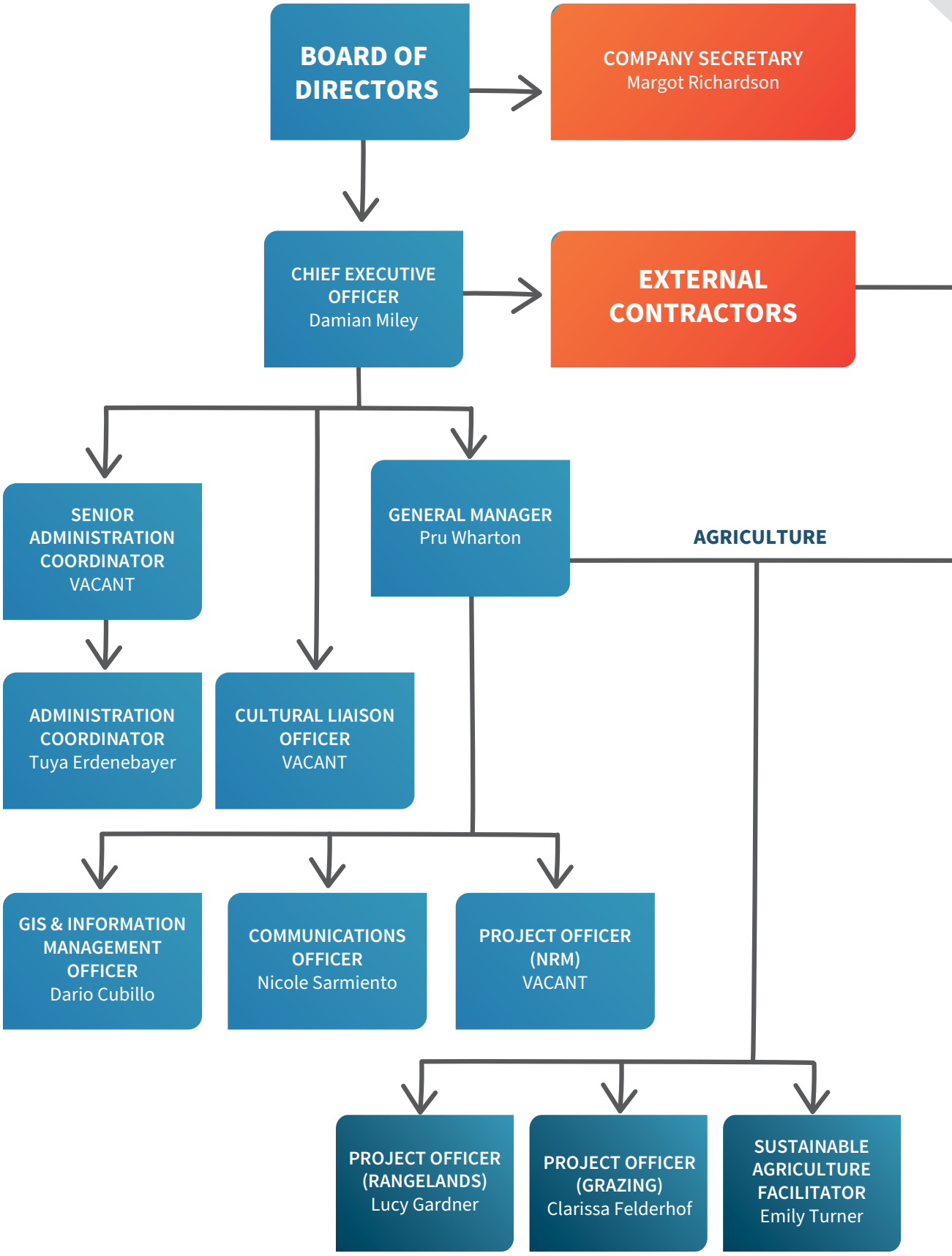
WEED AND PEST MANAGEMENT

Implementing proactive and coordinated strategies to control invasive species that threaten native biodiversity, agriculture, and regional ecosystems.

DISASTER RECOVERY

Supporting communities, industries, and landscapes to recover from natural disasters through coordinated planning, resilience-building and targeted recovery initiatives.

Southern Gulf NRM
ORGANISATIONAL CHART 2025 - 2026



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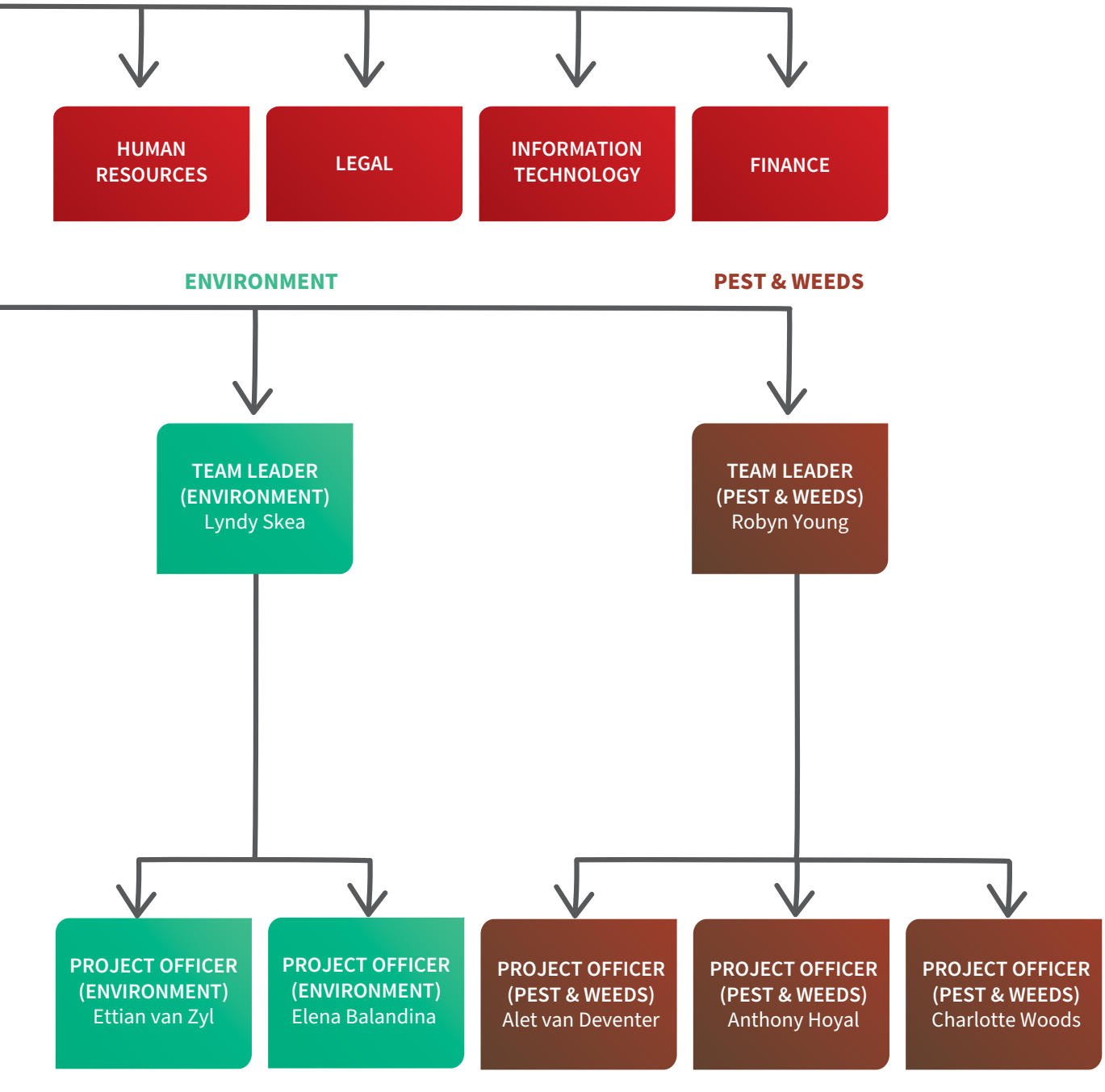
HUMAN RESOURCES
LEGAL
INFORMATION TECHNOLOGY
FINANCE
ENVIRONMENT
PEST & WEEDS
TEAM LEADER (ENVIRONMENT) Lyndy Skea
TEAM LEADER (PEST & WEEDS) Robyn Young
PROJECT OFFICER (ENVIRONMENT) Ettian van Zyl
PROJECT OFFICER (ENVIRONMENT) Elena Balandina
PROJECT OFFICER (PEST & WEEDS) Alet van Deventer
PROJECT OFFICER (PEST & WEEDS) Anthony Hoyal
PROJECT OFFICER (PEST & WEEDS) Charlotte Woods

Board of **DIRECTORS**

The Board of Directors are skills-based and capable of overseeing the strategic delivery of community based natural resource management across the Southern Gulf of Carpentaria Region.

The Board of Directors comprise of a Chairperson and a minimum of four and maximum of seven Directors (as determined by the Board from time to time) with a mix of natural resource management and corporate governance skills ensuring coverage across a range of sectors of the Southern Gulf of Carpentaria region.

The Board of Directors have the power to appoint, as required, a Deputy Chairperson from any of the appointed Directors at any Board meeting.

Governance Committee – The Committee is not a policy-making body, nor does it have executive functions. Its responsibility is to support the Board in developing Board policy and monitoring strategic and organisational activity within the scope of its remits through making recommendations to the Board for resolution.

Finance and Audit Risk Committee – The Committee's role is to advise the SGNRM Board on finance, audit, and risk management matters. This includes reviewing financial policies, budgets, cashflow, solvency, and investment opportunities, as well as monitoring quarterly reports to ensure alignment with strategic plans. The Committee also oversees the audit process by reviewing annual audited statements, engaging with external auditors, and advising on accounting controls, compliance, and auditor independence.

Meetings of Directors

The number of meetings of the company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2026, and the number of meetings attended by each director were:

	Attended	*Full Board Eligible to attend*	*Attended*	*FARM Committee Eligible to attend*	*Attended*	*Governance Committee Eligible to attend*
Adjunct Professor Iain Gordon	9	9	5	5	4	4
Mrs Jane McMillan	9	9	-	-	4	4
Mrs Sarah Docherty	7	9	5	5	-	-
Mr Trent McIndoe	7	9	5	5	-	-
Mr Darren Schaeffer	8	8	4	4	-	-
Mr Kallum Cotterell	8	8	4	4	-	-
Mr Daniel Counsell	5	8	-	-	4	4
Ms Helen Fisher	6	8	-	-	4	4
Mr Roger Hill	-	1	-	-	-	-
Mr Raymond Thieme	1	1	-	-	-	-
Mr Gavin Scott	1	1	-	-	-	-
Mr Samuel Fryer	1	1	-	-	-	-

SGNRM **BOARD** Members

Prof. Iain Gordon
Chairperson

Jane McMillan
Deputy Chair

Sarah Docherty
Director

Helen Fisher
Director

Trent McIndoe
Director

Darren Schaeffer
Director

Daniel Counsell
Director

Kallum Cotterell
Director

Margot Richardson
Company Secretary

SGNRM **TEAM** Members

Damian Miley
Chief Executive Officer

Pru Wharton
General Manager

Lyndy Skea
Team Leader
(Environment)

Robyn Young
Team Leader
(Pest and Weeds)

Lucy Gardner
Project Officer
(Rangelands)

Clarissa Felderhof
Project Officer
(Grazing)

Emily Turner
Sustainable Agriculture
Facilitator

Ettian van Zyl
Project Officer
(Environment)

Elena Balandina
Project Officer
(Environment)

Alet van Deventer
Project Officer
(Pest and Weeds)

Anthony Hoyal
Project Officer
(Pest and Weeds)

Charlotte Woods
Project Officer
(Pest and Weeds)

Dario Cubillo
GIS and Information
Management Officer

Nicole Sarmiento
Communications Officer

Tuya Erdenebayar
Administration Coordinator

SOUTHERN GULF CATCHMENTS ENVIRONMENT FUND

Southern Gulf NRM has a public fund for donations, supporting environmental conservation and sustainable resource management in our region. The fund helps:

- Protect and enhance the natural environment.
- Support SGNRM's role as the Regional NRM body.
- Implement and review the Southern Gulf Regional Strategy.
- Manage project funds and other NRM activities.
- **Total funds = $7,303.54**

WORKPLACE HEALTH AND SAFETY FRAMEWORK

Southern Gulf NRM are committed to protecting the health, safety, and welfare of all workers, Board Members and Directors whilst undertaking work for Southern Gulf NRM. This commitment is also extended to include clients, visitors, contractors, and members of the public who may be affected by our work and is extended to sites where SGNRM provide services.

We work to achieve this commitment through the effective management of health and safety risks associated with our activities and ensure that:

- SGNRM workers are provided with appropriate information, are consulted and given an opportunity to contribute to plans and activities to meet our policy commitment.
- Work environments are regularly assessed with workers and clients during the design, planning and work phases to ensure potential hazards are continually identified and controlled.
- Hazards are assessed for risk and prioritised for action.
- Control measures are implemented to manage all risks.
- A process of continuous improvement is applied; and
- Appropriate records, including risk registers, risk assessments and documented job safety analyses/records are maintained and available to workers.
- Given the size of the organisation a fortnightly workplace health and safety meeting is held each fortnight and chaired by the CEO.

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ESG Policy Statement

ENVIRONMENTAL COMMITMENT

We recognise our responsibility to protect and restore natural resources. Our environmental commitments include:

Sustainable Natural Resource Management: Implementing and advocating for practices that conserve biodiversity, protect water quality, and promote soil health.

Climate Action: Minimising our carbon footprint through energy-efficient operations, responsible travel policies, and support for climate-resilient landscapes.

Waste Reduction: Reducing, reusing, and recycling materials wherever possible, and promoting circular economy principles in our projects.

Education & Advocacy: Raising awareness and building capacity within communities to support long-term environmental stewardship.

SOCIAL COMMITMENT

We strive to create a positive social impact through inclusive engagement and equitable practices:

Community Engagement: Collaborating with local communities, Traditional Owners, and stakeholders to ensure their voices shape our work.

Equity & Inclusion: Promoting diversity in our workforce and programs and ensuring fair access to opportunities and resources.

Health & Safety: Maintaining a safe and supportive environment for staff, volunteers, and community members.

Capacity Building: Supporting local leadership and knowledge-sharing to strengthen community resilience and self-determination.

GOVERNANCE COMMITMENT

We uphold the highest standards of integrity, accountability, and transparency:

Ethical Conduct: Adhering to a Code of Conduct that reflects our values and legal obligations.

Transparency: Reporting openly on our activities, finances, and impact, and welcoming feedback from stakeholders.

Risk Management: Identifying and managing risks proactively to safeguard our mission and reputation.

Board Oversight: Ensuring our governance structures support strategic decision-making and compliance with regulatory requirements.

ESG PERFORMANCE STATEMENT 2025 - 2026

Southern Gulf NRM's 2025-26 performance reflects a strong commitment to ESG principles through the protection of environmental assets, investment in community capacity and partnerships, and the application of robust governance practices. By integrating sustainability, stakeholder engagement, and accountability into its operations, Southern Gulf NRM continues to create long-term value for the region's environment, communities, and future generations.

ENVIRONMENTAL PERFORMANCE

Southern Gulf NRM demonstrated its environmental commitment through targeted initiatives that protect and enhance the region's natural assets. The organisation prioritised biodiversity conservation by supporting the protection and restoration of native ecosystems, improving habitat connectivity, and promoting the survival of threatened species. These activities contributed to maintaining ecological resilience and supporting sustainable landscape management throughout the region.

The organisation also advanced sustainable agriculture, natural resource stewardship, weed and pest management, and disaster recovery initiatives aimed at strengthening the long-term health of land and water resources. Through evidence-based environmental management practices, Southern Gulf NRM continued to support the sustainable use and conservation of the region's natural capital.

SOCIAL PERFORMANCE

Southern Gulf NRM strengthened social outcomes by fostering meaningful engagement with local communities, Traditional Owners, landholders, industry stakeholders, government agencies, and community organisations. Through collaborative projects, education programs, citizen science activities, and capacity-building initiatives, the organisation empowered communities to actively participate in the management of their natural and cultural resources.

The organisation's commitment to people and community was reflected in its focus on stakeholder wellbeing, workforce development, diversity, inclusion, and safety. By building stronger regional partnerships and supporting local knowledge and participation, Southern Gulf NRM contributed to stronger, more resilient communities across the region.

GOVERNANCE PERFORMANCE

Southern Gulf NRM maintained strong governance practices through a commitment to integrity, transparency, accountability, and collaboration. The organisation's decision-making processes were guided by clearly articulated values, strategic objectives, and evidence-based approaches to project delivery and resource management.

Governance effectiveness was further strengthened through strategic partnerships with government agencies, research institutions, industry groups, and Traditional Owner representatives. These partnerships supported the delivery of measurable outcomes while ensuring responsible stewardship of public and stakeholder investments. The organisation's Business Plan 2025-26 and Strategic Plan 2025-28 provided a structured framework for monitoring performance, managing risk, and achieving long-term sustainability objectives.

ON-GROUND IMPACT

ANNUAL PERFORMANCE 2025-2026

SUSTAINABLE AGRICULTURE

33

- Landholders supported (including 9 in the Gulf Savannah Region)
- Properties improving land management (including 9 in the Gulf Savannah Region)

198,070 ha SUPPORTED TOWARDS BETTER LAND CONDITION

BIODIVERSITY CONSERVATION

3

- Priority species supported - Carpentarian Grasswren, Gulf Snapping Turtle, Largetooth Sawfish
- Monitoring activities informing conservation – endangered species surveys

10 VOLUNTEERS

857,328 ha HABITAT PROTECTED OR MANAGED

4 ORGANISATIONS IN COLLABORATION
JCU TropWater, Nature North, Conservation Partners, CSIRO

WEED AND PEST MANAGEMENT

3,776 HECTARES TREATED THROUGH CONTROL PROGRAMS

21 LANDHOLDERS SUPPORTED

PRIORITY PESTS & WEED THREATS TARGETED
Such as feral pigs, prickly acacia, mesquite, and parkinsonia

400,550 STEMS TREATED

DISASTER RECOVERY

5

- Properties assisted
- Landholders supported
- Cultural heritage clearances
- Recovery activities delivered or underway
  (5 riverine restoration sites & 2 riverine maintenance sites)

8.8 ha

OF RIPARIAN HABITAT WAS REHABILITATED

Including the installation of 700 pile trees, 6,618 riparian tubestock, 1,209 Lomandra tubestock, and 2,427 metres of stock exclusion fencing.

PEOPLE AND COMMUNITY

136

PARTICIPANTS ENGAGED THROUGH SGNRM WORKSHOPS

4 Community events attended

10 Workshops delivered or attended

8 Communities reached

STRATEGIC PARTNERSHIPS

22

PARTNERS ENGAGED

15 Collaborative projects underway

4 Research partnerships established

© Steve Murphy

BIODIVERSITY Conservation

Carpentarian Grasswren Offset

Southern Gulf NRM delivered a Direct Benefit Management Plan, the first of its kind, in Queensland, to compensate for a development impact on an endanagered species. A species specialist, Steve Murphy from Conservation Partners was engaged to develop the Department of Environment, Science, Tourism and Innovation (DETSI) - approved Carpentarian Grasswren Offset Management Plan.

The plan establishes the governance, delivery and monitoring framework for a Queensland Government offset investment. It is designed to deliver measurable, landscape-scale conservation benefits for the endangered Carpentarian Grasswren (*Amytornis dorotheae*).

The project will coordinate fire management across five adjoining properties to form a connected landscape containing known Carpentarian Grasswren habitat. Large, high-intensity fires during the mid-to-late dry season are a major threat to the species. These fires can remove extensive areas of mature spinifex habitat used by Carpentarian Grasswrens for breeding, shelter and foraging. As the species has a limited capacity to travel long distances, widespread habitat loss can isolate populations and reduce opportunities for recovery.

The Offset Management Plan focuses on using carefully planned, low-intensity burning during suitable wet-season and early dry-season conditions. This will help reduce the risk of extensive wildfires and maintain a mosaic of vegetation of different post-fire ages, including areas of long-unburnt spinifex habitat.

The approved plan provides a strong foundation for Southern Gulf NRM, participating landholders, and BirdLife Northern Queensland to work together to improve the condition, resilience and connectivity of Carpentarian Grasswren habitat across the project area.

This project is funded by the Queensland Government through the Queensland Government Environmental Offsets Fund.

Glencore Carpentarian Grasswren Conservation

Southern Gulf NRM completed the final year of the Carpentarian Grasswren Conservation Project in 2025–26, delivering strategic fire management across pastoral properties in the Mount Isa region to protect habitat for the endangered Carpentarian Grasswren.

Following favourable wet-season rainfall, the team undertook an aerial prescribed burning program in January 2026 across habitat areas north of Mount Isa. Approximately 17,000 hectares were treated. The low- to moderate-intensity burns created a mosaic of burnt and unburnt spinifex, reducing continuous fuel loads while retaining older vegetation that provides important shelter and breeding habitat.

Geographic information system (GIS) mapping recorded prescribed burns and wildfires across the project area. Fire scar analysis showed that strategically placed burns established through this and earlier Southern Gulf NRM programs helped slow wildfire spread and protect unburnt habitat refuges.

BirdLife Northern Queensland also continued monitoring Carpentarian Grasswrens during 2025. Surveys covered 95 sites, including 29 new locations, and detected grasswrens at 78% of monitored sites. The results confirmed that the species remained widely distributed approximately 18 months after the extensive wildfires of 2023–24. However, reduced breeding success highlighted the importance of continued monitoring and the protection of rocky refuges and long-unburnt spinifex.

This project supported adaptive management and allowed activities to be adjusted in response to wildfire impacts, seasonal conditions and monitoring results. This flexible approach helped ensure that burning occurred under suitable conditions and delivered the best possible outcomes for landholders, the landscape and the Carpentarian Grasswren.

This project is funded by the Glencore Queensland Metals Community Assistance Program.

© Alastair Freeman

Protection of the Gulf Snapping Turtle in the Southern Gulf

Southern Gulf NRM is working with landholders and scientific experts to improve knowledge of the endangered Gulf Snapping Turtle's habitat and reduce threats posed by feral pigs.

In early 2026, desktop habitat assessments and on-ground inspections identified suitable locations for surveys and management activities. Nature North ecologists subsequently surveyed approximately 13 kilometres of riverbank across 16 sites. While no active nests were recorded, two predated nests were identified, and egg remains were submitted to James Cook University for DNA analysis. Monitoring cameras were also installed at potential nesting sites to detect turtle nesting activity and predators, including feral pigs.

Baseline monitoring of feral pig populations began using cameras placed within potential turtle nesting habitat and across the surrounding landscape. Thermal drone surveys complemented this monitoring, providing a clearer picture of feral pig numbers, distribution and activity before control activities commenced.

James Cook University's TropWATER team also collected and processed water samples for environmental DNA (eDNA) analysis. This testing will help determine the extent of Gulf Snapping Turtle habitat and whether invasive tilapia are present.

Information gathered through habitat assessments, field surveys, monitoring cameras, thermal drone surveys and eDNA testing will guide future feral pig control, nest protection and other targeted management activities. Together, these actions will support the long-term protection and recovery of the Gulf Snapping Turtle.

This project is funded by the Queensland Government's Natural Resource Management Expansion Program.

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Grazing for Healthy Rivers and Sawfish Conservation

Healthy rivers are essential for productive grazing landscapes and the survival of threatened aquatic species, including the Freshwater Sawfish. This project brings landholders and researchers together to protect important river habitats while supporting sustainable grazing practices.

During the year, work focused on identifying and prioritising potential locations for riparian fencing. Fencing can help landholders better manage livestock access to rivers and creeks, reducing pressure on riverbanks and allowing native vegetation to recover. Healthier riverbanks improve water quality, reduce soil erosion, and provide valuable wildlife habitat.

Southern Gulf NRM began engaging with landholders to identify suitable properties and practical opportunities for future fencing projects while CSIRO researchers undertook fauna surveys to collect baseline information about sawfish numbers and distribution. These surveys help scientists estimate population density and better understand how sawfish populations are changing over time.

Encouragingly, twelve sawfish sightings were recorded in the freshwater reaches of the Leichhardt River. These observations provide valuable information about where sawfish occur and the river habitats they rely on.

Information gathered through landholder consultation, site assessments, and scientific surveys will guide future investment in riparian fencing and other targeted conservation activities. By improving river health and protecting important freshwater habitats, the project aims to benefit grazing properties, local waterways and threatened sawfish populations across the Southern Gulf region.

This project is funded by the Australian Government Natural Heritage Trust and delivered by Southern Gulf NRM, a member of the Commonwealth Regional Delivery Partners panel.

PEOPLE & COMMUNITY

Sarus Crane Awards

The sustainable future of the Southern Gulf region is a top priority for Southern Gulf NRM. In recognition and celebration of individuals and groups who have made notable contributions in land management and environmental conservation, Southern Gulf NRM collaborates with local governments to present the annual Sarus Crane Awards.

In 2025, three local government areas within the Southern Gulf region – Mount Isa City Council, Cloncurry Shire Council ***(note: recipients Michael & Hannah Crisp were unable to attend the awards ceremony)***, and McKinlay Shire Council selected and honoured award winners during the Australia Day Ceremonies in 2026.

2025 Sarus Crane Award Recipients

The Lead Alliance
Mount Isa City Council

The Lead Alliance delivers an annual community initiative called the Backyard Improvement Program, which encourages Mount Isa families, schools, and childcare centres to create safer, healthier, and more sustainable outdoor spaces by making lead-safe yard improvements and growing fresh produce. The goals support two of the Lead Alliance's key environmental messages: cover bare soil and eat well. Each year, participants can enter a range of award categories that recognise different types of backyard and garden improvements, celebrating the community's collective effort to reduce lead and support a healthier Mount Isa environment.

Elizabeth McCormick
McKinlay Shire Council

Elizabeth McCormick has been selected for her contribution to the significant improvement of the grounds at Julia Creek State School. Elizabeth has been instrumental in the resurgence and beautification of the school oval and surrounds through tireless efforts in irrigation, creating new green spaces and planting a range of native trees.

Richmond Field Days

The Richmond Field Days, held each year in mid-June, are a highlight on the regional calendar, drawing together people in agriculture, landholders, industry representatives, and community groups for a fun day out and strengthen connections.

In 2026, Southern Gulf NRM participated as a Platinum Sponsor with a team of six staff members attending alongside representatives from JCU TropWATER and Department of Primary Industries. The event provided a great opportunity to showcase projects, share knowledge, and engage with stakeholders across the region.

Strategic **PARTNERSHIPS**

Natural Resources Recovery Program: Regional Coordination and Evaluation Project

The Natural Resources Recovery Program: Regional Coordination and Evaluation (NRRP RCE) project was delivered with funding from the Queensland Government to strengthen regional capability in monitoring, evaluation and evidence-based natural resource management. The project was designed to build Southern Gulf NRM's organisational capacity to apply State-wide Indicator Framework (SWIF) methodologies and tools consistently, foster collaboration with regional stakeholders, and improve the quality and use of land condition information across the Southern Gulf region. It also aimed to maintain land condition reporting so that monitoring data could inform land managers, project delivery staff and future investment decisions.

During the 2025–2026 reporting period, these objectives were advanced through two closely connected activities: stakeholder and staff capacity building in Richmond in April 2026, including Land Condition Assessment Tool (LCAT) training, and completion of the 2026 regional land condition report. Combined, these activities enhanced the capability to collect consistent field information and demonstrated how monitoring data can be converted into regional knowledge and practical management insights.

Building regional monitoring capability through capacity building

A significant capacity-building activity was delivered in Richmond from 21 to 23 April 2026. The three-day program deliberately integrated broader grazing-land management knowledge with formal LCAT training . The first day was held at Villadale Station and brought together 45 participants, including landholders, Southern Gulf NRM staff, Queensland Department of Primary Industries personnel and James Cook University students. The workshop covered grass identification, pasture budgeting and plants that present toxicity risks to cattle. This collaborative approach reflected the NRRP RCE's emphasis on education, facilitation and improved use of data as pathways for supporting sustainable land management, rather than treating monitoring as an isolated technical activity.

The following two days concentrated specifically on LCAT. LCAT is a tool from the Queensland Department of Primary Industries designed to assess grazing land condition in the field. It evaluates indicators relevant to the capacity of grazing land to respond to rainfall and produce useful forage. Better-condition sites are generally characterised by attributes such as a stronger perennial pasture component, lower erosion and fewer impacts from invasive plants and excessive woody encroachment.

Training was led by LCAT developer Rob Hassett and involved nine Southern Gulf NRM staff, five James Cook University students and a Department of Primary Industries representative. The smaller group allowed participants to move beyond basic tool operation and develop a clearer understanding of how field observations are interpreted, calibrated and recorded to produce land condition scores and ABCD classifications.

Classroom training introduced the structure of LCAT, the ecological reasoning behind its indicators, and how field observations contribute to numerical scores and ABCD land condition classifications. This was followed by a group field assessment in a nearby paddock. Participants worked through the assessment questions collectively, discussing definitions, the intent of individual indicators and the evidence required to select appropriate values.

On the third day, participants returned to a paddock near Villadale Station and independently assessed the same site. The results were then compared and discussed as a group. Although individual numerical scores varied, most differences were relatively small and resulting ABCD condition classes were generally the same or adjacent. This exercise demonstrated that even with a standardised assessment tool, field observations involve professional judgement, reinforcing the importance of assessor training, calibration and consistent interpretation to ensure reliable results across staff, sites, projects and years.

This training represented more than familiarisation with a tool. It consolidated the organisation's capacity to produce repeatable and defensible land condition information. That is directly consistent with the purpose of the RCE project and with SWIF, which is intended to provide standardised monitoring methodologies, data-collection tools and analysis processes that allow information collected through individual projects to contribute to broader regional and statewide understanding of land condition and change.

Converting monitoring data into regional knowledge

The second major achievement during the period was the completion and publication of the 2026 regional land condition report, *Assessing Environmental Drivers of Land Condition across the Rangelands of the Southern Gulf Region.* This delivered on the RCE project commitment to continue regional reporting based on land condition information.

The study drew on more than 500 LCAT sites assessed across the Southern Gulf region between 2020 and 2025 to identify the environmental drivers most strongly associated with land condition and where management intervention could potentially contribute to improvement. A key result was the strong relationship between pasture tussock height and overall land condition. Sites with taller grass tussocks generally recorded higher scores, with the greatest improvement in land condition occurring as tussock height increased from very low levels to approximately 25 cm. Pasture structure thus emerged as a useful and readily observable indicator of grazing pressure.

The analysis went a step further by exploring the potential for sites in poorer condition to move into higher condition classes through increases in pasture tussock height. The results showed that these sites could improve substantially with relatively small increases in tussock height. However, as land condition improved, further increases in tussock height produced progressively smaller improvements, suggesting that other aspects of land condition, such as pasture composition, soil health and woody vegetation, may play a greater role.

Pasture height provides a valuable early warning indicator, but should not be interpreted as a complete measure of recovery. Land condition also depends on perennial species composition and recruitment, soil condition, bare ground, erosion processes and the balance of woody vegetation. This broader interpretation is consistent with the purpose of LCAT, which assesses grazing land condition through multiple biophysical indicators rather than relying on a single pasture measure.

The report therefore transformed several years of field monitoring data into insights that can support practical decisions. Its findings reinforce the importance of retaining sufficient pasture structure and ground cover and allowing pasture to recover following grazing, while highlighting the need to consider multiple aspects of land condition rather than pasture height alone.

Project outcomes and achievements

The Richmond training and land condition report demonstrated a progression from capacity building and data collection to analysis, interpretation and application. As part of this progression, landholders gained basic knowledge of grass identification and pasture budgeting, while Southern Gulf NRM staff developed their skills in LCAT assessment to support project delivery and reporting.

At the evidence and reporting level, the regional land condition analysis highlighted the value of monitoring sites over multiple years. The multi-year LCAT dataset revealed regional patterns that would not have been apparent from individual site assessments or shorter-term monitoring. Collecting land condition data across multiple sites and years aligns with the broader NRRP RCE objective of using consistent monitoring to generate new knowledge and improve natural resource management decision-making. Importantly, the Queensland Government positions RCE projects as a mechanism for building regional capability and supporting the sharing and dissemination of knowledge among land managers, NRM organisations and other stakeholders.

This project is funded by the Queensland Government's Natural Resources Recovery Program.

SUSTAINABLE Agriculture

Improving Land Condition in Northwest Queensland to Boost Productivity, Climate Resilience and Biodiversity

The project supports 18 participating properties, across the Southern Gulf and Gulf Savannah Regions, in trialing climate-smart practices that strengthen business performance while improving land conditions. Activities include monitoring, grazing management improvements, infrastructure investment, and sustainability alignment.

Monitoring Framework

A one-hectare Gold Plot was established on every property using high-precision real-time kinetic (RTK) positioning. Monitoring combines land condition assessments, soil sampling, vegetation assessments, rainfall measurement, drone surveys, biodiversity recording, trail cameras and permanent photo points.

Early Progress

All monitoring sites were successfully established and baseline datasets captured, providing a robust foundation for measuring changes in land condition over the life of the project. Early observations suggest that the additional grazing infrastructure will improve grazing distribution and reduce grazing pressure around existing watering points, supporting more sustainable pasture utilisation and improved land condition outcomes.

KEY ACHIEVEMENT	2026 STATUS
Participating properties	18 established
Gold Plots	18 operational
Drone surveys	Implemented across sites
Baseline soil & vegetation data	Completed
Biodiversity monitoring	Active

Land Condition Findings

Baseline assessments highlighted considerable variation in ground cover, pasture composition and soil characteristics. Some sites demonstrated strong perennial grass dominance, while others reflected historical grazing pressure and lower ground cover levels.

Technology and Innovation

High-resolution drone imagery and photo-point monitoring are improving the ability to detect changes in vegetation structure and ground cover over time. These technologies complement field observations and support evidence-based decision making.

Looking Ahead

With approximately 18 months remaining in the project, monitoring will continue to track environmental and production outcomes and assess the effectiveness of implemented practices. Future results will quantify changes and trends in land condition, carbon-related indicators, biodiversity values and enterprise resilience, providing evidence of the project's longer-term outcomes and benefits.

The results presented are preliminary and reflect ongoing monitoring activities.

This project is supported by the Australian Government through the Climate-Smart Agriculture Program under the Natural Heritage Trust.

Improving Land Condition to Increase Resilience to Climate Extremes in the Southern Gulf Region

The Natural Resources Recovery Program (NRRP) project is improving the resilience of Southern Gulf rangelands to climate variability and extreme events through improved grazing management and land condition. Working across 15 participating properties, approximately 70,000 hectares are currently contracted for on-ground works, contributing towards the project's longer-term target of improving land condition across 100,000 hectares.

During the latter half of 2025, Southern Gulf NRM and James Cook University (JCU) completed baseline land condition monitoring across all 15 participating properties. Monitoring included high-resolution drone surveys, soil sampling, Land Condition Assessment Tool (LCAT) assessments, photo monitoring points and the installation of rain gauges. JCU also completed long-term analyses of rainfall and ground-cover trends across the participating properties. Soil data collected through the project will contribute to the Queensland Government's Soil and Land Information (SALI) database.

Fifteen tipping-bucket rain gauges were installed across participating properties, improving the spatial and temporal rainfall information available for the region. Rainfall records can be considered alongside soil, vegetation, ground-cover, drone and LCAT monitoring to better understand the influence of seasonal conditions on land condition. Follow-up monitoring commenced in 2026 and will be completed by the end of the year.

All 15 participating land managers commenced their contracted on-ground works during 2025–26. Activities include additional water infrastructure to improve grazing distribution, fencing to support improved grazing management and paddock subdivision, and measures to protect vulnerable areas and facilitate wet-season spelling. Widespread flooding in early 2026 caused significant setbacks, including damage to newly installed infrastructure; however, all participating properties remained on track to complete works by the end of 2026.

All 15 property management plans have also been completed and will continue to be reviewed and updated with project learnings, monitoring results and details of on-ground works.

Capacity building and community engagement continued throughout the year. More than 40 land managers and industry representatives attended the Paddock Plants Field Day at Villadale Station in April 2026, focusing on grazing land management, plant identification, toxic plants and maintaining productive perennial pasture species. Southern Gulf NRM also attended the Richmond Field Days in June, engaging with more than 100 visitors and sharing information about the NRRP and sustainable land management practices.

Together, the on-ground works, monitoring, property planning and capacity-building activities undertaken during 2025–26 are building a strong foundation for assessing improvements in land condition and supporting more resilient grazing landscapes across the Southern Gulf.

This project is funded by the Queensland Government's Natural Resources Recovery Program.

Climate Resilient Agriculture in the Southern Gulf: Supporting Landholders Managing Climatic Change

For the 2025 reporting period, the Climate Resilient Agriculture in the Southern Gulf: Supporting Landholders Managing Climatic Change project delivered a range of extension and capacity-building activities aimed at supporting sustainable and productive agricultural practices across the region. Key achievements included the delivery of two Soil Erosion Workshops, presented by Darryl Hill from Soil Save. Darryl Hill is a highly respected soil conservation and erosion control specialist with more than 40 years of experience. The workshop provided producers with practical strategies for land management and erosion mitigation, as well as treating flood-related washouts and erosion to restore agricultural productivity. The other key achievement was our Breeder Management Workshop presented by Dr Ian Braithwaite BVSc. Ian is a large animal vet based in Mount Isa and has been servicing Northern Australia for almost 30 years. The workshop focused on improving the productivity of breeding herds, helping producers to make better informed decisions regarding the performance of their breeder herd and know where the balance between herd productivity and pasture management lies. To support ongoing learning and knowledge transfer, two workshop booklets and two fact sheets were developed and distributed to producers and stakeholders. The project also completed baseline and indicator surveys to measure project impact, monitor participant outcomes, and inform future program delivery. These activities contributed to increased producer knowledge, improved decision-making capabilities, and strengthened regional agricultural resilience.

Sustainable Agriculture Facilitator (SAF)

The Sustainable Agriculture Facilitator (SAF) continues to promote climate-smart and sustainable agricultural practices across the Southern Gulf region. By fostering collaboration among landholders, community groups, and industry stakeholders, the SAF plays an important role in supporting initiatives that strengthen agricultural resilience. During the 2025-2026 reporting period, key activities included attending the Carbon & Your Ag Business Workshop, which provided practical insights into the fundamentals of carbon and its relevance to regional agricultural enterprises. Participation in the Gulf Savannah NRM Soil Classification Training enhanced skills in identifying and classifying soil types, improving the capacity to support landholders and deliver effective land management projects. Attendance at the DPI Forage Budgeting Field Day further developed expertise in forage budgeting, pasture and weed management, and the use of GIS tools for monitoring pasture condition through real-world examples from the Wambiana Trial and producer experiences. The SAF also attended Richmond Field Days, providing an opportunity to engage with landholders and industry representatives while promoting Southern Gulf NRM projects and sustainable land management practices. Collectively, these activities enhanced technical knowledge, strengthened industry connections, and improved the delivery of practical support to producers across the Southern Gulf region.

These projects are supported by the Australian Government through funding from the Natural Heritage Trust under the Climate-Smart Agriculture program and delivered by Southern Gulf NRM, a member of the Commonwealth Regional Delivery Partners Panel.

DISASTER Recovery

Disaster Recovery Funding Arrangements (DRFA) 22-23 Invasive Species Management Program

The Disaster Recovery Funding Arrangements for the 2022/23 monsoonal flooding event represent a committed and coordinated approach to reducing the impacts of invasive species. The devastating effects of intense rainfall and flooding encouraged the growth and spread of weeds, which continue to persist across regions of north west Queensland, degrading land condition and agricultural productivity. Consequently, feral pig populations have also increased, causing further damage to natural resources.

This project promotes a strategic approach by targeting weed infestations and feral pig movements along watercourses and tributaries, helping to achieve sustainable, long-term improvements. This initiative comprises three projects focused on managing invasive weeds in Burke Shire and reducing feral pig populations in Burke and Cloncurry Shires.

Progress Highlights – First Six Months

- Southern Gulf NRM progressed project planning and stakeholder engagement to support the delivery of targeted invasive weed and feral pig control activities across priority areas.
- Councils reaffirmed their support for the project and promoted participation among stakeholders within the target areas.
- Expressions of interest from landholders were received and are being assessed for inclusion in project activities.
- Procurement of suitably qualified aerial control contractors to support planned control operations.
- Promoted the project through online publication on the Southern Gulf NRM website to raise awareness of objectives, activities and anticipated outcomes.
- Monitoring equipment was procured to identify feral pig activity hotspots, establish baseline data and improve the targeting and effectiveness of control activities.
- Preparatory activities completed during the reporting period have positioned the project for effective implementation and delivery of on-ground outcomes.

The outcome of these efforts restores flood-affected landscapes, reduces weed and feral pig impacts and builds long-term resilience for healthier ecosystems across Burke and Cloncurry Shires.

This project is being delivered by Southern Gulf NRM and is jointly funded by the Australian and Queensland Governments under the Disaster Recovery Funding Arrangements (DRFA).

Disaster Recovery Funding Arrangements (DRFA) Riverine Maintenance Program 2019

Southern Gulf NRM monitored and inspected riverine restoration sites established following the 2019 North Queensland Monsoon Trough. This included two sites at Sedan Dip on the Cloncurry River and Hughenden Golf Course on the Flinders River.

Using the Vegetation Condition Assessment Tool (VegCAT), project staff assessed the condition of revegetated areas and checked erosion-control measures, fencing and watering infrastructure. These inspections helped identify emerging issues and determine whether further maintenance was needed.

Following extensive flooding again in early 2026, Southern Gulf NRM undertook additional on-ground assessments to understand how the sites and previous restoration works had been affected by the floodwaters.

Regular monitoring provides valuable information about how restored riverbanks respond to floods and changing seasonal conditions. It also helps guide future management, protect previous investment in riverine rehabilitation and improve the long-term resilience of these important sites.

This project is being delivered by Southern Gulf NRM and is jointly funded by the Australian and Queensland Governments under the Disaster Recovery Funding Arrangements (DRFA).

Disaster Recovery Funding Arrangements (DRFA) Restoration Maintenance Program 2021-2022

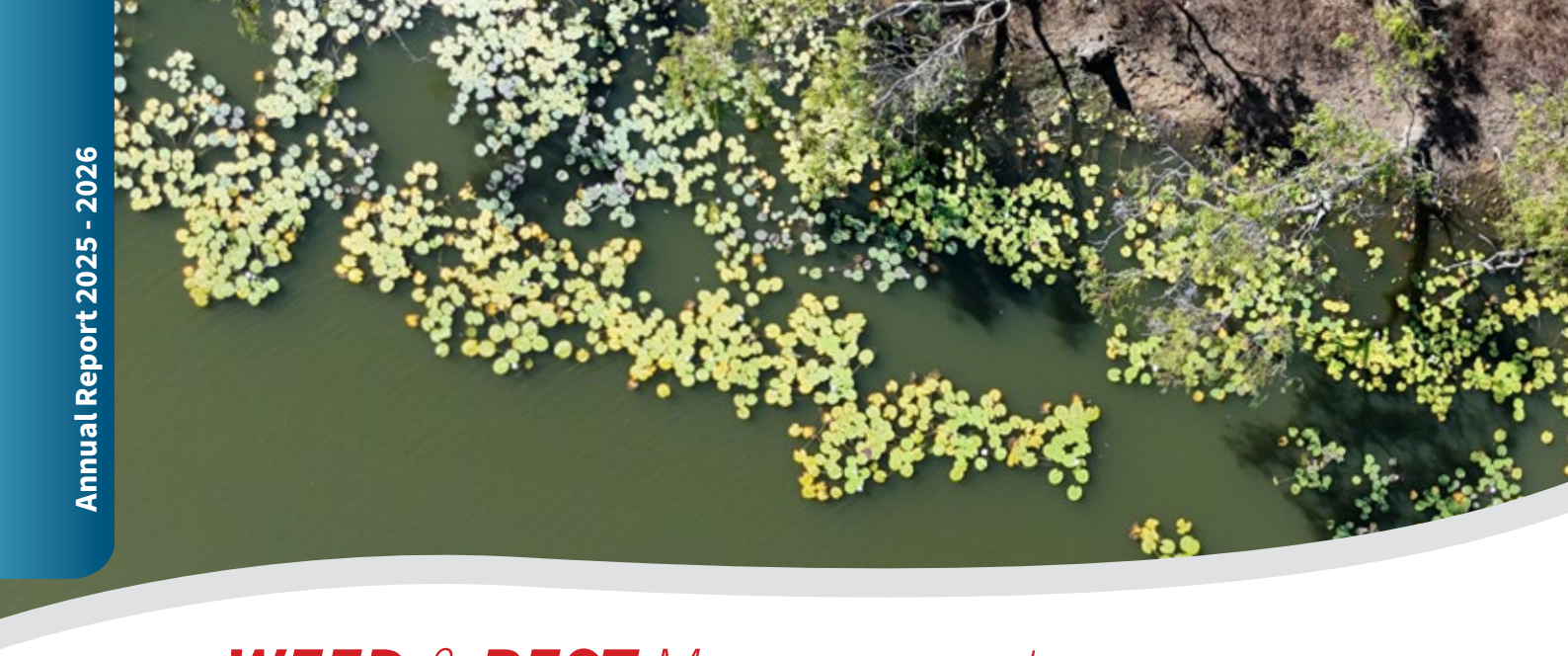
Southern Gulf NRM continued weed eradication and monitoring of sites that were rehabilitated through the Disaster Recovery Funding Arrangements Riverine Restoration Program 2021–2022. The restoration sites are located at five sites along the Flinders River near Hughenden.

Previous rehabilitation works completed by Verterra Ecological Engineering, included preparing the sites, improving the soil, planting native tubestock, spreading seed and installing fencing to exclude livestock. The team also installed living pile fields at selected locations to reduce erosion and improve riverbank stability.

Southern Gulf NRM Project Officers used the Vegetation Condition Assessment Tool (VegCAT) to track plant survival and changes in vegetation condition. Regular assessments helped project staff understand how the revegetated areas were responding to seasonal conditions and identify where further maintenance was required.

Maintenance and monitoring continued through to June 2026 as planned, providing valuable information to guide the long-term management and resilience of the restored sites.

This project is being delivered by Southern Gulf NRM and is jointly funded by the Australian and Queensland Governments under the Disaster Recovery Funding Arrangements (DRFA).



WEED & **PEST** Management

Feral Pig Reduction for Improved Wetland Health

The Feral Pig Reduction for Improved Wetland Health project is working with 10 properties throughout the Southern Gulf region to reduce the impacts of feral pigs on wetlands and waterways. The project aims to humanely reduce feral pig populations in and around these sensitive areas, helping to improve wetland health and protect important habitat.

The project originally aimed to improve wetland health across 50 hectares, with benefits extending into surrounding and downstream areas. James Cook University (JCU) is undertaking wetland health monitoring and will produce a wetland health report card to be shared with landholders and the public.

2025–26 Project Highlights

- **Target doubled:** The project originally aimed to engage 5 properties covering 25 hectares of wetlands during 2025–26, with a further 5 properties to be signed up during 2026–27. During the 2025–26 financial year, 10 properties with a combined wetland area of 109 hectares signed up to the project, achieving the property target six months ahead of schedule and more than doubling the planned project wetland area.
- **Feral pig control commenced**: Aerial control contractors were engaged to undertake feral pig control across participating properties, targeting pigs that are impacting wetlands and waterways.
- **Wetland health monitoring established:** James Cook University designed the wetland health report card framework, which will be used to communicate the condition and health of participating wetlands.

The wetland health report card is expected to be released to landholders and the public by July 2027.

This project is funded by Queensland Government's Natural Resource Management Expansion Program.

South32 Cannington

South32 represents a strategic and committed approach to reducing invasive weeds along the Cannington Mine to Yurbi rail loading facility corridor. The 2025-26 partnership brought together six properties to tackle infestations of three Weeds of National Significance (WoNS): Prickly Acacia, Mesquite, and Parkinsonia.

By targeting these invasive species, the program helps reduce threats to grazing productivity, native vegetation, wetland health and biodiversity across the region. Efforts are focused on prioritising infestations in the upper reaches of the McKinlay and Gilliat River catchments, deliberately preventing downstream seed dispersal and limiting further spread.

The positive outcomes achieved through this collaborative approach have supported ongoing investment in weed management, delivering long-term environmental and agricultural benefits for landholders and the wider region.

"We are thrilled to be receiving some grant funding from Southern Gulf NRM and South32! … This helps us with the constant fight against these WoNS, and enables and encourages us to take on a larger project outside of our usual spraying program… Once again thank you for the grant money, every dollar helps our fight!"

— Landholder participant from 2025-26 program.

This project is funded by South32 Cannington.

Invasive Biosecurity Outcomes for the Southern Gulf Region

Southern Gulf NRM is taking a strategic, catchment scale approach to invasive weed management in the Flinders River catchment, working from the upper catchment downstream to reduce the risk of weeds continuing to spread through waterways, grazing lands and adjoining properties.

Funded through the Queensland Government's Natural Resource Management Expansion Program, the Invasive Biosecurity Outcomes for the Southern Gulf Region project is supporting coordinated weed management across the landscape. The broader project is planned to work across 32 properties and influence approximately 48,000 hectares of grazing land and river catchment.

During 2025-26, the first stage of on-ground works concentrated on six participating grazing properties within strategically connected areas of the catchment. Across these initial areas, 2,962 hectares were treated, with approximately 400,550 individual weed treatments recorded.

Rather than treating infestations as isolated property problems, Southern Gulf NRM has deliberately clustered works across neighbouring areas and along connected waterways. Priority has been given to upper catchments, infestations capable of spreading downstream, areas where treatment can complement work on adjoining properties, and locations where landholders are committed to ongoing management. This approach helps extend the benefit of investment beyond the area directly treated. The individual monitoring reports demonstrate this emphasis on treatment continuity, watercourses and reducing downstream spread.

Priority weeds addressed during the year included *Prickly acacia, Parkinsonia, Rubber vine, Mesquite, Parthenium, Bellyache Bush and Invasive Cacti.* Infestations varied considerably, from scattered plants that could be targeted before they became established through to extremely dense, mature infestations requiring significant contractor effort. In one of the monitored treatment areas, *prickly acacia* density averaged approximately 628 stems per hectare, highlighting the scale of the challenge in some parts of the catchment.

A strong monitoring program is also being established so that success is measured by more than hectares treated. Southern Gulf NRM is using the Land Condition Assessment Tool (LCAT), drone imagery and fixed photo monitoring to establish baseline condition and document change following treatment. Monitoring will continue annually, providing evidence of treatment effectiveness, changes in weed infestation and, over time, whether weed control contributes to improved land condition.

Importantly, the first year of treatment represents the beginning rather than the end of the management process. Participating landholders are being supported to incorporate project activities into their property weed and pest management planning and continue surveillance and follow up control. This combination of coordinated investment, landholder commitment and long-term monitoring is intended to prevent treated areas simply becoming reinfested.

By starting strategically and working downstream, Southern Gulf NRM is using available resources where they can deliver the greatest landscape-scale benefit-protecting productive grazing country, reducing future weed spread and improving the resilience of the Flinders River catchment.

This project is funded by the Queensland Government's Natural Resource Management Expansion Program.

FINANCIAL REPORT
2025 - 2026

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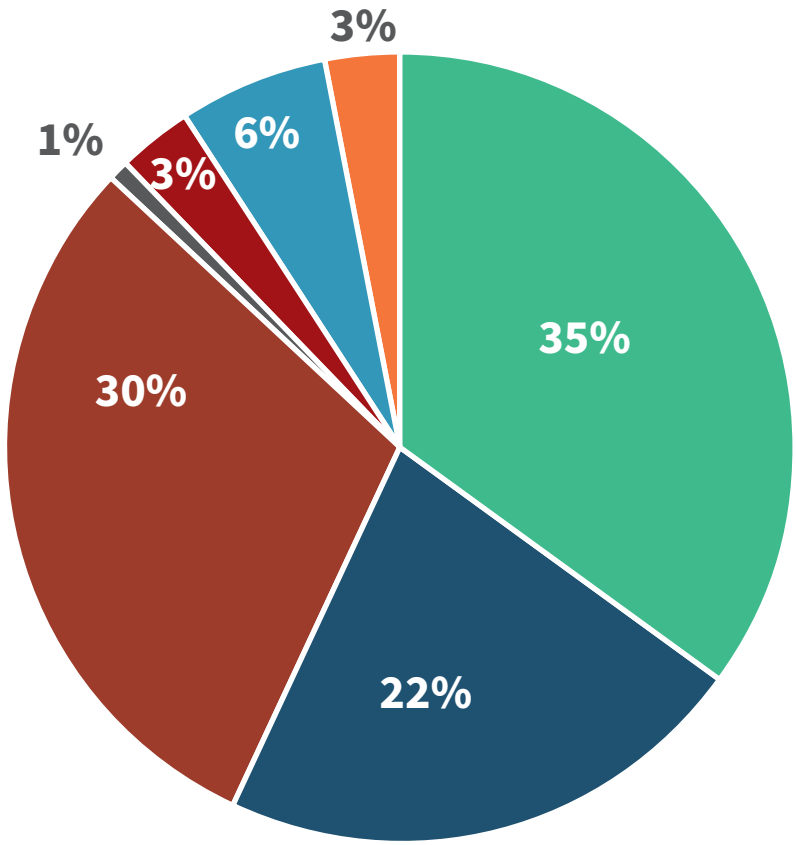
Project ***EXPENDITURE***



GRAND TOTAL EXPENSES 2026 – $13,292,269.63

ABN 15 030 795 778

Southern Gulf NRM Ltd
Directors' report
30 June 2026

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2026.

Directors
The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Name	Appointed/Resigned
Adjunct Professor Iain Gordon - Chairperson	
Mrs Jane McMillan - Deputy Chairperson	
Mrs Sarah Docherty	
Mr Trent McIndoe	
Mr Darren Schaeffer	Appointed 28 July 2025
Mr Kallum Cotterell	Appointed 28 July 2025
Mr Daniel Counsell	Appointed 24 August 2025
Ms Helen Fisher	Appointed 28 August 2025
Mr Roger Hill	Resigned 14 July 2025
Mr Raymond Thieme	Retired 27 July 2025
Mr Gavin Scott	Retired 23 August 2025
Mr Samuel Fryer	Retired 25 August 2025

Principal activities
The principal activities of the company during the financial year was the management and administration of sustainable natural resource management in the region. Southern Gulf NRM Ltd is the region's only community-based organisation that has the sole purpose of working with all the land managers to address natural resource issues at the landscape level - building collaboration, gathering and sharing information and brokering funding for on-ground work. No significant changes in the nature of the company's activities occurred during the financial year.

Information on directors

Name:	Adjunct Professor Iain Gordon
Title:	Chairperson
Qualifications:	Bachelor of Science (Honours), University of Aberdeen, UK; PhD (Zoology) University of Cambridge, UK; Doctor of Science, Abertay University, UK; Graduate of the Australian Rural Leadership Program; Graduate of the Australian Institute of company Directors
Experience and expertise:	An Honorary Professor at the Australian National University, and Adjunct Professor position at James Cook University, Central Queensland University and Lincoln University in New Zealand. Iain's research focuses on human/environment interface, in the context of biodiversity management, ecosystem services provided by agricultural landscapes and engaging human communities in the management of natural resources. In 1986, he received his PhD degree from the University of Cambridge, studying on a nature reserve off the West Coast of Scotland and has since led interdisciplinary research across five continents. Over the past 45 years, Iain has published more than 300 papers in international, peer review journals and published 11 books, with a 12th book in progress to be published. His published research spans a range of areas, including livestock nutrition and health, ecology of natural ecosystems, grazing management to achieve environmental objectives, and community-based conservation. He currently runs his own business (Professional Environmental Consultants) and works for the Australian Federal Government, Australian Institute of Marine science and Lincoln University.
Special responsibilities:	Chairperson of Southern Gulf NRM, Previous Chairperson of the Finance, Audit and Risk Management Sub-Committee, Member of the Finance, Audit and Risk Management Sub-Committee, Member of the Governance Sub-Committee

Southern Gulf NRM Ltd
Directors' report
30 June 2026

Meetings of directors
The number of meetings of the company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2026, and the number of meetings attended by each director were:

	Full Board		FARM Committee		Governance Committee	
	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend
Adjunct Professor Iain Gordon	9	9	5	5	4	4
Mrs Jane McMillan	9	9	-	-	4	4
Mrs Sarah Docherty	7	9	5	5	-	-
Mr Trent McIndoe	9	9	5	5	-	-
Mr Darren Schaeffer	8	8	4	4	-	-
Mr Kallum Cotterell	8	8	4	4	-	-
Mr Daniel Counsell	5	8	-	-	4	4
Ms Helen Fisher	6	8	-	-	4	4
Mr Roger Hill	-	1	-	-	-	-
Mr Raymond Thieme	1	1	-	-	-	-
Mr Gavin Scott	1	1	-	-	-	-
Mr Samuel Fryer	1	1	-	-	-	-

Held: represents the number of meetings held during the time the director held office or was a member of the relevant committee.

Contributions on winding up
In the event of the company being wound up, ordinary members are required to contribute a maximum of $10 each. Honorary members are not required to contribute.

The total amount that members of the company are liable to contribute if the company is wound up is $1,000, based on 100 current ordinary members.

Southern Gulf NRM Ltd
Directors' report
30 June 2026

Auditor's independence declaration
A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 for the year ended 30 June 2026 is set out immediately after this directors' report.

This report is made in accordance with a resolution of directors.

On behalf of the directors

Iain Gordon

29/09/ 2026

JESSUPS

INDEPENDENCE DECLARATION

TO THE DIRECTORS OF SOUTHERN GULF NRM LTD FOR THE YEAR ENDED 30 JUNE 2026

We declare that, to the best of our knowledge and belief, in relation to the audit of Southern Gulf NRM Ltd for the year ended 30 June 2026, there have been:

- 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*; and
- no contraventions of any applicable code of professional conduct.

Yours faithfully
Jessups

Darren Thamm
Partner

Dated this 29th day of September 2026

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A.B.N.: 99 194 967 950

Southern Gulf NRM Ltd
Statement of profit or loss
For the year ended 30 June 2026

	Note	2026 $	2025 $
Revenue and other income	3	7,432,371	5,514,305
Expenses			
Employee benefits expense		(1,931,779)	(1,460,121)
Other employee costs		(145,807)	(135,548)
Depreciation expense		(125,204)	(73,812)
Project expenses		(4,154,948)	(2,710,840)
Board costs		(258,462)	(219,055)
Professional fees		(164,374)	(152,497)
Information and technology		(72,164)	(67,019)
Office expenses		(256,554)	(243,517)
Motor vehicle expenses		(67,714)	(50,864)
Travel expenses		(17,007)	(8,919)
Unexpended funds returned		-	(8,543)
Total expenses		(7,194,013)	(5,130,735)
Surplus for the year		238,358	383,570

The above statement of profit or loss should be read in conjunction with the accompanying notes

Southern Gulf NRM Ltd
Statement of financial position
As at 30 June 2026

	Note	2026 $	2025 $
Assets			
Current assets			
Cash and cash equivalents	4	5,466,852	3,273,977
Trade and other receivables	5	295,349	133,039
Contract assets		451,405	752,090
Prepayments		92,923	60,684
Total current assets		6,306,529	4,219,790
Non-current assets			
Property, plant and equipment	6	1,099,223	1,082,937
Other financial assets		954	954
Total non-current assets		1,100,177	1,083,891
Total assets		7,406,706	5,303,681
Liabilities			
Current liabilities			
Trade and other payables	7	380,167	359,068
Contract liabilities		3,928,619	2,097,584
Employee benefits	8	175,476	175,954
Total current liabilities		4,484,262	2,632,606
Non-current liabilities			
Employee benefits	8	25,530	12,519
Total non-current liabilities		25,530	12,519
Total liabilities		4,509,792	2,645,125
Net assets		2,896,914	2,658,556
Equity			
Retained surpluses		2,896,914	2,658,556
Total equity		2,896,914	2,658,556

The above statement of financial position should be read in conjunction with the accompanying notes

Southern Gulf NRM Ltd
Statement of changes in equity
For the year ended 30 June 2026

Balance at 1 July 2024	2,274,986	2,274,986
Surplus for the year	383,570	383,570
Total comprehensive income for the year	383,570	383,570
Balance at 30 June 2025	2,658,556	2,658,556

Balance at 1 July 2025	2,658,556	2,658,556
Surplus for the year	238,358	238,358
Total comprehensive income for the year	238,358	238,358
Balance at 30 June 2026	2,896,914	2,896,914

The above statement of changes in equity should be read in conjunction with the accompanying notes

Southern Gulf NRM Ltd
Statement of cash flows
For the year ended 30 June 2026

	Note	2026 $	2025 $
Cash flows from operating activities			
Receipts from customers, funding bodies and donors (inclusive of GST)		10,205,362	6,058,606
Payments to suppliers and employees (inclusive of GST)		(8,015,238)	(5,442,869)
Interest received		145,842	136,506
Net cash from operating activities		2,335,966	752,243
Cash flows from investing activities			
Payments for property, plant and equipment	6	(149,000)	(150,470)
Proceeds from disposal of property, plant and equipment		5,909	3,636
Net cash used in investing activities		(143,091)	(146,834)
Net increase in cash and cash equivalents		2,192,875	605,409
Cash and cash equivalents at the beginning of the financial year		3,273,977	2,668,568
Cash and cash equivalents at the end of the financial year	4	5,466,852	3,273,977

The above statement of cash flows should be read in conjunction with the accompanying notes

Southern Gulf NRM Ltd
Notes to the financial statements
30 June 2026

Note 1. Material accounting policy information

The accounting policies that are material to the company are set out either in the respective notes or below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted
The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation
These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB') and the Australian Charities and Not-for-profits Commission Act 2012 as appropriate for not-for profit oriented entities.

Income tax
As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997 as amended, it is exempt from paying income tax.

Economic dependence
Southern Gulf NRM Ltd is dependent on the Australian Commonwealth and State Governments for the majority of its revenue to continue delivering its programs. At the date of this report, the directors have no reason to believe the Australian Commonwealth and State Governments will not continue to support the Company as funding agreements have been signed and executed.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. Further information on critical judgments can be found regarding revenue recognition in note 3.

Note 3. Revenue and other income

	2026 $	2025 $
Revenue from contracts with customers		
Government grants	6,087,348	3,794,866
Non-government grants	379,632	770,597
Fee for service	807,487	789,539
Other revenue from contracts with customers	2,477	5,900
	7,276,944	5,360,902
Other income		
Membership fees	1,882	1,891
(Loss)/Gain on disposal of assets	(1,601)	3,155
Finance income	145,842	136,506
Other income	9,304	11,851
	155,427	153,403
Revenue and other income	7,432,371	5,514,305

Southern Gulf NRM Ltd
Notes to the financial statements
30 June 2026

Note 3. Revenue and other income (continued)

Accounting policy for revenue recognition
The company recognises revenue as follows:

Revenue from contracts with customers
Grant funding
The company receives grant funding from the government and non-government agencies to undertake natural resource management activities. Funding agreements generally require the company to perform specified activities such as biodiversity conservation, sustainable agriculture, feral pig containment, invasive species management and environmental monitoring. As these agreements are enforceable and contain sufficiently specific performance obligations, revenue is recognised progressively as the contracted services and activities are delivered. Funding received in advance of service delivery is recognised as a contract liability until the associated obligations are satisfied. If the company has satisfied the obligations but funding has not been received, a contract asset is recognised. Progress towards satisfying performance obligations is measured based on costs incurred, milestones achieved, or outputs delivered, depending on which method best reflects the transfer of services to the funding provider's beneficiaries.

Fee for service
Revenue from a contract to provide services is recognised over time as the services are rendered.

Other income
Other income is recognised when it is received or when the right to receive payment is established.

Note 4. Cash and cash equivalents

	2026 $	2025 $
Current assets		
Cash at bank	5,466,852	1,073,977
Term deposits	-	2,200,000
	5,466,852	3,273,977

Note 5. Trade and other receivables

	2026 $	2025 $
Current assets		
Trade receivables	369,345	111,664
Less: Allowance for expected credit losses	(75,772)	-
	293,573	111,664
Other receivables	1,776	1,440
GST receivable	-	19,935
	295,349	133,039

Accounting policy for trade and other receivables
Trade receivables are generally due for settlement within 30 days.

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Southern Gulf NRM Ltd
Notes to the financial statements
30 June 2026

Note 6. Property, plant and equipment

	2026 $	2025 $
Non-current assets		
Buildings - at cost	934,038	914,738
Less: Accumulated depreciation	(141,985)	(107,297)
	792,053	807,441
Plant and equipment - at cost	132,011	106,698
Less: Accumulated depreciation	(76,452)	(35,129)
	55,559	71,569
Motor vehicles - at cost	434,278	362,933
Less: Accumulated depreciation	(211,977)	(171,076)
	222,301	191,857
Computer equipment - at cost	56,979	53,198
Less: Accumulated depreciation	(27,669)	(41,128)
	29,310	12,070
	1,099,223	1,082,937

Reconciliations
Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Buildings $	Plant and equipment $	Motor vehicles $	Computer equipment $	Total $
Balance at 1 July 2025	807,441	71,569	191,857	12,070	1,082,937
Additions	19,300	31,976	71,345	26,379	149,000
Disposals	-	(4,268)	-	(3,242)	(7,510)
Depreciation expense	(34,688)	(43,718)	(40,901)	(5,897)	(125,204)
Balance at 30 June 2026	792,053	55,559	222,301	29,310	1,099,223

Accounting policy for property, plant and equipment
Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment.

Depreciation is calculated on a diminishing value basis to write off the net cost of each item of property, plant and equipment over their estimated useful lives as follows:

Buildings	2.5 - 20%
Plant and equipment	8 - 100%
Motor vehicles	22.5%
Computer equipment	15 - 37.5%

Southern Gulf NRM Ltd
Notes to the financial statements
30 June 2026

Note 7. Trade and other payables

	2026 $	2025 $
Current liabilities		
Trade payables	38,084	29,395
Accrued expenses	107,814	281,330
PAYG withholding	48,442	39,312
GST payable	154,656	-
Other payables	31,171	9,031
	380,167	359,068

Accounting policy for trade and other payables
These amounts are unsecured and are usually paid within 30 days of recognition.

Note 8. Employee benefits

	2026 $	2025 $
Current liabilities		
Annual leave	141,946	116,412
Long service leave	33,530	59,542
	175,476	175,954
Non-current liabilities		
Long service leave	25,530	12,519

Note 9. Key management personnel disclosures

Compensation
The aggregate compensation made to directors and other members of key management personnel of the company is set out below:

	2026 $	2025 $
Aggregate compensation	852,409	628,394

Note 10. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by the auditor of the company:

	2026 $	2025 $
Audit services - Jessups Cairns		
Audit of the financial statements	11,920	11,000
Other services - Jessups Cairns		
Audit of grant acquittals	594	-
	12,514	11,000

Southern Gulf NRM Ltd
Notes to the financial statements
30 June 2026

Note 11. Related party transactions

Key management personnel
Disclosures relating to key management personnel are set out in note 9.

Transactions with related parties
The following transactions occurred with related parties:

	2026 $	2025 $
Payment for services from other related party: company secretarial services	40,000	34,410
Payment for services from other related party: panel selection fees	9,900	-

Receivable from and payable to related parties
There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties
There were no loans to or from related parties at the current and previous reporting date.

Note 12. Contingent liabilities

The company had no contingent liabilities as at 30 June 2026 and 30 June 2025.

Note 13. Commitments

The company had no commitments as at 30 June 2026 and 30 June 2025.

Note 14. Events after the reporting period

No matter or circumstance has arisen since 30 June 2026 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Southern Gulf NRM Ltd
Directors' declaration
30 June 2026

In the directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2026 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company 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 Regulations 2022.

On behalf of the directors

Iain Gordon

29/09/ 2026

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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SOUTHERN GULF NRM LTD FOR THE YEAR ENDED 30 JUNE 2026

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Southern Gulf NRM Ltd (the registered entity), which comprises the statement of financial position as at 30 June 2026, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the responsible entities' declaration.

In our opinion, the accompanying financial report of the registered entity is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), including:

- giving a true and fair view of the registered entity's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards – AASB 1060: *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

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 ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Information Other than the Financial Report and Auditor's Report Thereon

The responsible entities are responsible for the other information. The other information comprises the information included in the registered entity's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of the Responsible Entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – AASB 1060: *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the ACNC Act and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters relating 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.

The responsible entities are responsible for overseeing the registered entity's financial reporting process.

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 the 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 this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the responsible entities of the registered entity, would be in the same terms if given to the responsible entities as at the time of this auditor's report.

Jessups

Darren Thamm
Partner

Dated this 29th day of September 2026

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Southern Gulf NRM

NRM REGIONS QUEENSLAND

Southern Gulf NRM is one of Queensland's 12 regional NRM organisations, dedicated to protecting the natural resources that sustain our communities and environment.