



Healthy Land & Water Annual Report FY 2021-2022



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Healthy Land & Water is the **peak environmental group for South East Queensland**. For over 20 years it has been dedicated to investing in and leading initiatives to build the prosperity, liveability, and sustainability of our 'future region'. **Healthy Land & Water is focused on delivering an environment for future generations to thrive.**

Our success and strength stems from our extensive knowledge, science and evidence which informs investment in our environment. We are experts in research, monitoring, evaluation and project management. Our team has led many thousands of projects to restore waterways and landscapes, improve native habitats, manage weeds, protect native species, inform policy and educate communities on the best ways to improve and protect the environment.

Working in partnership with Traditional Owners, government, private industry, utilities and the community, Healthy Land & Water delivers innovative and science-based solutions to challenges affecting the environment. Through a combination of scientific expertise and on-ground management works, Healthy Land & Water **lead and connect through science and actions that will preserve and enhance our natural assets and support resilient regions long into the future.**

Traditional Owner Acknowledgement

We acknowledge that the place we now live in has been nurtured by Australia's First Peoples for tens of thousands of years. We believe the spiritual, cultural and physical consciousness gained through this custodianship is vital to maintaining the future of our region.

YEAR IN NUMBERS



134

projects delivered across SEQ



107

shorebird sites mapped



Total revenue =

\$17.7 m



10 km

of **waterways** maintained



148+
collaborations

with industry, community, First Nations, research partners and all levels of government



410 ha

of **weed** control



10+ km

of **sensitive areas** protected



10 publications

including technical studies, guidelines and project reports



11.86 tonnes

of **litter** collected



123

data agreements covering 49,000 km



3,696

stakeholders and landholders **engaged**



9

new online maps and 10 maintained



3,754

participants in regional **survey**



485

sites **monitored**



66

governance committee meetings



1

new **Strategic Plan (2023-2027)**

1

new **South East Queensland Natural Resource Management Plan**



**Stephen Robertson,
Chair**

WELCOME FROM THE CHAIR

Healthy Land & Water has been in overdrive this year, juggling its fast-growing portfolio, as well as keeping up with the skyrocketing demand for providing thought-leadership regionally, nationally and internationally. Experts from our team are increasingly being called on to headline at a variety of events and forums, contribute to publications, and give independent science-backed advice to decision and policy makers.

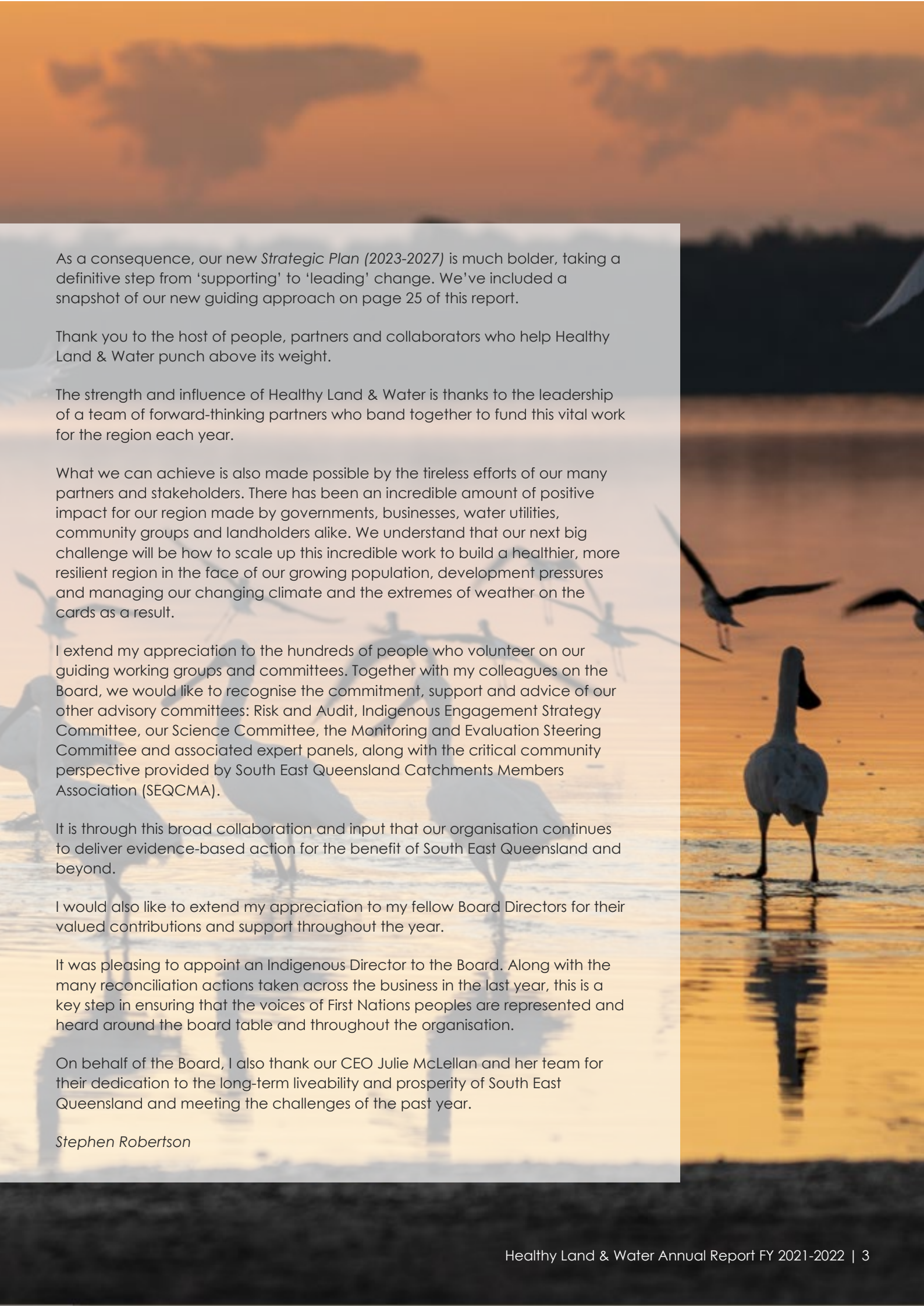
On top of this, our team has been tirelessly working to catch up on extended delays to its program of on-ground works caused by COVID-19 restrictions, followed by the considerable additional workload which came with providing support and recovery works following the disaster-scale flooding in the first half of 2022.

The response to this year's flooding was rapid and comprehensive. Government agencies reached out to Healthy Land & Water even before the floodwaters had started to recede, seeking advice on scale and damage. Our rapid assessment online flood tool enabled South East Queenslanders to add geo-located photo evidence of flood impacts straight from their phones, even before the waters went down, and it was safe to despatch our team to complete official assessments. This enabled us to provide continual intel as the situation unfolded, which is key to the government being able to stand up its disaster recovery funding response as quickly as possible.

New Strategic Plan developed, as previous 5-year plan wound up

30 June 2022 marked the end of the *Strategic Plan (2017-2022)* period. As our team reported on the organisation's progress against the plan, I've been pleased to note the strong progress towards our aspirations set some five years ago to support the health of our region.

During the extensive consultation with our many stakeholders over the past 12 months to set the purpose and direction for the coming five years to meet the needs of our changing region, we've been called on to take on a stronger role in creating a healthier, more resilient and liveable region.



As a consequence, our new *Strategic Plan (2023-2027)* is much bolder, taking a definitive step from 'supporting' to 'leading' change. We've included a snapshot of our new guiding approach on page 25 of this report.

Thank you to the host of people, partners and collaborators who help Healthy Land & Water punch above its weight.

The strength and influence of Healthy Land & Water is thanks to the leadership of a team of forward-thinking partners who band together to fund this vital work for the region each year.

What we can achieve is also made possible by the tireless efforts of our many partners and stakeholders. There has been an incredible amount of positive impact for our region made by governments, businesses, water utilities, community groups and landholders alike. We understand that our next big challenge will be how to scale up this incredible work to build a healthier, more resilient region in the face of our growing population, development pressures and managing our changing climate and the extremes of weather on the cards as a result.

I extend my appreciation to the hundreds of people who volunteer on our guiding working groups and committees. Together with my colleagues on the Board, we would like to recognise the commitment, support and advice of our other advisory committees: Risk and Audit, Indigenous Engagement Strategy Committee, our Science Committee, the Monitoring and Evaluation Steering Committee and associated expert panels, along with the critical community perspective provided by South East Queensland Catchments Members Association (SEQCMA).

It is through this broad collaboration and input that our organisation continues to deliver evidence-based action for the benefit of South East Queensland and beyond.

I would also like to extend my appreciation to my fellow Board Directors for their valued contributions and support throughout the year.

It was pleasing to appoint an Indigenous Director to the Board. Along with the many reconciliation actions taken across the business in the last year, this is a key step in ensuring that the voices of First Nations peoples are represented and heard around the board table and throughout the organisation.

On behalf of the Board, I also thank our CEO Julie McLellan and her team for their dedication to the long-term liveability and prosperity of South East Queensland and meeting the challenges of the past year.

Stephen Robertson



**Julie McLellan,
CEO**

CHIEF EXECUTIVE OFFICER'S REPORT

In this, the final year of our current Strategic Plan, we are pleased to report that despite some very trying years of drought, disaster-scale flooding and a global pandemic, Healthy Land & Water has successfully delivered a large number of important projects for the region.

The quantity and scale of projects continues on a strong trajectory of growth, testament to the commitment of our funders, partners, collaborators and communities in which we live and work. We offer our sincere thanks for their ongoing effort and commitment.

This year, our team worked with some 3,696 stakeholders on over 134 projects, accounting for \$17.7 million in revenue. We often say our biggest stakeholder is the environment itself, and this year, our end of financial year report shows our organisation's steadfast focus on delivering outcomes for the region's environment and liveability, is paying off.

This work is important. It is also needed. This was demonstrated in full-force during the year when the resilience of our region was tested as we faced the most significant region-wide flooding event in recent history. The environmental rapid assessment protocol led by Healthy Land & Water allowed a correspondingly quick response by government. This enabled us to instigate assessments and immediate recovery works in priority landscapes. Much of this work is ongoing and is now shifting towards resilience investments.

Engagement is one of the most important platforms of our work. We are rolling out our new strategic engagement strategy, which was driven by our stakeholders themselves. Ongoing dialogue and project partnerships have continued in full swing with our owner members the South East Queensland Council of Mayors, Utilities (including Unitywater, Seqwater, and Urban Utilities) and the community through the South East Queensland Community Members Association (SEQCMA). The fruits of these partnerships and advice are reflected throughout this report.

Our influence continues to grow. We regularly meet all sides of politics and are increasingly being called on to provide decision-making support for policy makers. We are also regularly invited to headline at key conferences and submit to key publications. We are growing this aspect in line with calls from our stakeholders to increasingly take an environmental leadership position on behalf of the region.

Healthy Land & Water held its 21st birthday celebrations in the form of a Showcase conference during the year. The line-up included upbeat profiles of a wide array of projects with a tangible impact for South East Queensland. The environmental ministers from both the Australian Government and Queensland Government, as well as the Lord Mayor of Brisbane, were quick to add their messages of support for our core cross-cutting initiatives, including the Natural Resource Management Plan for the region, Report Card and 'Future Card' which is the next generation of monitoring and reporting for the region.

What's next?

As we head towards 2032, Healthy Land & Water is aiming to work with our power partners to inform the green strategies which will position South East Queensland (SEQ) as a world leader in resilient, sustainable, liveable region-making.

When the eyes of the world are upon us, there will be a unique opportunity to showcase how sustainability and resilience to disasters and climate change can be the centrepieces of making a region a great place to live, work, visit and play.

We recently finalised our 5-year strategic plan and we've set ourselves some very bold targets to strive for. Healthy Land & Water is committed to its purpose of leading the change that will deliver an environment for future generations to thrive.

We are only too aware that while there is a huge amount of incredible work being done right across the region – and that should be celebrated! – it is simply not sufficient to drive the rate and magnitude of change needed to get the region back on track.

The good news is that we know what we need to do. After the floods earlier in the year, we saw where environmental work held up and protected landscapes during the torrents of heavy rain. More of this work is needed with priority to build our region's resilience to withstand the increasing pressures brought about by population growth and development. In addition, we know more frequent and intense disasters are on the cards as a result of climate change, so real leadership is needed to maintain the world-renown beauty and biodiversity of our region.

Over the coming year we will be actively seeking to bring a broad array of influencers across the region together to strengthen calls on government to flip from reactive to proactive funding. The aim is to build more resilience into our region so we are not so badly affected in future disaster events. There is also an untapped potential for corporates to look into how they can be part of funding resilience work, to add to the sustainability outcomes for their organisations.

There is energy building for much needed change, and so much to do on so many fronts. I count myself fortunate to be surrounded by a team of dedicated, passionate, skilled and committed, Board, staff and network of collaborators. I'm inspired by the many First Nations peoples we have been privileged to work closely with throughout the year and look forward to even greater engagement in the coming year. I would like to close by thanking each and every one of our team at Healthy Land & Water who work tirelessly to ensure our natural assets are preserved and enhanced.

Our values of *Integrity, Collaboration, Care, Innovation and Courage* remain the same as this is something we live and breathe through everything we deliver and how we show up to work. Our values don't just hang on the wall (in fact that is one of the last places you will find them), they are embedded in our project assessment, contract management and delivery, our policies, our position descriptions, through our interview and onboarding process and through our performance plans.

I am very proud of the Healthy Land & Water values, and witness them in action each and every day.

This Annual Report includes just a snippet of the immense works we undertake across and area spanning 35,000 square km, and it is with pride I share these with you and hope you enjoy reading about them as much as we enjoy delivering them.

Julie McLellan

ON GROUND IMPACT, UNDERPINNED BY SCIENCE & EVIDENCE

Our team out with contractor scoping LIDAR
drone imagery technology

STRATEGIC SCIENCE

Healthy Land & Water has proactively worked on **improving and tracking the health of waterways and ecosystems of South East Queensland** (SEQ) for over 20 years.

The enormous amount of work being rolled out across the region by a huge number of groups and individuals is making a difference, but more needs to be done to keep pace with the pressures of population growth and a changing climate. These considerable efforts helped our region weather the recent floods better than it otherwise would have, however all evidence points to a trajectory of decline in the health of many of our natural assets. This threatens the natural values that underpin the lifestyle that we enjoy in our beautiful region. We remain steadfastly focused on directing works to the areas where it will be of most benefit, to protect the places and people we love.

What we enjoy about South East Queensland also makes it attractive for people to visit and move here. We anticipate our population to grow by 1.5 million people by around 2040. Our science-led independent approach is vital in driving key actions to protect the beautiful, biodiverse region we are fortunate enough to call home.

Healthy Land & Water is working closely with our members to explore state-of-the-art regional monitoring, and collaborative and engaging approaches to natural resource management planning working with traditional owners, the broader community, scientists, and policymakers.

Together with our partners, we are delivering science-driven planning and management actions to protect and improve our natural assets.

As the Olympics and Paralympics head to Brisbane and South East Queensland in 2032, ambitious sustainability objectives have been set that have the potential to transform the region, including an overall climate positive target.

Underpinned by science

Providing strategic support to teams, enhancing efficiency, and strengthening the scientific basis of our work continued to be the focus during the year. This included activities extended to raising awareness on ethics and intellectual property.

New science strategy underway

Healthy Land & Water is driving a new science strategy to direct and amplify our science position as a fundamental base that underpins the organisation's value proposition as a science-based organisation, and re-affirms our credibility in the management of the natural capital of SEQ.

The strategy, being led by our Strategic Science Manager, Dr Grace Muriuki will ensure the quality, relevance and best conduct of Healthy Land & Water's science in meeting our strategic purpose and mission.

“

This year, despite the challenges of years of drought followed by disaster-scale flooding in South East Queensland in early 2022, we have delivered hundreds of impactful projects and programs for all levels of government, water utilities and corporates that have helped to build the resilience of our region.

We can't rest on our laurels – there is much to be done, and we are committed to work together to protect this region on behalf of its biodiversity and people.



**Chief Operations Officer –
Dr Andrew O'Neill**

Technical review strengthened

Healthy Land & Water has instated a technical review team to increase the technical and scientific rigour of our outputs and support our reputation as a trusted, science-based organisation.

Healthy Land & Water publishes a huge array of technical, policy and public facing documents. To name a few, this includes project reports, technical studies, guidelines, fact sheets, scientific manuscripts, public submissions, technical documents, conference papers, policy briefs and decision support papers.

With representation from each of our operations teams, the technical review process introduces a formalised peer review mechanism via a transparent and consistent framework that not only builds confidence in technical aspects, but also aligns with science best practice including ethics, IP, and other due diligence measures in science communication.

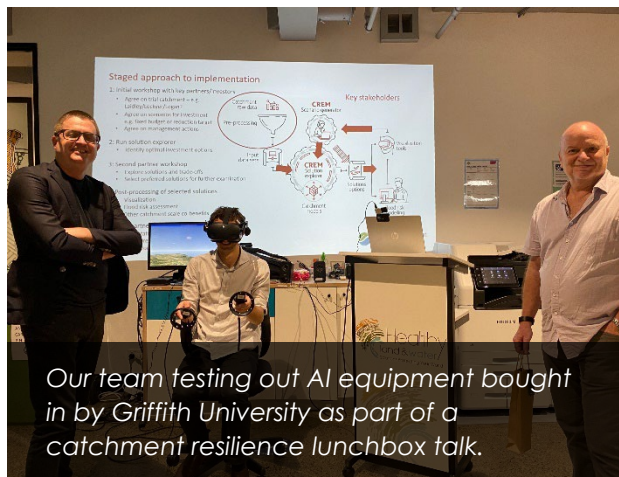
New ESG strategy in the wings

Investors and organisations across the globe are increasingly applying Environmental Social & Governance (ESG) factors as part of their analysis process to identify material risks and growth opportunities.

Healthy Land & Water believes that ESG principles are crucial to developing resilient organisations and assets that deliver long-term value for our region and stakeholders, and work is well underway on developing a guiding strategy for the organisation.

The integration of ESG factors into our investment decisions and ownership is an important part of fulfilling our mission to create strong returns for our investors. Consideration of ESG not only enhances our assessment of risk, but also helps us identify opportunities for transformation and value creation.

Our ESG strategy will help strengthen Healthy Land & Water's position as a leading NRM body, drive value, enhance returns, and help to create better outcomes for people and communities across SEQ. The strategy will be underpinned by policies and procedures to support ongoing improvements and annual disclosures.



Our team testing out AI equipment bought in by Griffith University as part of a catchment resilience lunchbox talk.

Raising visibility and supporting information sharing via lunchtime talks

Our lunchtime talk series continues to attract a diversity of speakers on topics ranging from Indigenous science, carbon literacy, climate change and the release of the Intergovernmental Panel on Climate Change report, innovative tools for ecosystem monitoring, as well as other topical issues.

These talks continue to promote lateral and cross-team learnings, external engagement and knowledge sharing, as well as and demonstrating impact from research collaborations with academia.



Improved knowledge of our role in building our natural and social systems' resilience and adaptation to climate change is critical. We are ramping up our understanding and knowledge sharing capabilities to enable and support a region that is in deep transition toward a positive future.



**Strategic Science
Manager –
Dr Grace Muriuki**

NRM PLAN FOR OUR REGION UPDATED

Healthy Land & Water led the update of the *South East Queensland Natural Resource Management Plan (NRM Plan)* on behalf of communities across SEQ to ensure it is keeping pace with the changing needs of the region.

The intensive multi-year review process incorporated a comprehensive assessment of the latest science and monitoring data, as well as bringing in the local knowledge of many hundreds of people across SEQ into a strong roadmap of priority actions for our region.

The review was completed in February 2022 and submitted to the Australian Government for endorsement. It was subsequently formally approved by the Australian Government on 30 June 2022 and released publicly via our website and social media channels.

Helping guide actions towards the identified target areas by communities across the region, and ensuring emerging trends, threats and opportunities are being incorporated into action planning, a follow up series of regional consultation workshops and a pulse survey was being planned for roll out in July 2022.

These consultations form part of our ongoing engagement on the *NRM Plan*, collecting local knowledge on the status of the natural resources 12 months post the large-scale 5-yearly review process.

The findings of the pulse survey and regional consultation workshops provide valuable intel which is used in a multitude of ways throughout the year. The findings are key to ensuring Healthy Land & Water is able to provide communities and decision-makers with the most up-to-date state of play and needs of our region.

The timing of these consultations meant that findings were able to feed into helping inform the key messages in our annual environmental Report Card for the region.

While the feedback collected is vast, a striking high level message from the consultations is that the combined threat of climate change, compromised ecosystem resilience and the difficulties in co-ordination of stakeholders remains a challenge and opportunity towards achievement of the region's NRM targets.

This project was supported by Healthy Land and Water through funding from the Australian Government's National Landcare Program.

- Nature conservation** (leaf icon)
- Healthy water** (wavy lines icon)
- Regional landscapes** (house and trees icon)
- Healthy land** (hand holding a plant icon)
- Coastal & marine** (fish icon)
- Air & atmosphere** (wind icon)
- Community** (hand icon)
- Traditional Owners** (concentric circles icon)



SEQ MONITORING PROGRAM & FUTURE REPORT CARD RE-IMAGINED

Healthy Land & Water has led a large scale re-imagining the region's Environmental Health Monitoring Program and environmental Report Card for the region.

During our Showcase Conference in November 2021, we celebrated 21 years of the successful program for the region.

Few people know that SEQ's monitoring and Report Card model has subsequently been used as the base for report cards which have subsequently sprung up across Australia and the world over the last two decades.

To ensure we stay ahead of the curve, as we celebrated the 21st birthday as the coming of age of the program, we have been working on what the future of monitoring and reporting for the region will look like.

Innovating the future

The evolution and review of the monitoring program over the last 18 months has led to the development of the *Ecosystem Health Monitoring Program Road Map*.



South East Queensland is loved for its waterways and coastal areas, but as the pressures on water quality rise, with increasing population, development and climate change, initiatives such as this are more and more critical to protect waterway health and our community's quality of life.



**Principal Scientist
Dr Emily Saeck**



Some of the faces behind the South East Queensland environmental Report Card 2022, including Michael Castiglione, Jack Coates-Marnane, Maddie George, Emily Saeck and Shannon Mooney.

The purpose of the review was to further strengthen the program and ensure it remains relevant and effective into the future. Four priority tasks were completed including:

1. Reviewing and confirming program aims and objectives.
2. Aligning the monitoring program with Queensland Government Receiving Environmental Monitoring Program requirements.
3. Aligning the monitoring program with member strategic plan monitoring requirements.
4. Reviewing the modelling and monitoring approach and its application to guide environmental condition improvement.

Opportunities identified to advance the region's monitoring program include improvements to the scale and frequency of data and information collected and reported. This could be achieved through the integration of citizen science and remote sensing data. Catchment actions and recommendations to improve environmental condition are required with local relevancy aligned to existing on-ground programs.

We were pleased that members confirmed via review that the SEQ Monitoring Program and Report Card are highly valued and best known for rigorous data collection, analysis and interpretation about the health of waterways and catchments in South East Queensland.

Greater engagement and communication are required to raise awareness of the environmental issues while providing solutions and tracking of actions and achievements.

The Core Components of the SEQ Monitoring Program include Science and Program Oversight, Condition of Waterways and Catchments, Community Benefit, Data and Model Administration, Engagement and Communication. New Components will include alignment with Receiving Environment Monitoring Program reporting, Report Card development, and Longer term patterns of change.

Future Card

We are currently investing in creating a new tool that will combine the planning, action and monitoring components of the NRM Plan, EHMP and Report Card to better support decision-making, and reward effort.

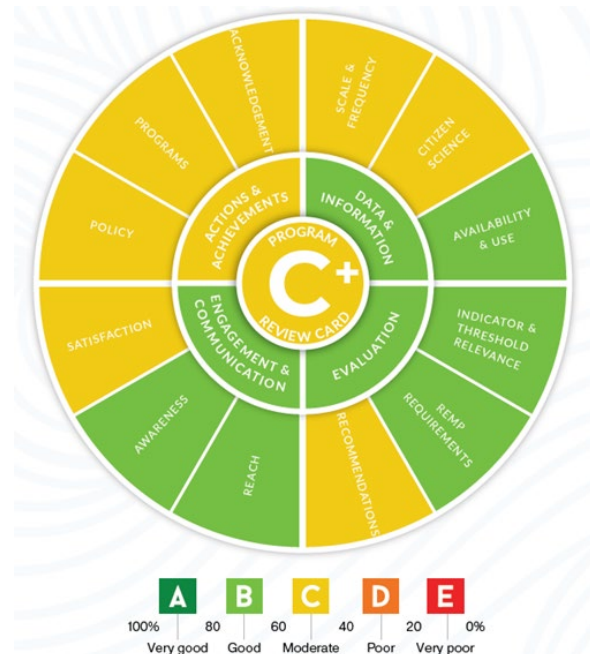
In close collaboration with stakeholders, funding partners and leading scientists, development of a 'Future Card' is focused on creating a dynamic tool with a focus on all natural resources in South East Queensland.

The new program will be a mechanism to help us understand not only how our natural assets are tracking, but how decisions on NRM actions can provide benefits to our region. Integration of the NRM Plan will increase transparency, accountability and engagement. Our vision is to inspire positive action and drive investment, reporting annually on environmental condition and providing rewards for our stakeholders for the next 20 years and beyond.

Crucially, Future Card creates a mechanism for decision-makers, investors and community members to be recognised and rewarded for efforts that align with regional needs that are based on weight of evidence.

Mapping the connections between people and communities is providing insights into the social dynamics of the region and helps to identify influential players who may be important in driving future change.

Once the small-scale working concept delivered through this project has been verified, it will be expanded to encompass key natural resources in South East Queensland and rolled out across the entire region.



The results of the Report Card on the Report Card: Evaluation of the Ecosystem Health Monitoring Program showed strong member support with a baseline C+ rating against program aims and objectives.



We continue to integrate services across the business and externally including data and science, to facilitate community engagement, towards project planning and development, project implementation, monitoring and evaluation.



**Knowledge
Research Lead –
Shannon Mooney**

KNOWLEDGE RESEARCH

Healthy Land & Water's Knowledge Research team actively supports and underpins the veracity of our portfolio of impactful works for the region and beyond, and increasingly includes the provision of science-backed intel for decision makers.

Here is a snapshot of just some of the pivotal work our Knowledge Research team has led over the past year:

Providing critical science and understanding towards the 2022 flood event including impact assessments, additional monitoring effort, human health risks through the Healthy Waterplay Program, and the hosting of a Riparian Flood Resilience Forum. The collaborative forum was supported by the Australian Rivers Institute, Council of Mayors and Eco Logical Australia and allowed the sharing of learnings regarding conservation and restoration of riparian ecosystems in the face of extreme floods.

Building capacity with the Queensland Fire and Biodiversity Consortium to ensure fire planning in the Noosa, Carney's Creek and Tarome Rosevale landscapes resulted in action on the ground to protect people, property, and highly valued habitats through the Black Summer Recovery Project, with funding from the Australian Government. Our partnership with the Quandamooka Yoolooburabee Aboriginal Corporation has led to township fire management planning and implementation across Minjerribah (North Stradbroke Island) and Mulgumpin (Moreton Island). Our involvement in these projects ensures ecological and cultural knowledge is integrated into recovery actions.

Applying knowledge and applied science expertise to innovative projects such as with the Department of Environment and Science and leading scientists to identify key values and establish ecological endpoints for the long-term protection of Quandamooka Moreton Bay.


Integrating science and data from government, industry, and community groups resulting in the realisation of shorebird roosting sites within the internationally significant Moreton Bay Marine Park Ramsar site.

Supporting nature conservation habitat projects including Koala Bayesian Networks, and old growth forest values mapping for Greater and Yellow-bellied Glider conservation.

Growing and driving growth in the SEQ Monitoring Program to meet the region's needs.

Supporting the large-scale scientific review of the SEQ NRM Plan and 5-yearly health check on the state of our natural assets.

Integrating services across the business and externally including data and science, to facilitate community engagement, towards project planning and development, project implementation, monitoring and evaluation.



A Rainbow Lorikeet taken in the Ramsar area as part of the Ramsar photography competition during the year.



There has been a significant increase in the program over the past twelve months.

This has enabled more work on a variety of projects ranging from gully repair, to in-stream engineered erosion control structures, landholder behavior change, broadscale weed control and koala and lungfish habitat protection.



**Land Restoration
Lead – Dennis
Gannaway**

LAND RESTORATION

Healthy Land & Water’s Land Restoration team has led a wide variety of projects over the past year, ranging from gully repair, to in-stream engineered erosion control structures, landholder behavior change, broadscale weed control and koala and lungfish habitat protection.

New contracts have seen a significant increase in the program over the past twelve months, and two new project officers have been bought on to fulfill our contracted works. This has grown the team to a total of six members.

A selection of five short case studies of our projects are curated below, profiling the extent of our Land Restorations team’s work across the year.

Protecting koalas

Two major koala projects are underway, focused on protecting, restoring and increasing priority koala habitat, and improving understanding of local koalas.

A steering committee was formed with representatives from all levels of government, local non-government organisations and other interested groups.

An expression of interest process was undertaken and regional events held, calling for local landholders in the area to consider becoming actively involved in the project. This sparked the interest and action of 24 landholders across the key koala target area, in and around the Scenic Rim.

An additional \$2 million was announced for the project, expanded our efforts into the Lake Manchester, North Pine and Grandchester areas.

While delivery of the project was impacted due to the repeated flooding over the summer of 2022, the Australian Government has extended contracts to June 2023 to enable the work to be completed.

The successful delivery of the federally funded koala projects attracted additional investment from the private sector. The team secured funding to the value of \$150,000, standing up a consortium comprised of BHP and POSCO, the world largest aluminum smelter.

The Protecting Koalas project is supported by Healthy Land & Water, through funding from the Australian Government’s Environment Restoration Fund.

The Bushfire Recovery project is supported by the Australian Government’s Bushfire recovery package for wildlife and their habitat.



Riparian weed control

Tackling major threats to the quality of drinking water for people across the region is underway through the suppression of canopy killing vine weeds and protecting areas under management in the long term.

To date, some 148 kilometers of stream bank at twelve separate project sites across six catchments have been cleared of vine weeds, specifically Cats Claw Creeper and Madeira Vine.

The project, delivered over the past four years, is now entering a maintenance phase aimed at protecting areas under management.

A staged release of a biological control agent, the Jewel Beetle, has been deployed in infestations adjacent to our project management sites. The objective is to protect areas under manual management from reinfestation from seed incursion and generally slow the growth of target weeds. To date, 300,000 beetles have been released on 58 individual sites. Field observations suggest the agents are establishing and beginning to move naturally across the environment.

This project is supported by Moreton Bay Regional Council and Seqwater.



Healthy Land & Water riparian weeds project manager Dennis Gannaway releasing Jewel Beetles.



Above: Healthy Land & Water lungfish project manager Mark Waud out planting aquatic grasses.

Below: The lungfish is one of oldest freshwater fish in the country.



Lungfish habitat restoration

A habitat rehabilitation program is leading key actions to ensure the long-term survival of the Australian lungfish in South East Queensland rivers.

Healthy Land & Water, Seqwater, and Griffith University have teamed up to deliver this project. Now in its final year, planting of native aquatic grasses has been undertaken across three sites in the Mid-Brisbane River at Burtons Bridge, Fielding Road Reserve and Atkinson's Crossing.

The project has required innovative development of planting techniques for aquatic settings. After mixed results of the first round of planting and facing a shortage of plants, the team came up with a clever new strategy of growing their own plants in kids paddling pools and monitoring growth via remote cameras. This has significantly reduced the need for travel to the growing ponds.

This program forms part of a broader strategy that Seqwater has developed to protect this important species.

It is a great story which has been picked up by media during the year, featuring both on a long-form segment on the ABC's Gardening Australia program and a 'Back from the Brink' nature documentary led by Natura Pacific.

This project is delivered in partnership with Seqwater.

Healthy catchments

The focus of our long-running Healthy Catchment's program has moved from large instream structures to the repair of hillslope gullies above streams to reverse gully erosion and stop sediment before it enters the stream network.

Project work includes the management of newly developed eroding gullies and the maintenance of erosion control structures built under previous iterations of the project.

Assessments have shown that between 10,000 and 12,000 tonnes of sediment have been prevented from polluting waterways each year as a direct result of the Healthy Catchments program. The sediment savings from the repair and stabilization of actively eroding gullies and stream banks in the priority focal areas has been estimated at 9,072 tons annually, with a soil replacement value for this loss of approximately \$272,160 (at \$30/t).

The team has been collaborating closely with graziers to address erosion and improve grazing practices to prevent future gullies forming.

Healthy Land & Water has become a leader in the design, implementation, and oversight of instream earthworks projects.

This project is delivered by a partnership between Healthy Land and Water and the Queensland Government Department of Environment and Science.

All projects are funded by Seqwater.



After the 2022 floods: a previous erosion hotspot, which after rehabilitation, successfully helps slow water down and keeps soil in the landscape and out of the waterway.

Source water protection

Several projects are underway working directly with landholders to improve land management practices to improve water quality received at nine regional treatment plants in SEQ.

We are working with landholders located within a 5 km to 10 km reach upstream of the offtakes and prioritised for the potential gains that can be made through targeted interventions.

In the first year, landholders in the seven work zones in the Logan and Albert Rivers, Mid Brisbane River and North Pine River areas have been introduced to the project and on-ground activities have commenced.

Activities include revegetation work to improve bank stability, new fencing to better manage stock access to streams, the installation of off-stream watering and the design of improved effluent management systems. We have also commenced group-based extension activities to accelerate peer learning in relation to land and water management.

All projects are funded by Seqwater.



A snapshot of projects under our biodiversity conservation program include a broad array of species protection work and the restoration of critically endangered ecosystems. Some of our threatened species recovery projects are being completed as part of our bushfire recovery works, alongside targeted work on shorebird protection, the conservation of marine and coastal environments and the identification and protection of cultural heritage landscapes.



**Biodiversity
Conservation Lead –
Paul Donatju**

BIODIVERSITY CONSERVATION

Healthy Land & Water's Biodiversity Conservation team, which includes sustainable agriculture, delivered on-ground and capacity building projects that represented a \$2.7m investment in natural resource management.

Projects include a broad array of species protection work and the restoration of critically endangered ecosystems. Some of our threatened species recovery projects are being completed as part of our bushfire recovery works, alongside targeted work on shorebird protection, the conservation of marine and coastal environments and the identification and protection of cultural heritage landscapes.

Using core funding provided by the Queensland Government (Natural Resources Investment Program) and the Australian Government (Regional Land Partnerships), the team was able to provide key support and capacity building initiatives to community organisations and landholders to improve natural resource management outcomes.

Identifying & Protecting Cultural Heritage Landscapes

A highlight of the year is our continuing work with Traditional Owners (Kabi Kabi and Joondoburri people), and Queensland Parks and Wildlife Service to protect the culturally rich landscapes on Bribie Island.

Lack of integrated fire management across vegetation communities in the Moreton Bay Wetland was identified as a severe threat during workshops at the initiation of the Ramsar Program. After extensive consultation with local Traditional Owner Groups, this work evolved to examine how fire can be managed on Bribie Island to protect and conserve cultural heritage values.

Healthy Land & Water conducted field work with Traditional Owners on Bribie Island to continue to explore, define and understand this historical cultural landscape by mapping ancestral camp sites, middens, bora rings, remnant old growth trees and other features of landscape significance.

A critical component of this work is the protection and management of one of the last remaining Ancestral Camp sites on the Island near White Patch. Recently a control line has been established to protect this site from wildfire, all flora species have been documented on site and weed removal has commenced.

This project is supported by Healthy Land & Water, through funding from the Australian Government's National Landcare Program.

Moreton Bay Ramsar project highlights

South East Queensland is home to a Ramsar listed wetland of international significance - Moreton Bay.

Healthy Land & Water has been leading a large-scale program over the past few years to protect these beautiful and biodiverse areas. Activities delivered this year included coastal habitat restoration, shellfish reef creation, cultural landscapes management, erosion control, marine debris removal and feral animal control.

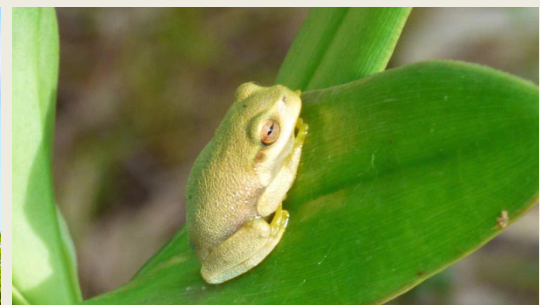
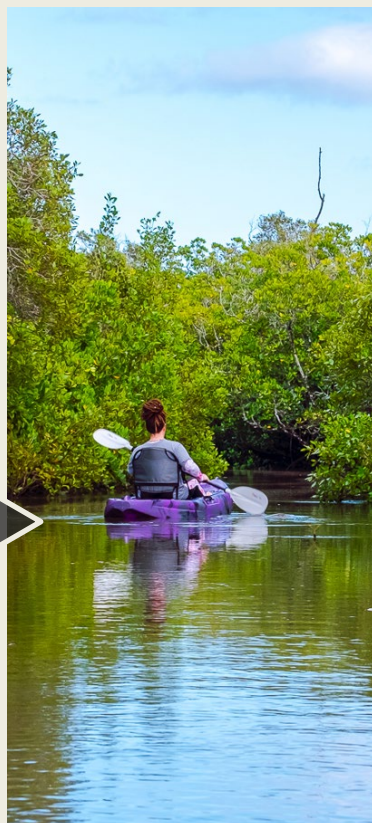
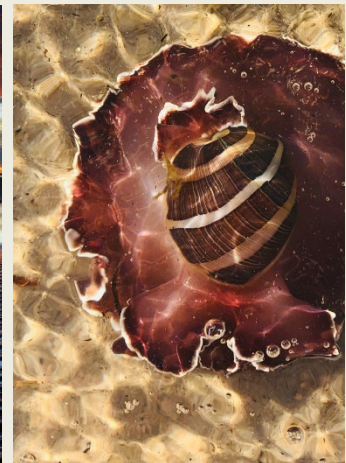
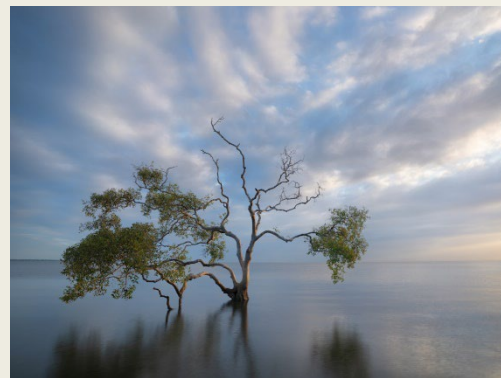
A clever [Moreton Bay Ramsar Wetland interactive mapping tool](#) was launched this year. The online platform has been carefully designed to help raise awareness of the wetlands' values and to help stakeholders better understand and manage the wetlands and its ecological values.

Key outcomes delivered on-ground include the remediation of 38 ha of Ramsar coastal ecosystems, including areas of mangrove and saltmarsh communities and sub-coastal flood plains, weed management across 19 ha of coastal ecosystems and revegetation of 4 ha of coastal ecosystems. Pest management has been deployed over a 2,260 ha area, targeting control of feral pigs on Mulgumpin (Moreton Island) and fox populations on Minjerribah (North Stradbroke Island).

To tackle a new angle for gaining the public's awareness surrounding the Ramsar-listed wetland, Healthy Land & Water ran a Moreton Bay Ramsar Wetland photo and poster competition. The aim was to get people out and immersed in its beauty and to celebrate the ecological values in our backyard!

A total of 130 stunning entries were submitted, capturing an array of wetland landscapes, sunsets, and flora and fauna values supported by the wetland.

The Moreton Bay Ramsar Wetland project is supported by Healthy Land & Water, through funding from the Australian Government's National Landcare Program.



SUSTAINABLE AGRICULTURE

As the dominant land-use in South East Queensland and an important contributor to the economic and social fabric of our rural areas and hinterland, Sustainable Agriculture is an important component of Healthy Land & Water's work for the region, protecting a vital natural asset.

South East Queensland's two Australian Government's Regional Agriculture Landcare Facilitators are regionally based Healthy Land & Water staff, Bruce Lord in the west of the region, and Susie Chapman on the Sunshine Coast.

Sustainable agriculture program

Healthy Land & Water's Sustainable Agriculture program involves working with landholders and farming and community groups to implement practices which improve soil health, land condition and native vegetation.

A range of activities, including workshops, field days, demonstration sites and tailored information was offered to land managers and landholders throughout the year, despite facing significant setbacks due to COVID-19 restrictions.

A range of topics were covered including soil health, erosion control, managing streams and gullies, pasture management, riparian condition and land capability assessment. This year, we had a particular focus on delivering local soil subhealth programs, a hillslope erosion program, and a native vegetation subprogram.

This project received funding through the Australian Government's National Landcare Program, the Queensland Government Department of Environment and Science's Healthy Catchments Program.



Working with industry, community groups, extension officers and researchers, various agricultural forums were supported, workshops and field days facilitated, funding opportunities promoted, and relevant best practice information and support provided to landholders.



Sustainable Agriculture Lead – Bruce Lord

Grazing Best Practice

This year the project continued to build on three years of work with 180 grazing businesses to deliver Grazing BMP self-assessment workshops, follow-up training workshops and field days, one-on-one property visits, and supporting the establishment of local demonstration sites to highlight the adoption of best practice.

This project has been significantly impacted by severe drought conditions and COVID-19 restrictions. Despite these challenges, a comprehensive mid-season survey indicated that an overwhelming majority of participants were influenced to change their management practices.

75%

of respondents had made changes to their management practices as a result of involvement in project activities.

92%

of respondents said that participation in project activities influenced implementation of planned management practice changes.



Improved knowledge of our role in building our natural and social systems resilience and adaptation to climate change is critical. We are ramping up our understanding and knowledge sharing capabilities to enable and support a region that is in deep transition toward a positive future.



**Climate Adaptation
Lead – Rachael
Nasplezes**

CLIMATE ADAPTATION

For over 20 years we have been working with our partners to build resilience within communities and across landscapes to prepare for a changing climate.

In July 2021 a new Climate Adaptation program was established at Healthy Land & Water, bringing together a portfolio of works that aims to better meet the needs of our changing environment.

The Climate Adaptation program enables Healthy Land & Water to provide a focused and targeted lens across which we can ensure we are expanding our understanding of the impacts of climate change to our region's natural resources and communities.

Importantly the program provides an evidence-based approach to identifying and prioritising the actions and activities required to mitigate and adapt to these impacts to ensure the region has a strong and viable future.

The Climate Adaptation team encompasses several of Healthy Land & Water's headline programs, including:

- Water by Design.
- Queensland Fire & Biodiversity.
- Clean Up Program.

Under all climate scenarios, natural disasters are predicted to be more frequent and more severe. This will have perverse and pervasive impacts on people, the economy and the environment, right here in South East Queensland.

Global surface temperatures are forecasted to continue to increase until at least the mid-century under all emission scenarios considered by the Intergovernmental Panel on Climate Change (IPCC). In Australia our land areas have warmed by around 1.4 degrees Celsius and average annual temperatures have risen above natural variability in all land regions. Impacts of this rise will see increased pressures imposed on our food production, water and natural resources.

With the trajectory of decline in our natural resources, including biodiversity loss and ecosystem services, there is an urgent need to protect the integrity of our region's living systems and assisting our communities to adapt.

*Masked Lapwing and chick
enjoying South East Queensland's
Ramsar site: taken as part of our
Ramsar photo competition.*

Water by Design

Water by Design is recognised as the leading sustainable urban water management capacity building initiative in Australia. It has built longstanding strong relationships with communities of practice in South East Queensland, the Great Barrier Reef catchments of Queensland, across Australia and internationally.

Established in 2005 to deliver capacity building and extension programs, Water by Design's audience includes urban water practitioners from water service providers, state and local government, the building and construction industries, consultancies and regional partnerships.

Water by Design has forged links to research, policy and practice and is an active participant in the National Water Sensitive Urban Design Hub.

The Water by Design program is co-funded through South East Queensland Local Government Associations, the Queensland Government Department of Environment and Science and Australian Government.



Living Waterways

A Living Waterways approach has been developed to support implementation of water sensitive urban design by encouraging and incentivising design solutions that embody the natural, historical and cultural elements of a site.

The program promotes interaction with local water to inspire, promote adventure and discovery, and to educate visitors about the delicacy of our ecosystems.

The Living Waterways approach is site-driven and aligns traditional stormwater principles with place-making benefits. Creek restoration projects currently being delivered under the Living Waterways project include Sandy Creek, Enoggera, Cubberla Creek, Cicada Park, Nundah and Breakfast Creek.

The program is also in the second year of a three-year Australian Government funded 'Living Waterways' project.

Urban Stormwater and Erosion and Sediment Control

The aim of this program is to work collaboratively with government, industry and the land development sector to develop, promote and adopt policy and best management practices that facilitate urban development while minimising sediment mobilising into Queensland waters.

This year the Urban Stormwater and Erosion and Sediment Control capacity building program has trained hundreds of local government officers from across South East Queensland, held field days to promote and enable the uptake of best practice erosion and sediment control and stormwater management, and undertaken embeds with local governments to develop implementation and action plans enabling progress toward best practice.

The program has developed several policy papers and supporting guidelines for practitioners throughout the year, including:

- Construction and Establishment Guideline Update.
- Total Annual Loads Discussion Paper.
- Erosion and Sediment Control Business Case review and update.
- WSUD Business Case – Benefit Cost Analysis Report.

The Urban Stormwater and Erosion and Sediment Control capacity building program is funded through the Queensland Government's Department of Environment and Science

Queensland Fire & Biodiversity Consortium

The Queensland Fire & Biodiversity Consortium (QFBC) is a collaborative network of land managers and stakeholders committed to improving fire and biodiversity management outcomes and facilitating partnerships that bolster landscape and community resilience across Queensland.

With a focus on collaborative stakeholder engagement, land manager and landholder capacity building, the QFBC seeks to deliver improved fire practitioner outcomes.

Partnering with local Natural Resource Management bodies through the support of NRM Regions Queensland, the QFBC is guided by a State QFBC Committee and four separate regional hubs:

- South-East Queensland.
- South-West Queensland.
- Far North Queensland.
- Central Queensland.

This hub and spoke approach enables a focus on prioritising and delivering tailored fire and biodiversity outcomes relevant to the stakeholders, communities' and First Nations peoples for each region.

Local representatives collectively enhance and prioritise fire management for their region and provide regional oversight to the State QFBC Committee. This approach ensures consistency and collaboration at a statewide level.



In the past decade, South East Queensland has experienced drought, significant flooding and the worst bushfires in living memory. The 2019-2020 Black Summer bushfires were shocking and unprecedented.

Fires have been a natural part of our landscape for millennia, used by our First Nations peoples for tens of thousands of years, however these fires were a watershed moment for the Australian community, costing the lives of 33 people directly, destroying over 3,000 homes, burning over 18.7 million hectares of land, and releasing hundreds of million tonnes of carbon dioxide equivalent (CO₂e) emissions into the atmosphere.

Healthy Land & Water leads a number of important fire recovery and preparedness initiatives for the reHealthy Land & Water Annual Report FY 2021-2022gion.



Bushfire Recovery - Phase 2

Targeted capacity building programs for landholders and communities affected by the 2019 bushfires were facilitated in the Noosa, Carneys Creek and Rosevale Tarome areas in the Scenic Rim Catchment.

Across six events, 147 landholders participated in the locally held fire information nights and property fire management planning workshops.

Landholders were then supported to develop property fire management plans. This has resulted in 30 plans covering more than 7,800 hectares.

The QFBC is working with Tarome Rural Fire Brigade to develop a sub-catchment fire management plan aimed at mitigating wildfire risk across the sub-catchment and building resilience.

In addition, communication materials were produced and collaboration occurred with nine stakeholder groups and government agencies to deliver these outcomes. In the Noosa River Catchment, the QFBC is engaging with Kabi Kabi First Nation on the project and supporting landholders to protect Cultural Heritage values.

Black Summer Bushfire Grant

The QFBC was successful in the application for a Black Summer Bushfire Grant which is being delivered across a two-year period, in partnership with the Australian Government.

The grant enables the QFBC to work with our partners and local communities across the State in delivering fire management planning and on ground fire mitigation works. This includes:

- Delivery of 4 sub-catchment fire management plans and associated priority fire mitigation works in central and south-west Queensland.
- Delivery of 40 property level fire management plans and associated priority fire mitigation works in central and south-west Queensland.
- Delivery of one Township Fire Management Strategy, based off the successful model developed by the Quandamooka Yoolooburrabee Aboriginal Corporation and associated priority fire mitigation works in south-west Queensland.
- Establishment of QFBC regional hubs in central and south-west Queensland.

Planned Burn Guidelines

In partnership with the Queensland Parks and Wildlife Service, QFBC reviewed and updated the critical fire resource, the *Planned Burn Guidelines*. These *guidelines* describe key concepts and values associated with planned burning for the ecological health of the different broad fire vegetation groups which are common to the South East Queensland bioregion.

As part of this project, the QFBC chaired a South East Queensland bioregion expert panel workshop to develop a new introductory volume that supports all planned burn guidelines across the state and covers topics fundamental to undertaking burns for conservation purposes on QPWS estate.

Dashboard Guides

Healthy Land & Water's QFBC program has been leading the update of the popular *Fire Management Guidelines* series. These regionalised decision support tools are provided to fire practitioners and landholders to provide guidance on appropriate fire management practices to enable land managers to plan hazard reduction burning and undertake planned burns to improve production and conservation outcomes.

The review includes guidelines for Brigalow Belt South, Brigalow Belt North, Burnett Mary, Cape York Peninsular, Capricorn Coast and Clarke Connors Ranges.





Community members turned out in force for our Paddle Against Plastics Clean Up event where kayakers collected floating and bank bound rubbish at Breakfast Creek.

Clean Up Program

The Clean Up Program, now in its twenty second year, removed many tonnes of rubbish from five catchments across the region.

The program supported a Paddle Against Plastics community event where kayakers collected floating and bank bound rubbish together at Breakfast Creek. This event was held in partnership with Brisbane City Council, Ocean Crusaders, Save Our Waterways Now and the Australian Government.

With the major floods hitting our catchments in early 2022, Healthy Land & Water was able to quickly stand up and scale-up a Clean Up program that immediately began removing litter and debris out of flood impacted catchments, once it was safe to do so.

The Clean Up program continues to deliver hundreds of thousands of dollars of additional post flood clean up works in affected catchments, together with its local government and community partners.

Funders of the program include the Australian Government, Queensland Government, Brisbane City Council, Ipswich City Council, Logan City Council and Moreton Bay Regional Council.

ENVIRONMENTAL SOLUTIONS

Healthy Land & Water's Environmental Offsets team has **successfully been awarded projects identifying potential offset locations, estimating nutrient savings, and quantifying benefits.**

The small team of three people led the delivery of 18 projects over the course of the financial year.

This scientifically based investigative work spanned multiple catchments and includes sections of the:

- Brisbane River.
- Bremer River.
- South Pine River.
- Mooloolah River.
- Laidley Creek.
- Yandina Creek wetlands.

Healthy Land & Water's approach uses a range of potential nutrient offset methodologies available under the draft *Point Source Water Quality Offsets Guideline 2019*.

Monitoring, maintenance and on-ground delivery

In addition to investigative studies into offset opportunities, the team continues to be successful in obtaining both repeat and new work performing monitoring to meet client regulatory responsibilities, maintenance of natural assets and implementation of innovative solutions to address threats to our region's natural assets.

Of note was the Standing Offer Arrangement signed with Unitywater looking at whole-of-life project implementation from feasibility and planning, design and approvals, implementation, and monitoring and maintenance.

A critical "missing piece" of the 'Master Plan' for Laidley Creek was "filled in" with a further 750 metres of bank re-profiling and native vegetation planting. This work connects previous works along the stream thanks to funding support from Port of Brisbane. This work, in conjunction with maintenance of a further 2 kilometres of remediation carried out on behalf of Urban Utilities under the Master Plan, has held-up well during to recent flood events. The works are great examples of the outcomes which can be achieved for the region by proactively building resilience into our waterways and landscapes.

Remediation work held-up well during the recent disaster-scale flood events in early 2022.

The works are great examples of the outcomes which can be achieved for the region by proactively building resilience into our waterways and landscapes.



Business Development Manager – Ross Bigwood

Minister for Resources Scott Stewart MP out with Healthy Land & Water CEO Julie McLellan looking at how well restoration works at Mulgowie held up after the floods in 2022.

SNAPSHOT OF OUR NEW STRATEGIC PLAN (2023-2027)

The team at Healthy Land & Water is very proud of our bold new *Strategic Plan (2023-2027)*.

The new plan was driven by our stakeholders and has an overarching purpose which encapsulates who we are, what we do and why we do it.

We are excited to be **leading the change that will deliver an environment for future generations to thrive.**

OUR STRATEGIC MODEL



STRATEGIC PRIORITIES



MORE PARTNERS, PROJECTS & STORIES

Business development

Healthy Land & Water has ramped up its focus on business development during the year.

Excellent progress has been made in formalising processes and capturing information relating to bid development. After comprehensive user testing, this aspect has now been integrated into our new customer relationship management (CRM) system.

MARKETING & COMMUNICATIONS

It has been a year of **strong and increasing demand for information about Healthy Land & Water's work in environment and liveability for South East Queensland.**

Socials

People are increasingly turning to digitals for their news. We've seen this through strong growth in reach on socials, particularly the social platform Facebook (52% increase). We introduced the professional socials platform LinkedIn to our mix last year, and it is already reaching a larger audience than our longstanding Facebook page. Being a platform for professionals, it has expanded our current focus on community to also increasingly getting information to the business sector.

E-news

The readership of our monthly e-news, Nurture, has increased. While subscribers only increased 8% to 6,501 readers, there was a substantial increase in engagement by our subscribers. We can see this through 70% more clicks from our newsletters to our websites to read the full story.

Websites

This, together with an increased focus on our social media channels, drove substantial increased traffic to our four primary websites, with overall visitation up 73%.

The Queensland Fire & Biodiversity (QFBC) website was upgraded during the year, resulting in substantial increase in use. In the coming year Healthy Land & Water will be refreshing and modernising of all our digital platforms, with a focus on crafting engaging content with a storytelling focus to show the impact of our work in delivering greater resilience for the catchment.



187,826

reach

LinkedIn ▲ 8714%



113,910

reach

Facebook ▲ 52%



334,209

reach

Healthy Land & Water
website ▲ 98%

Report Card
website ▲ 21%

Water by Design
website ▲ 41%

QFBC
website ▲ 175%



We've focused on crafting engaging content with a storytelling focus to show the impact of our work in delivering greater resilience for the catchment.

Underpinned by our new strategic plan, over the next year we will be working on how to bring ever more people into the tent – we need to make ever greater amounts of impact needed to build the health and resilience of our region



Marketing & Communications Lead – Suzi Moore

Healthy Land & Water CEO Julie McLellan and Queensland Environment Minister Meaghan Scanlon MP being interviewed about activating additional cleanup funding after the floods in 2022.



Healthy Land & Water's showcase conference in November 2021 sold out in under two hours. Pictured is our Chair Stephen Robertson opening the conference at Customs House. People relished the opportunity to come together after years of COVID-19 social distancing restrictions.



Strategic Partnerships Manager – Joel Bolzenius

Over the next year we will be working on bringing even more people into the tent – we need to bring as many willing and passionate people together to make ever greater amounts of impact towards building the health and resilience of our region.

STAKEHOLDER ENGAGEMENT

Healthy Land & Water focused on **reinvigorating, advocating, and expanding strategic partnerships** during the year.

Underpinned by a detailed review of partnership arrangements which included extensive stakeholder feedback and input, Healthy Land & Water has implemented a number of changes to strengthen its engagement approach based on the recommendations.

This included new and improved strategic engagement, utilising key networks through several key committees, including the:

- Senior Executive Advisory Committee (SEAC).
- South East Queensland Catchments Consultative Committee (SEQCMA).
- Indigenous Engagement Strategy Committee (IESC).

Conferences & Thought Leadership

Healthy Land & Water has been highly sought after to headline at conferences and forums throughout the year.

Headlining our work at a vast array of professional events showcases the great work being rolled out by our team and many partners and collaborators.

We are increasingly called on to provide advice into decision making, provide expert submissions and provide thought-leadership pieces to high profile publications and forums.

This work amplifies the reach of our messaging beyond our traditional audiences to a huge number of influencers who, once understanding the key issues, are more likely to become engaged and become part of helping to create positive change for our region.

Our stakeholders are the heart of Healthy Land & Water and engagement is vital to our success. Our strong network of partners has defined our success over the last 22+ years. Healthy Land & Water exemplifies the term, stronger together.

One of the reasons people come to us with projects is because we are able to pull together cohesive, synergistic collaborations with all levels of government, industry and community.

A simply enormous amount of impact has been achieved for the region by our network of committed partners during some very challenging times. Our partners - both institutional and community based - are a huge part of how and why we have achieved so much together and the reason we can celebrate so much impressive work for SEQ.

A refreshed strategic approach to engagement is one stream of the organisation's new integrated strategy for communications and stakeholder engagement.

At the core of these new long-term strategies is an inherent focus on strengthening partnerships with and between stakeholders, including members, all tiers of government, scientists, industry, traditional owners, staff, and our community.

SPOTLIGHT ON FIRST NATIONS

Our vision is of a Healthy Land & Water that provides leadership to enable respectful and appropriate inclusion of Aboriginal and Torres Strait Islander peoples in the delivery of natural resource management activities and strives for equitable outcomes for Aboriginal and Torres Strait Islander stakeholders.

We have been actively rolling out our *Reconciliation Action Plan*, which is a practical strategy underpinning how the organisation will deliver meaningful changes across the business in support of reconciliation. Our plan helps guide how our organisation develops and strengthens relationships with Aboriginal and Torres Strait Islander peoples. It engages staff and stakeholders in reconciliation, while developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Over a hundred actions were delivered to advance reconciliation across the business in 2021-22. To name a few:

- Proactive strategies to advance aboriginal recruitment.
- Proactive processes to advance First Nations procurement outcomes.
- Increasing liaison with First Nations across South East Queensland, and Queensland.
- Increasing First Nations representation on our Board and committees.
- More fully incorporating First Nations into our projects, including collaborations, cultural heritage surveys and enabling the identification of new cultural heritage sites.
- Rolling out to cultural competency training to all staff and Directors.
- Development and implementation of a First Nations and Cultural Heritage Protection Policy.

Healthy Land & Water is at a critical point in its relationships with many First Nations peoples. Our team is engaging directly with First Nation leaders across many locations in Queensland as we strive to embed culturally appropriate engagement at the front end of our activities.

This engagement has had a particular focus on establishing cultural protocols and arrangements that empower First Nations leadership in decisions for Country and culture with policies and procedures being embedded across the organisation and within our delivery.

The Indigenous Engagement Strategy Committee has been expanded to further the involvement of those First Nations at the forefront of receiving Native Title recognition in South East Queensland. This has also seen the Committee support Healthy Land & Water operations to expand effective and lasting relationships with many First Nations across the region.

This work has been further supported through the Queensland wide Indigenous Community of Practice formed through NRM Regions Queensland, which has all NRM groups delivering a consolidated range of actions aligned with the UN Declaration on the Rights of Indigenous Peoples.





TAKING CARE OF BUSINESS

Townson landholder Glynn Crosby out with Healthy Land & Water Land Restoration team project officer Tom Lally.



PEOPLE & CULTURE

By being **innovative**, acting with **integrity**, being **caring, collaborating**, and being **courageous**, we started achieving our most important priorities in a faster and better way – setting our people up for success and defining our strength.

These are our values and they are much more than words on a page or up on a wall, they are deeply embedded in our systems and guide how we do business.

This year we created a new People & Culture team within our business, charged with developing and implementing a host of progressive people practices and systems, designed to underpin our growth.

The refreshed approach has uplifted the traditional focus on human resources to include working together with our team towards creating our desired culture to fuel our actions and success.

The new approach has delivered strongly for the organisation.

Here are just a few highlights:

Expertise strengthened

- Onboarded a People & Culture expert.
- Onboarded a specialised Workplace Health & Safety expert.

Learning & development

- Healthy Land & Water created a number of key developmental opportunities for team members, including a number of sessions to upskill the team on performance, remuneration, accountability, and building effective teams. The business was introduced to smarter meetings, respectful workplace, Microsoft Teams, OneDrive, managing mental health, a refreshed WHS induction, and goal setting.



This year we worked together to create our desired culture to fuel our actions and success.

What's next? Over 2022/2023 we're focusing on building Healthy Land & Water's capability and investing in the right skills and expanding diversity to achieve our strategic priorities, and further improving our employee experience toward becoming an employer of choice.



People & Culture Lead – Ali McNiven



INTEGRITY



COLLABORATION



CARE



INNOVATION



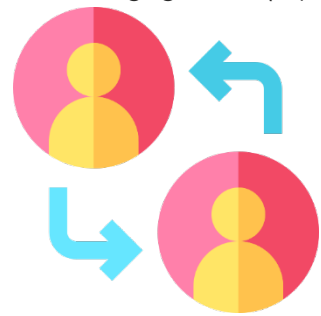
COURAGE

Change management & goal setting

- A new bold method of setting and reviewing performance goals through Objectives and Key Results (OKRs) was introduced to help drive our progress, accountability, and transparency.
- Formal change management standards were introduced.
- New recruitment processes were successfully implemented, including an online applicant tracking system.
- New systems are enabling the collection and reporting of valuable data to inform future employee value proposition and diversity and inclusion activities.

Employee engagement focus

- We maintained a high level of employee engagement at 79%.
- Despite another unprecedented year, we made great progress in areas that drive engagement (My Development, My Manager, and Innovation).
- Notably, the biggest changes witnessed in the data all moved in a positive direction.
- Activities and programs built to increase employee engagement included an expanded remuneration framework, increased people leader capability, upskilling for effective remuneration conversations, and upskilling for performance conversations and feedback.
- The actions taken resulted in direct Engagement Survey improvements relating to performance, feedback, and development.



These activities, all based on our mission and vision, are aimed at further defining our strengths and setting the organisation and team members up for success.



Chai Lee Chan from our Finance team, Iris Tsoi from our Knowledge Research team and Georgia Glidden from our Communications team.

Pictured: Some of the Healthy Land & Water team on a ropes course at our all-team workshop.

This year's retreat was focused on culture, engagement and capability building.

The workshop components were an opportunity to introduce culture levers to our team. This included intensive workshops on accountability, building effective teams, and building out our employee value proposition.

Mount Tambourine was a great location for the event, set amongst beautiful flora and fauna for which South East Queensland is known.

The team also enjoyed the inbuilt wellbeing element. Alongside the ropes experience were options for yoga, and bird spotting.

BUSINESS SERVICES

New strategic plan drives change across the business

2021/22 was the final year of Healthy Land & Water's 5-year strategic plan. The company has been working on a new 5-year strategic plan, which will take the organisation from FY2023-FY2027. Its theme of 'Be Bold' will take the company on a journey of change and new strategic positioning in the market.

Growth

Healthy Land & Water is embarking on a period of growth as the company leads into its new strategic plan, which brings with it an associated increase in headcount across all levels of the business.

Investments

In response to seeking out better returns on money in its for-purpose operations, the Board approved a new suite of Environmental, Social and Governance (ESG) investments policy and procedures. This aligns Healthy Land & Water's investment approach with our organisational values, purpose and strategic intent.

New frameworks for procurement

New frameworks were developed to enable the business to make decisions in procurement that will help create social and corporate awareness when engaging with suppliers, including First Nation opportunities. This includes our new ESG framework and a Value for Money (VFM) procurement framework. This is an exciting initiative which is on track to be fully rolled out early-mid 2023.

Opportunity and risk management framework

To enable new bolder priorities under the new strategic plan, the Board led development of a new *Risk Appetite Statement*, *Opportunity and Risk Management Policy* and *Opportunity and Risk Management Plan* for the organisation.

3-year information technology strategic plan

Work commenced on a new 3-year IT Strategic Plan, which aligns with achieving the company's 5-year strategic plan.

Implemented a new CRM platform

Healthy Land & Water implemented a new customer relationship management (CRM) platform to enable a more integrated experience with our stakeholders. The system is designed to underpin more meaningful engagements with our stakeholders and the wider community.



Healthy Land & Water continues to rely on funding from state, federal and local governments and a range of members and partners. Of note, during 2021/22 Healthy Land & Water saw an increase in funding from corporate utilities.

2021/22 marks the end of Healthy Land & Water's 5-year strategic plan. As part of the new strategic plan Healthy Land & Water will be seeking to diversify funding streams.



Chief Financial Officer – Michele Clatworthy

Joshua Hall from Logan City Council planting trees as part of our Fish for Fisheries collaborative project.

Profit and loss

Revenue =
\$17,747,620

Surplus =
\$3,200,977

Expenditure =
\$14,546,643

Reserves =
Movement in FY22
increase / (decrease)
CNAIR =
(\$17,702)
Project Reserve =
\$3,303,386
Strategic Reserve =
(\$175,000)

Reserves =
Balance as at
30/06/2022
CNAIR =
\$1,675,228
Project Reserve =
\$4,159,693

Balance Sheet

Current assets =
\$14,381,908

Total assets =
\$17,501,316

Current liability =
\$3,250,688

Total liability =
\$3,282,773

Total reserves =
\$5,834,921

Cash =
\$10,415,101

Total equity =
\$14,218,543

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2022

	Consolidated Group		Parent Entity	
	2022	2021	2022	2021
	\$	\$	\$	\$
Revenue and other income	17,635,374	12,482,614	17,635,374	12,473,783
Cost of Sales	(9,282,282)	(7,302,629)	(9,282,282)	(7,210,915)
Gross Profit	8,353,092	5,179,985	8,353,092	5,262,868
Operating and administration expenses	(1,559,351)	(1,485,848)	(1,558,780)	(1,465,800)
Employee expenses	(3,205,422)	(2,318,685)	(3,205,422)	(2,319,443)
Depreciation and amortisation expenses	(360,598)	(339,039)	(360,598)	(339,039)
Results from operating activities	3,227,721	1,036,413	3,228,292	1,138,586
Finance income	112,246	307,217	49,111	234,257
Finance costs	(138,990)	(24,581)	(138,990)	(24,581)
Surplus before income tax	3,200,977	1,319,049	3,138,413	1,348,262
Income tax benefit (expense)	-	-	-	-
Surplus for the year	3,200,977	1,319,049	3,138,413	1,348,262
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	3,200,977	1,319,049	3,138,413	1,348,262
Total comprehensive income of the Group and Company is carried forward to future years to be applied as follows:				
Transfer (from)/to Community Natural Asset Investment Reserve	(17,702)	192,930	(17,702)	192,930
Transfer to Project Reserve	3,303,386	856,307	3,303,386	856,307
Transfer (from)/to Strategic Reserve	(175,000)	175,000	(175,000)	175,000
Surplus retained for general working capital	90,293	94,812	27,729	124,025
TOTAL	3,200,977	1,319,049	3,138,413	1,348,262

OUR FINANCIALS

Healthy Land & Water had an **increase in revenue** of \$4,957,789 with a total income of \$17,747,620.

The organisation's income is largely derived from federal, state and local government funding and we thank them and our corporate supporters for their continued acknowledgement of us as the recognised and preferred natural resource management (NRM) service delivery body.

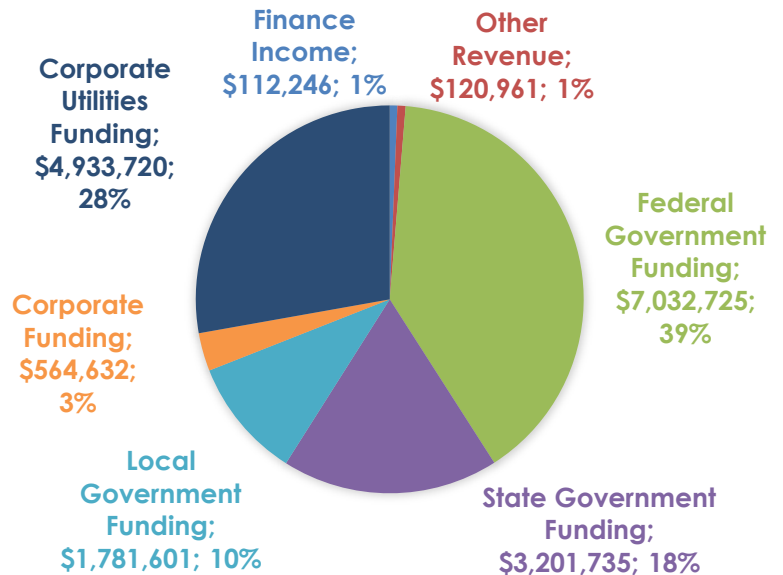
A focus on threatened species through the bushfire rehabilitation projects saw an injection of funding from the federal government.

The company continued to maintain a healthy balance sheet with adequate reserves to buffer the challenges of reliance on government and grant funding.

While, consistent with the global economic climate, a low return was experienced on liquid assets, funds under management returned a growth in equity of 9.8%.

Expenditure in 2022 was primarily towards projects, with the cost of sales and project expenditure both increasing slightly to deliver on new contracts.

Healthy Land & Water's activities resulted in total comprehensive income of \$3,200,977 for the year.



Project Reserve

A Projects Reserve has been established to accommodate expected timing differences between recognition of revenue and expenditure to be incurred in project delivery that has fallen across financial years. The reserve ensures successful completion of multi-year projects without compromising cash flow.

Due to a change in application of one of the governing accounting standards, the accounting treatment in relation to unspent funds for grants now sits within Healthy Land & Water's Project Reserve. A restatement of prior year has been completed. This reflects a higher surplus of funds before the movements to the Project Reserve in both years.

Strategic Reserve

The Strategic Reserve funds were applied to completing the implementation of the new CRM platform and continuing to implement actions from our Reconciliation Action Plan.

Community Natural Assets Investment Reserve

Scoping work has been undertaken to underpin the first project being funded from the Community Natural Assets Investment Reserve in 2022/23. This key reserve was established in FY2020, to bolster the organisation's ability to protect and enhance natural assets in the South East Queensland community for a resilient future.



OUR PARTNERS

We would like to acknowledge the continued support and recognition of our partners who help us achieve our vision of building the prosperity, liveability, and sustainability of our region for future generations.

Thankyou to the First Nations of South East Queensland and beyond who we are so privileged to work with to expand the recognition of their rights and interests to lead the management of Country.

Thank you to our owner members, the South East Queensland Council of Mayors, Utilities (including Unity Water, Seqwater, and Urban Utilities) and the community through the South East Queensland Catchments Members Association (SEQCMA).

A special mention to our many project partners, community and environmental groups, Landcare and Coastcare groups, schools and volunteers, who partner with us to deliver meaningful projects across South East Queensland.

Our appreciation is also extended to the individuals who contribute so generously of their time, input and thought leadership across our various committees, panels, and steering groups.

Australian and Queensland Government

Healthy Land & Water partners with the Australian Government and Queensland Government, as a trusted non-government partner to deliver natural resource management activities across South East Queensland. Funding from the state and federal government builds local capacity and strengthens communities.

South East Queensland Catchments Members Association

The South East Queensland Catchments Members Association (SEQCMA) is an alliance between community, government and industry. SEQCMA works closely with Healthy Land and Water to identify and develop strategies that build resilience into the region's landscapes and waterways.

The SEQCMA Community Consultative Committee to provide advice, guidance and advocacy support regarding strategic natural resource management issues.

Council of Mayors (SEQ)

The Council of Mayors (SEQ) membership consists of the 10 South East Queensland councils: Brisbane, Ipswich, Lockyer Valley, Logan, Moreton Bay, Redland, Scenic Rim, Somerset, Sunshine Coast, and Toowoomba.

The Council of Mayors (SEQ) works closely with Healthy Land and Water on a number of projects, delivering a coordinated approach to catchment management.

Water Utilities

Seqwater, Urban Utilities and Unitywater work in tandem with Healthy Land and Water to improve and protect the region's catchments and waterways. The region's water utilities are crucial partners as we aim to make South East Queensland a healthier place to live.



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