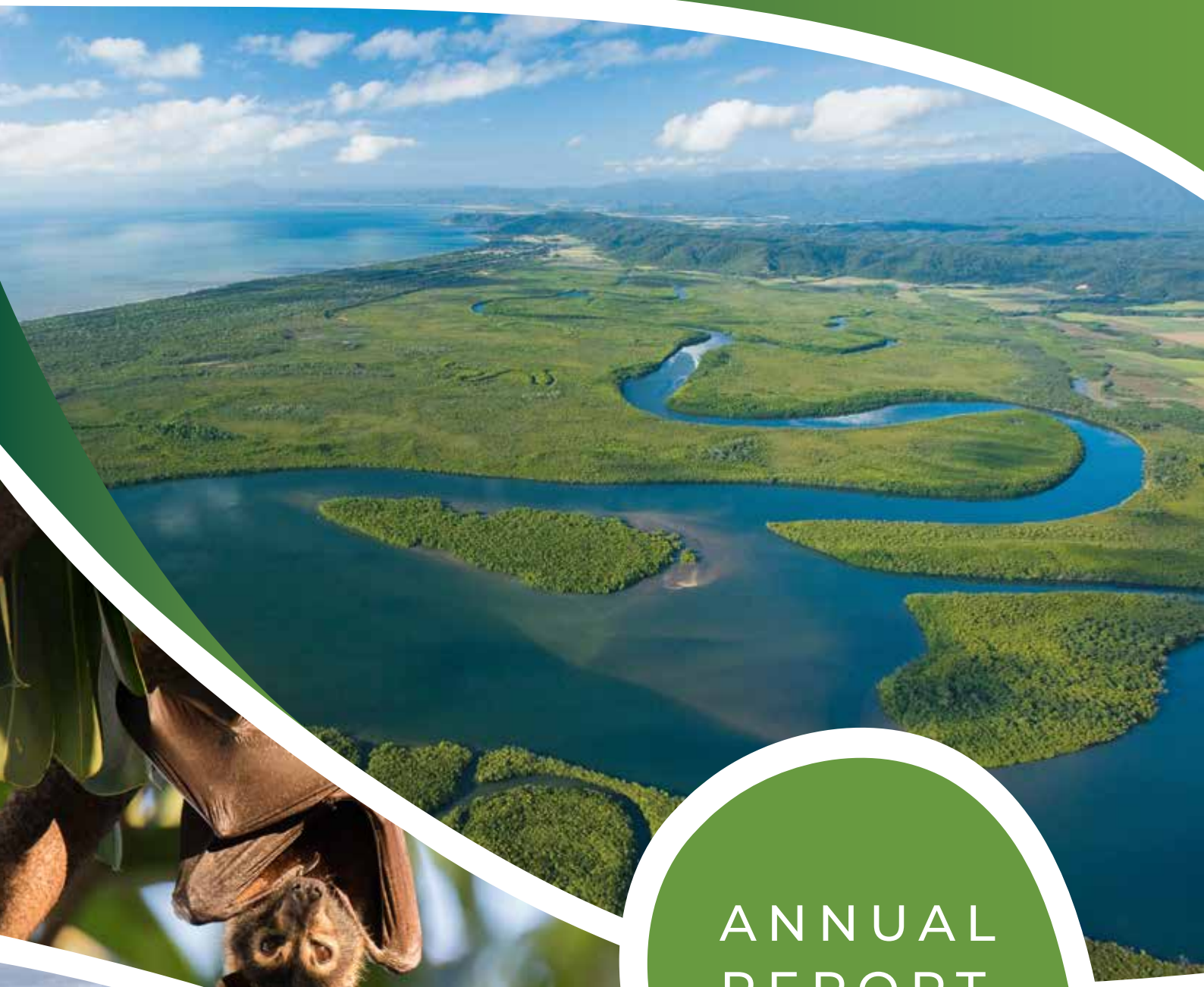




ANNUAL REPORT

25/26

TERRAIN

NATURAL RESOURCE MANAGEMENT



HIGHLIGHTS 2025/26

130+ ENGAGEMENT **events**

13.5 HECTARES **RESTORED**

502 **hectares** WEED MANAGEMENT

6143 **tonnes of** sediment savings

45,714 **trees** planted

510+ **hectares** feral pig control



FROM THE CHAIR



This year, Terrain NRM helped to secure more than $18 million for projects across the Wet Tropics. We know from work undertaken by Ernst & Young that every dollar invested in natural resource management generates around $4 in local economic activity. Our responsibility extends beyond environmental outcomes. It is also about ensuring the investment flowing through Terrain NRM creates broader economic and social benefits for the region.

Investment does not guarantee practical change on the ground. Our role is to ensure its value is realised by combining investment with strong partnerships, community capability, sound science and local knowledge to unlock significant impact – strengthening landscapes, supporting local economies and building resilience to future challenges.

Investing in our own capability

Turning investment into meaningful outcomes requires strong organisations. As Terrain NRM has grown and evolved over the past 23 years, we have continued to strengthen and enhance the systems, processes and technology that support our work.

This year, we continued to invest in our operational excellence so we can work more effectively, respond to emerging opportunities and deliver increasingly complex programs and projects across the region.

While these improvements happen largely behind the scenes, they help to ensure we remain a trusted and capable partner for the communities and landscapes we serve.

Investing in knowledge

Good decisions rely on good information. Our engagement with communities, our partnerships with others and our ongoing investment in science and planning help to ensure resources are directed to the places and actions where they can make the greatest difference.

The ‘Wet Tropics Plan for People and Country’ guides where and how we invest to achieve the greatest benefit for the region. First developed by Terrain NRM in 2014-15 and updated every four years, the Plan is now due for a major refresh.

This is an opportunity not only to update the Plan, but to rethink how it can serve the region. We are exploring how new technologies, better data and stronger community input can make the Plan more dynamic, accessible and influential, helping to guide and secure investment, policy and decision-making for the Wet Tropics.

None of this work happens without the knowledge and commitment of the people who call this region home. I would like to thank the many community members, partners and organisations who have generously shared their time, expertise and knowledge to help shape this work.

Our greatest asset is not simply the investment that comes into the region. It is the people, knowledge and partnerships that allow us to turn that investment into positive and lasting change for the Wet Tropics.

BARRY HUNTER
Chair, Terrain NRM

CEO STATEMENT



Across the Wet Tropics, there is no shortage of people taking action to care for the places that matter to them. Every day, I see landholders restoring habitat, Traditional Owners caring for Country, community groups tackling local challenges, and partners contributing their expertise to achieve something bigger than any one organisation could deliver alone.

That commitment gives me great confidence in the future of our region. Terrain NRM's role often involves bringing people and organisations with different perspectives together around a shared challenge. We connect knowledge with action, support local leadership and help create the conditions for positive change to continue long after project funding ends. Success is not simply measured by hectares restored or trees planted, but by stronger partnerships, skills, and communities better equipped to care for the environment into the future.

The Forest Resilience Project, which concluded in June, is a good example of this approach. Working with our partners, we improved the condition of six threatened forest ecosystems and established conservation activities that are continuing beyond the life of the project. From coordinated feral pig control to the ongoing management of pine wildlings in broad-leaf tea-tree woodlands, local organisations have embraced the work and made it their own.

Investing in people is central to creating lasting change. Over the past year, we codesigned and delivered more than 80 contracts with Rainforest Aboriginal Peoples, supporting activities that care for Country and creating new opportunities for Traditional Owners. One of the most rewarding outcomes has been the increase in Traditional Owner groups designing, securing and delivering their own projects, strengthening local leadership and self-determination.

Our Spectacled Flying-fox program demonstrates how innovation and skills development can work together. Through a partnership with James Cook University, the program is transforming how this endangered species is monitored through thermal drone imagery and artificial intelligence while helping Indigenous ranger groups develop the skills to use these technologies themselves.

Across the region, our teams also continue to connect science, investment and onground action. By combining funding from multiple programs, we are delivering more than 12 kilometres of waterway restoration works, and 1,154 hectares of practice change through working with farmers and industry representative organisations. Our scientists are also translating monitoring data into practical information that helps landholders make informed decisions to improve land management and waterway health.

As I reflect on the past year, I am proud of what our team has achieved and grateful to our partners who made it possible. Across the Wet Tropics, communities continue to step forward, share knowledge and take action for the places they care about.

That, more than any project statistic, is what gives me confidence that the positive changes we are seeing today will endure for generations to come.

STEWART CHRISTIE
Chief Executive Officer



STRATEGIC PLAN 2021-2027

VISION

A thriving and sustainable Wet Tropics

MISSION

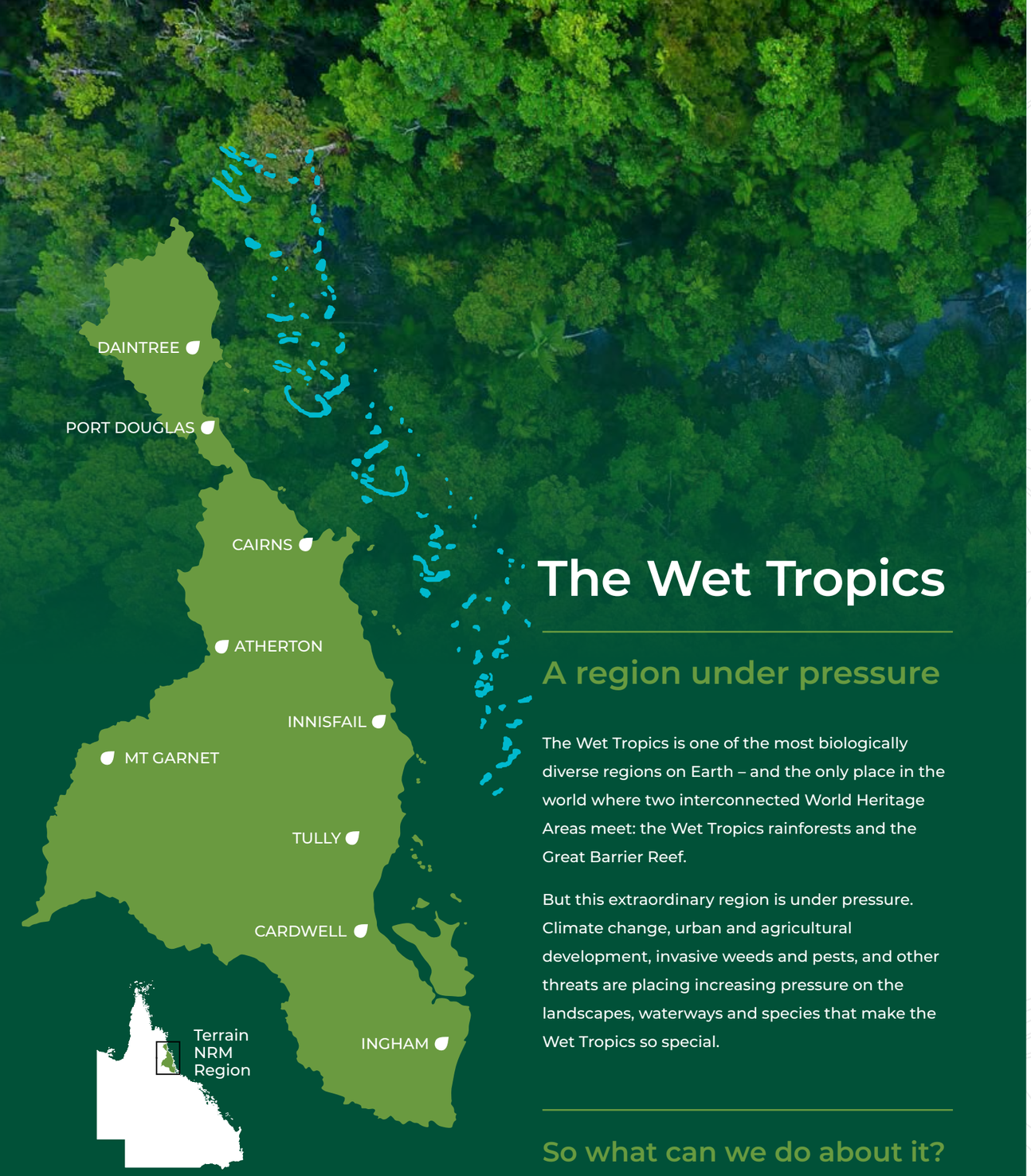
Empowering communities to solve our region's environmental challenges, together.

Our new strategic plan has six focus areas underpinned by three themes that cut across all of our work. Climate and Regenerative Economy are new focus areas that require a specific focus to create change. A summary document outlining our goals and outcomes over the next five years is available on our website.

Climate	Soil Health	Waterway Health	Biodiversity	Regenerative Economy	Organisational Excellence
Climate-positive future	Productive agricultural systems	Healthy and resilient waterways	Healthy and resilient ecosystems	Living in balance with nature	Strong effective performance

CROSS CUTTING THEMES

- Traditional Owner empowerment
- New economic opportunities
- Community engagement



The Wet Tropics

A region under pressure

The Wet Tropics is one of the most biologically diverse regions on Earth – and the only place in the world where two interconnected World Heritage Areas meet: the Wet Tropics rainforests and the Great Barrier Reef.

But this extraordinary region is under pressure. Climate change, urban and agricultural development, invasive weeds and pests, and other threats are placing increasing pressure on the landscapes, waterways and species that make the Wet Tropics so special.

So what can we do about it?

FOUR WAYS WE ARE HELPING TO CREATE CHANGE

Building

Building a restoration culture

The Wet Tropics has a strong conservation sector, with Traditional Owners, landholders, researchers, community groups, governments and passionate individuals working to restore and protect the region.

The momentum for landscape-scale restoration is growing. The Wet Tropics Restoration Alliance, established by the Wet Tropics Management Authority, now brings together more than 50 partners, connecting people and knowledge to accelerate restoration across the region. Indigenous ranger groups are also expanding. Terrain NRM is part of this growing movement – supporting the people, partnerships and practical action needed to restore nature at scale.

Creating

Creating new investment pathways

Restoring nature at the scale needed requires new sources of investment. We are exploring new investment opportunities and building partnerships to bring more investment into the Wet Tropics.

Environmental markets is one emerging opportunity. We helped establish the Reef Credit Scheme, we were a founding member of Eco Markets Australia, and we developed Cassowary Credits to connect private investment with on-ground forest restoration delivered by local landholders and land managers.

By creating new ways to invest in nature, we can expand the resources available and create new opportunities for landholders to be part of the solution.

Equipping

Equipping people and communities to care for Country

Natural resource management (NRM) is about the intersection of people and environment. The scale and complexity of the challenges facing the Wet Tropics means no single organisation can solve them alone. Lasting change depends on people and communities having the knowledge, skills, relationships and resources to care for and manage natural resources over the long term.

Our role is to help build that capacity – working alongside landholders, Traditional Owners, communities, industry, researchers and government to turn knowledge and investment into practical action.

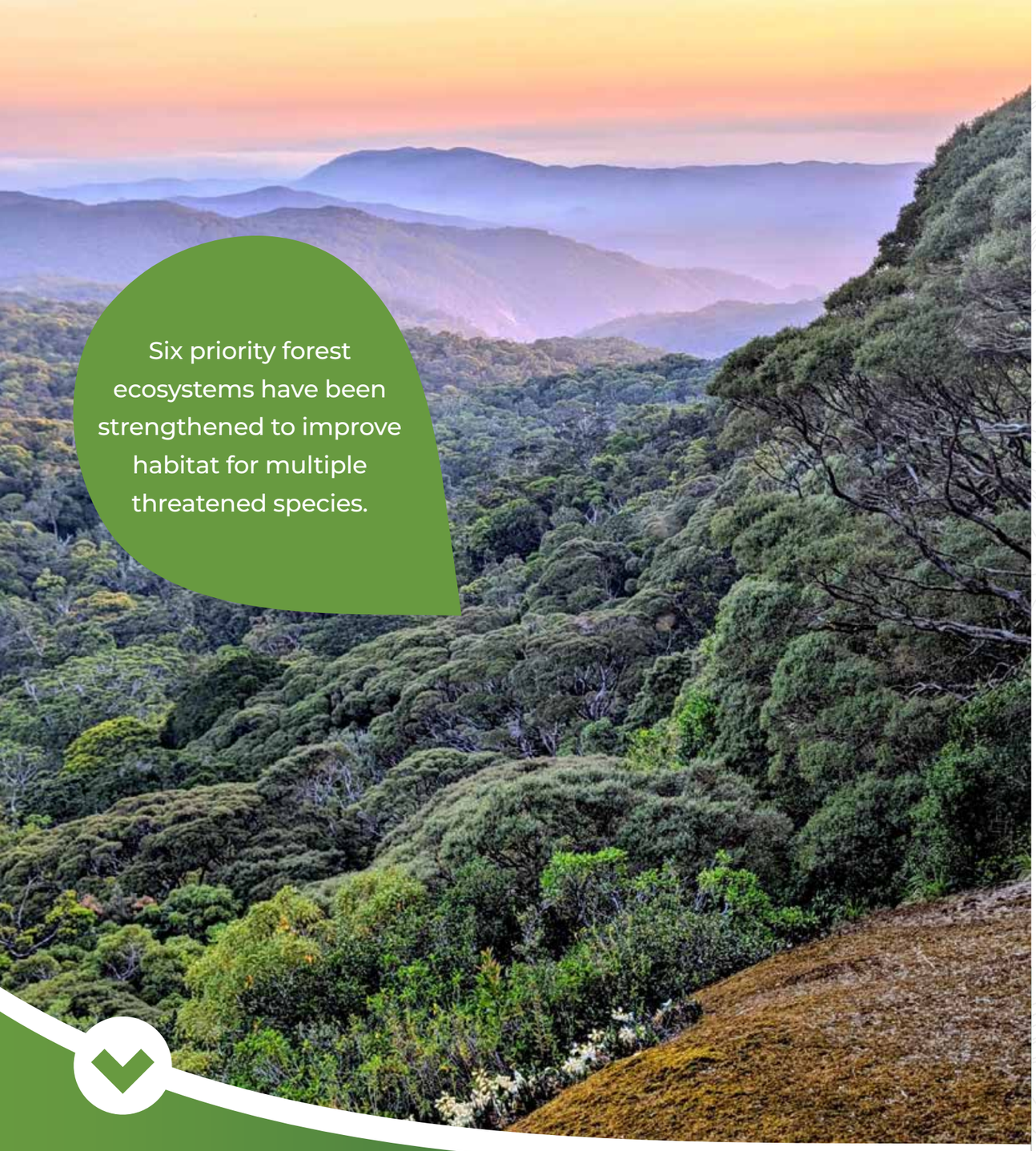
Funding

Making the dollars count

Investing in nature can deliver benefits well beyond the immediate project.

When funding is combined with local knowledge, strong partnerships and existing capability, it can unlock greater impact – strengthening landscapes, supporting local economies and building resilience to future challenges.

Terrain NRM's approach is to be intentional – to find strategic ways to make every investment work harder for the Wet Tropics.



Six priority forest ecosystems have been strengthened to improve habitat for multiple threatened species.

Staff Spotlight

DEB BASS, PROJECT LEADER “One of the most rewarding parts of this project was seeing what happened when people came together to share knowledge. It strengthened the case for protecting highland rainforests and, in some cases, prompted land managers to recognise and take greater care of priority threatened forest in their area.”



Biodiversity

LASTING LEGACY FOR PRIORITY FORESTS

Some of the Wet Tropics’ most important forest ecosystems are under pressure. Since they support a rich diversity of plants and animals, improving the condition of these forests benefits multiple species at once.

Over the past two years, the Australian Government funded Forest Resilience Project brought together landholders, Traditional Owners, community organisations, scientists and government agencies to help improve the condition of six priority ecosystems: Mabi rainforest, littoral rainforest, lowland rainforest, broad leaf tea-tree woodlands, rainforest uplands and wet sclerophyll woodlands. Four of these are listed as Threatened Ecological Communities under the Australian Government’s Environment Protection and Biodiversity Conservation (EPBC) Act.

The project supported 27 on-ground projects delivered by 14 organisations and four private landholders, including seven projects led by Traditional Owner groups.

Many of the partnerships and conservation activities established through the project will continue. Cassowary Coast Regional Council has committed to ongoing coordinated feral pig control, HQ Plantations is continuing to manage pine wildlings in broad leaf tea-tree woodlands, and the Queensland Parks and Wildlife Service is partnering with the Traditional Knowledge Management Group to improve glider habitat in wet sclerophyll forests.

The project also leaves behind a lasting knowledge legacy. Local and scientific knowledge about each ecosystem was collated into videos, booklets and factsheets, creating practical resources that will support conservation, restoration and land management efforts across the Wet Tropics.

Achievements



19.2 HECTARES
CONSERVATION AGREEMENTS

24,108 TREES planted

1,300 HECTARES
OF FERAL PIG CONTROL

421 HECTARES
WEED MANAGEMENT

6.7 HECTARES
OF REVEGETATION



Our Green Connections program is reconnecting and buffering World Heritage Areas.

Spotlight

JOSH PATERSON, CEO, Jabalbina Yalanji Aboriginal Corporation

“This partnership with Terrain NRM is Jabalbina’s first real foray into environmental markets. It’s been a great learning experience. If harnessed in a culturally safe way these initiatives will help us put new income streams to work increasing biodiversity, restoring, and healing Eastern Kuku Yalanji Country.”

Improving forest connectivity

RESTORING FOREST HABITAT

Restoring forest habitat is not just about improving individual sites. It’s about reconnecting landscapes so plants and animals can move, adapt and thrive.

Launched in 2025, the three-year Green Connections Project is restoring 166.5 hectares of priority habitat through revegetation and threat mitigation activities on private land across the Wet Tropics.

During 2025-26, 12 on-ground projects were contracted, including 10 hectares of revegetation and 23 hectares of threat mitigation works. Several projects are located in Mabi Forest and Lowland Tropical Rainforest, both listed as Threatened Ecological Communities.

Delivered in partnership with community organisations and landholders, the project is helping to restore and reconnect rainforest habitat while strengthening local capacity and expanding the network of people contributing to conservation across the Wet Tropics.

Attracting investment into rainforest restoration

CASSOWARY CREDIT SCHEME

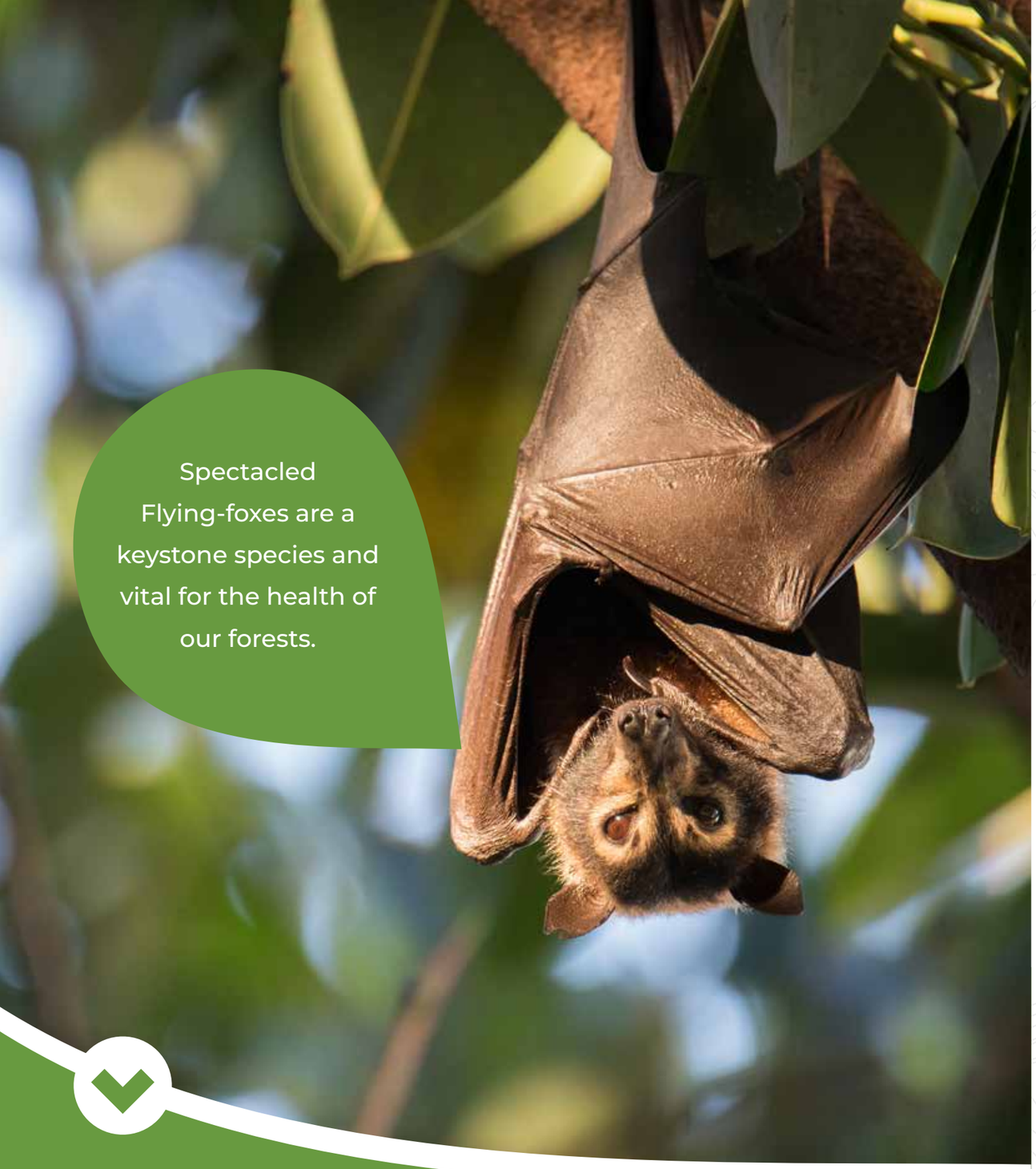
During 2025-26, the first projects registered under the Cassowary Credit Scheme moved from concept to delivery, marking an important milestone for nature finance in the Wet Tropics. Developed by Terrain NRM, the scheme supports rainforest restoration and protection by enabling private investors to fund quantified and verified improvements in rainforest condition.

Cassowary Coast Regional Council established the first project - at Ninds Creek near Innisfail and adjoining Moresby Range National Park - while Jabalbina Aboriginal Corporation planted a 2.2-hectare riparian restoration project along the Daintree River on its Wawu Dimbi property. Both projects are also generating carbon credits.

Interest in the scheme continues to grow among landholders and conservation organisations across the region. The next major milestone will be securing the scheme’s first investors and supporting the expansion of restoration projects across the Wet Tropics.

FOR MORE INFO VISIT: **cassowarycredits.com.au**





Spectacled Flying-foxes are a keystone species and vital for the health of our forests.

Staff Spotlight

DR ANDREW DENNIS, PROJECT LEADER “Many of the flying-foxes we captured for tagging had wings covered in pollen and flower stamens. Seeing that up close was a powerful reminder that they are one of the Wet Tropics’ most important rainforest pollinators.”



Recovering a key rainforest pollinator

SPECTACLED FLYING-FOX

The Spectacled Flying-fox is one of the Wet Tropics’ most important rainforest species, playing a vital role as a pollinator and seed disperser. After an 80 per cent population decline over two decades, the species is now listed as Endangered and faces a high risk of extinction.

Terrain NRM is coordinating a collaborative recovery program funded by the Australian Government that is improving our understanding of the species, identifying priority habitat and building the knowledge and partnerships needed to support its long-term recovery.

Better data for better decisions

Effective conservation starts with good information. In partnership with James Cook University, the National Environmental Science Program, Traditional Owner groups and Indigenous ranger organisations across the Wet Tropics, Terrain NRM is developing a new approach to monitoring Spectacled Flying-fox populations.

By combining Traditional Owner knowledge with drone-based thermal imaging technology, the project is transforming how flying-fox roosts are surveyed and providing more accurate population data to guide recovery efforts.

Understanding movement and habitat

Terrain NRM is also working with Tolga Bat Hospital and Tropical Vets to capture and tag Spectacled Flying-foxes to better understand how they move across the landscape.

Tracking data from 30 Spectacled Flying-foxes is revealing how this species connects ecosystems across the Wet Tropics. Individuals travel between rainforests, coastal habitats and offshore islands, sometimes flying up to 200 kilometres in a single night.

This information is helping identify critical feeding habitat, previously unknown roosts, and the habitats and locations most important for the species’ survival. These insights are already improving the way conservation and restoration efforts are planned and targeted.

Protecting habitat and reducing hazards

The condition of priority flying-fox roosts is being improved through weed management, revegetation and habitat restoration. One element of this is tackling wild tobacco on the Atherton Tablelands.

Wild tobacco attracts flying-foxes to feed close to the ground, increasing their exposure to paralysis ticks. During 2025-26, Terrain NRM worked with Tablelands Regional Council to remove more than 16,900 bushes across 77 hectares using a range of control methods, including drone-based herbicide application.

Trials of a remote-controlled ‘Green Climber’ are planned to expand treatment into difficult-to-access areas. Tick-related mortality was lower than in the previous season, providing encouraging signs that ongoing weed control can help reduce risks to the species.

Growing support for recovery

The program is building the capacity for locally led monitoring by expanding the role of Indigenous ranger groups in data collection, image processing and population monitoring. This investment in local skills and leadership will help sustain conservation efforts into the future.

Terrain NRM also began a community awareness campaign, focused on baby bat season and the important role that Spectacled Flying-foxes play in maintaining healthy rainforests. Supported by radio advertising and social media, the campaign uses positive storytelling to build understanding of the species and encourage more positive community conversations.



Keeping Country connected

MAHOGANY GLIDER

The Mahogany Glider is one of Australia's most endangered mammals, relying on connected habitat to move, feed and breed.

Through the Mahogany Glider Habitat Monitoring and Restoration Project, Terrain NRM is building on previous work with partners to improve habitat condition and strengthen landscape connectivity. The project also dovetailed with an ongoing monitoring program to build a better understanding of how this species uses the landscape.

Funded by the Queensland Government and delivered in partnership with Queensland Parks and Wildlife Service, Girringun Aboriginal Corporation, Nywaigi Aboriginal Corporation and Hinchinbrook Shire Council, the project is helping to build the knowledge, partnerships and on-ground management needed to support the long-term recovery of this endangered species.

Achievements

28 Motion-activated cameras deployed

MAHOGANY GLIDERS DETECTED AT 11 SITES
(up from eight sites in 2024)

100+ HECTARES
of targeted weed management to improve habitat condition

Protecting mountain-top frog habitat

CRITICAL FROGS

Some of the Wet Tropics' rarest frogs are under increasing pressure from climate change and feral pigs. Following promising results from pig-exclusion fencing trials at Mt Lewis, Terrain NRM is expanding efforts to protect threatened frog species across mountain-top habitats.

Working with Western Yalanji Traditional Owners, James Cook University, Queensland Parks and Wildlife Service and Gulf Savannah NRM, the project has developed a low-impact approach, funded by the Australian Government, to protect sensitive breeding areas from pig disturbance. Early monitoring has shown encouraging signs of habitat recovery, including increased leaf litter, regeneration of important habitat plants and higher frog activity around protected sites.

The expanded Critical Frogs program will combine habitat monitoring, pig management and innovative control methods, including trialling new lures and remote camera technology in high-altitude forests. The project will also survey additional mountain-top frog habitats and assess the extent of pig impacts across the region.

The program, which is jointly funded by the Commonwealth-State Disaster Recovery Funding Arrangements, is also extending beyond mountain top rainforests to support recovery of the Critically Endangered Myola tree frog near Kuranda. Working with Traditional Owner groups and local community partners, the project is restoring habitat damaged by Cyclone Jasper through revegetation and weed management along creek systems connected to the Barron River.

Achievements

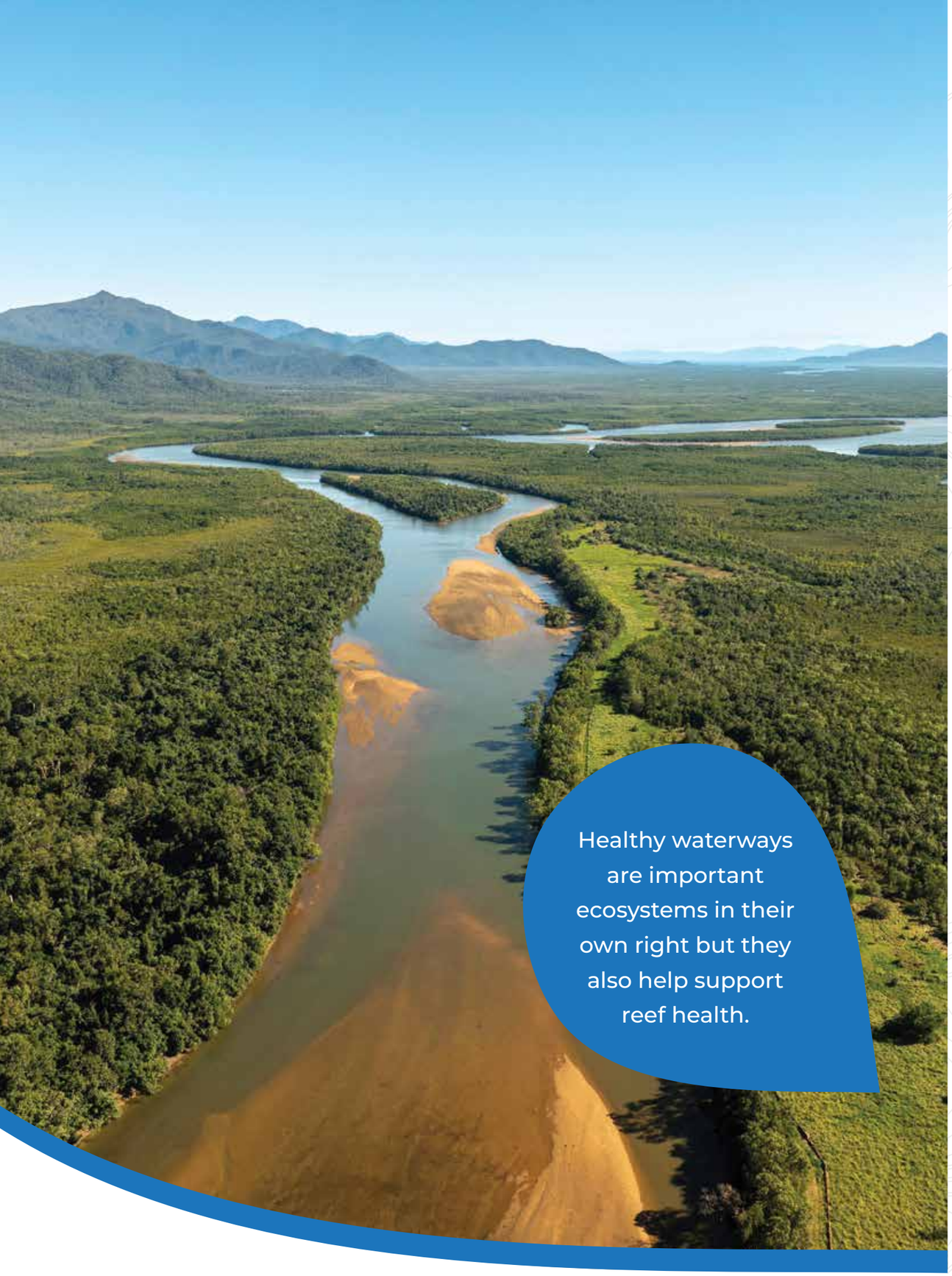
1000m² breeding habitat
protected from pig disturbance

New methods
developed to monitor frog calls, habitat condition & pig impacts in rainforest environments

DEVELOPED & TESTED
a low-impact pig-exclusion system for sensitive frog breeding habitat

Recorded early signs
of habitat recovery & increased frog activity around exclusion sites





Healthy waterways are important ecosystems in their own right but they also help support reef health.

Waterway Health

The health of waterways in the Wet Tropics depends on the actions of thousands of people across the region. What happens on farms, in forests, wetlands and towns eventually flows downstream, influencing the health of rivers, estuaries and the Great Barrier Reef. Terrain NRM's role is to support the community's care for waterways by connecting science, local knowledge, partnerships and investment where they can make the greatest difference.

A new roadmap for Reef water quality

IMPROVING CATCHMENT HEALTH

Improving catchment health starts with understanding local challenges and bringing people together to support practical action.

In 2026, the new Wet Tropics Regional Water Quality Strategy was released, providing a roadmap to improve water quality and reduce pollutants flowing to the Great Barrier Reef.

The strategy identifies catchment-specific priorities to guide investment in sustainable land management and natural system repair over the next decade.

Led by Terrain NRM in partnership with C2O, the strategy was shaped by more than 180 community members, scientists, industry representatives, Traditional Owners and government agencies. Drawing on two decades of research, local knowledge and onground experience, it helps catchment communities identify priorities and reinforces the importance of place-based solutions tailored to local needs and opportunities.

Restoring eroded riverbanks

SEDIMENT REDUCTION

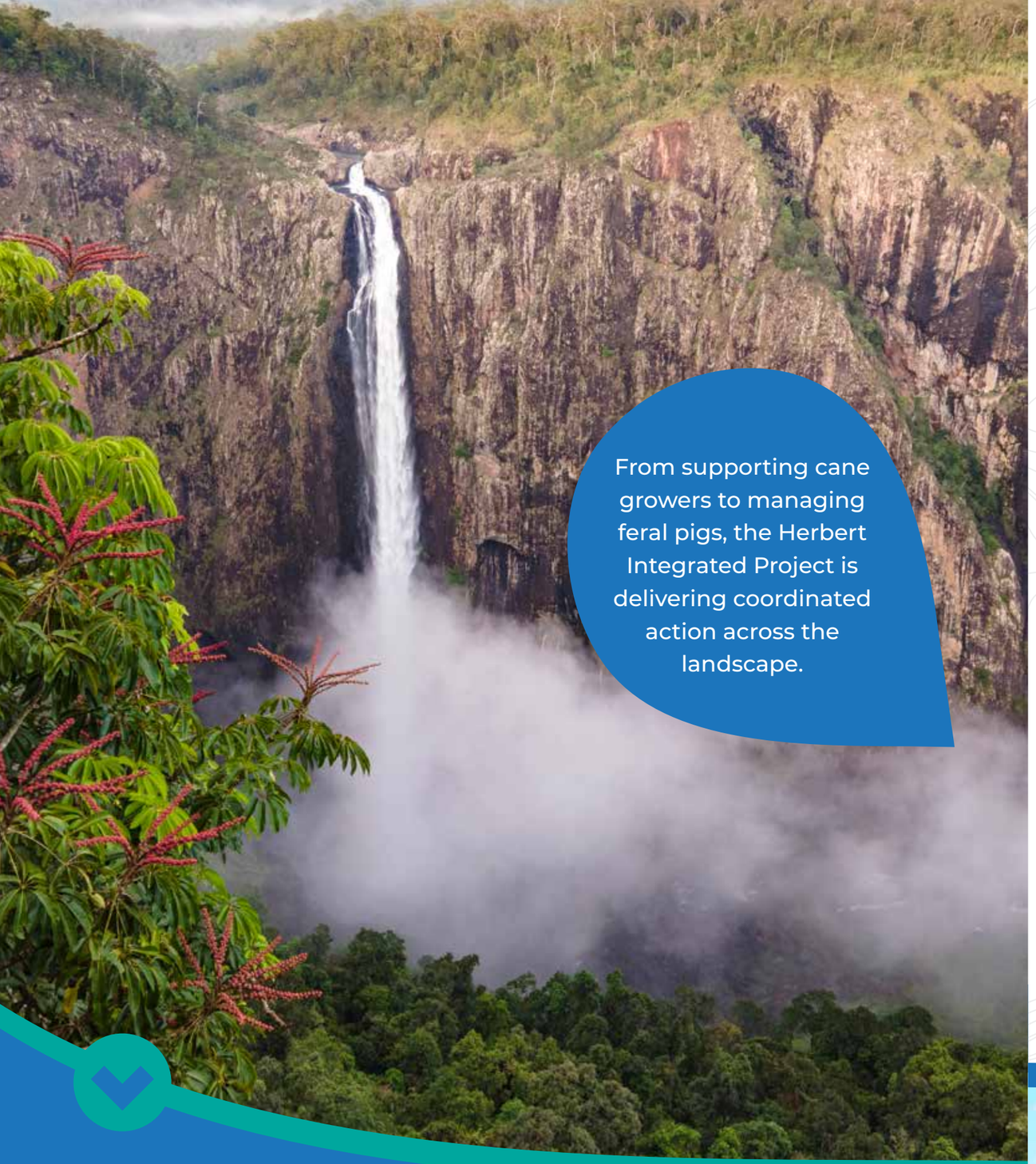
Fine sediment is one of the most significant pollutants affecting the Great Barrier Reef and in the Wet Tropics the greatest source is from riverbank erosion.

Terrain NRM is repairing the highest priority eroded riverbank sites across the region through the Australian Government-funded $30.9 million Wet Tropics Landscape Repair Program.

In late 2025, two rock beaching projects were completed on the Tully River in partnership with Neilly Group Engineering.

This is estimated to prevent more than 2,000 tonnes of fine sediment from entering the Reef each year.

The next phase of the program will see works delivered in the Daintree River catchment. This year, Terrain NRM completed detailed site assessments, engineering design, and project planning for a pipeline of erosion control works.



From supporting cane growers to managing feral pigs, the Herbert Integrated Project is delivering coordinated action across the landscape.

Staff Spotlight



FIONA BARRON, PROJECT LEADER "The HIP is turning place based planning into action. By bringing people together to identify local priorities and develop practical solutions, the project is strengthening partnerships, building stewardship and helping communities to shape the future of the catchment."

Creating healthy catchments

HELPING COMMUNITIES

The Herbert catchment is the largest in the Wet Tropics and one of the biggest sources of pollutants flowing to the Great Barrier Reef. Improving water quality means looking beyond individual properties or projects. It requires people across the catchment to work together to tackle shared challenges.

The Herbert Integrated Project (HIP), funded by the Queensland Government, brings together landholders, industry, Traditional Owners, community groups, researchers and government agencies to identify and agree on what matters most locally, and to act together to make change. These groups are working to improve water quality, strengthen wetlands and waterways, and support a productive and resilient catchment.

During 2025-26, nine initiatives got underway across the catchment, including a feral pig control program that used AI-enabled cameras to make control efforts more targeted and effective. Partners also continued supporting cane growers to improve soil health, crop nutrition and farm biosecurity, and graziers to improve land management in the upper catchment.

A catchment-specific action plan is being developed to guide future priorities. The project is also exploring how healthy ecosystems and better use of local resources can support both the economy and environment.

Achievements

200+ Feral pigs
culled humanely across
10,000 hectares of wetlands

2 COMMUNITY WORKSHOPS FACILITATED

11 Cane Growers
ENGAGED ACROSS
31 farms covering 1,570ha



Recovery & resilience in the Daintree

SEDIMENT REDUCTION

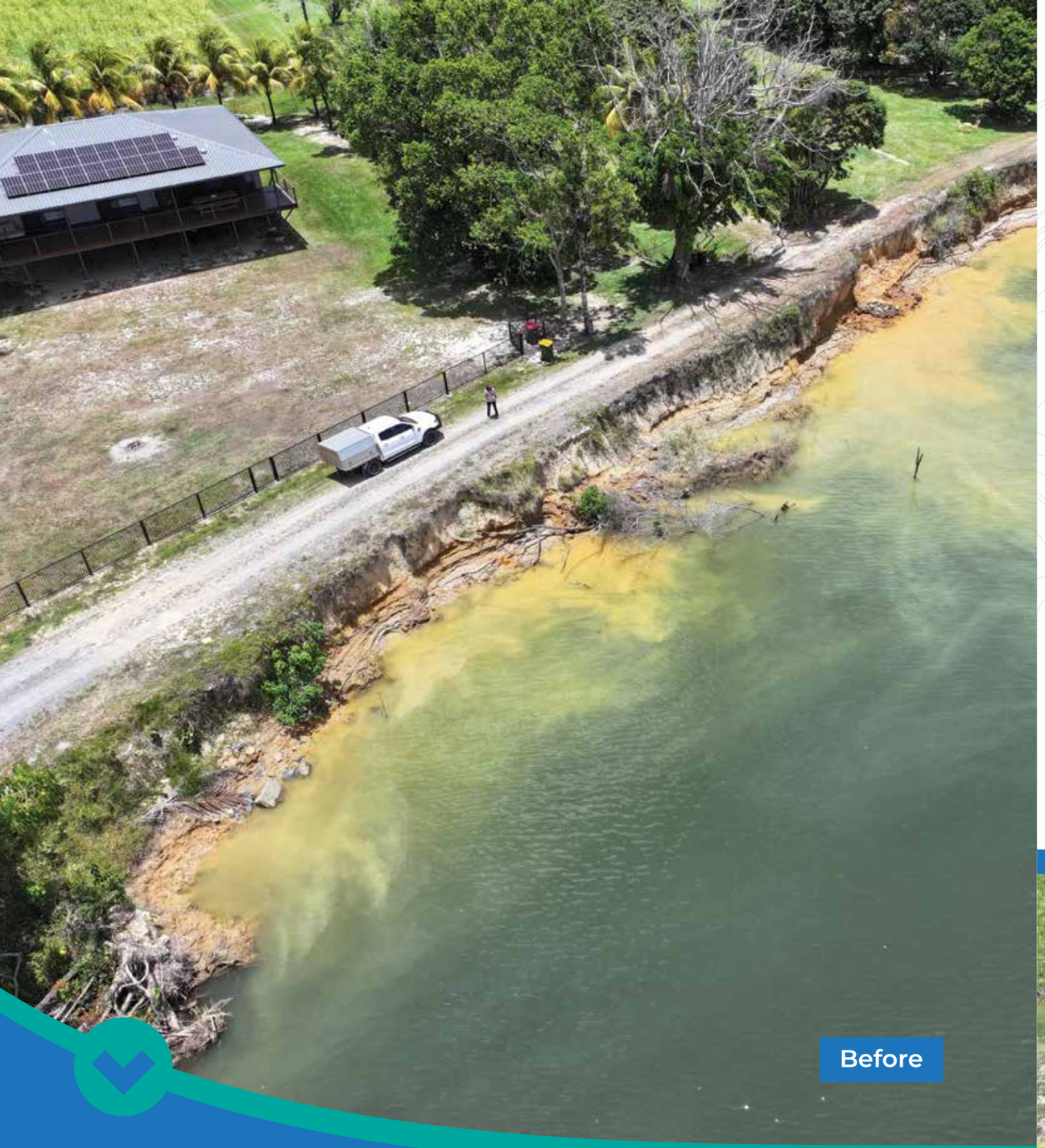
During 2025-26, Terrain NRM secured two new projects to support recovery, restoration and long-term resilience in the Daintree catchment.

The Daintree is one of the healthiest river systems in the Wet Tropics, but maintaining this condition requires ongoing management and coordinated action, particularly following severe weather events and changing land use.

The DETSI Riverine Recovery Daintree Project is restoring streambanks damaged during Tropical Cyclone Jasper, with works underway at Cassowary Creek, Martins Creek and Saltwater Creek. Combined with revegetation activities delivered through the Landscape Repair Project, these works will help to reduce erosion, improve water quality and support long-term catchment recovery.

Terrain NRM also launched the Blue Connections Waterway Condition and Connectivity Project, which will improve aquatic habitat, restore ecological connections and strengthen resilience across 10km of the catchment. By bringing together fish passage improvements, weed control, revegetation and restoration activities, the project aims to deliver greater environmental, cultural and community benefits while building on previous investments.

Together, these projects reflect an increasingly coordinated approach to catchment management, where multiple investments work together to improve waterway health, strengthen resilience and protect the values that make the Daintree so significant.





Staff Spotlight



ZACK SEVERINO, PROJECT LEADER “Despite its iconic status, the Daintree has historically received little funding for catchment rehabilitation. Following the devastation of ex-Tropical Cyclone Jasper, it’s exciting to be able to use state and federal investment to support the places and people most in need across this biologically and culturally significant region.”



Supporting farmers to reduce runoff

REEF WATER QUALITY PROGRAMS

The three-year Australian Government funded Reefwise Farming Project hit the ground running this year, establishing delivery partnerships with CANEGROWERS and Sugar Research Australia and building strong interest from growers across the Wet Tropics.

The project builds on nearly 20 years of Reef water quality programs aimed at supporting farmers to adopt sustainable farm practices, and will provide extension support for nutrient management planning as well as targeted grant opportunities.

Highlights

8 Engagement ACTIVITIES

Baseline farm management SURVEY COMPLETED

1,154 HECTARES OF PRACTICE CHANGE

Helping farms adapt to a changing climate

SUSTAINABLE FARMING PRACTICES

Many of the sustainable practices farmers adopt also improve soil health, waterway health and resilience to severe weather. Climate change is driving more frequent and severe extreme weather events, so helping farmers adapt is becoming increasingly important.

Terrain NRM has two projects supporting farm resilience, while our Sustainable Agriculture Facilitator (SAF) continues to connect farmers, industry, and community groups interested in adopting climate-smart and sustainable practices.

Future Farms

Focused on the Cassowary Coast, Future Farms is a new project that will support farmers in improving soil health, land condition, native vegetation and streambank stability. Demonstration sites across the cane, banana and grazing sectors will showcase practical approaches that help farms withstand and recover from severe weather events.

Climate Smart Farming

The Climate Smart Farming project is helping farmers to adopt practices that improve resilience, productivity and sustainability. Working across the cane, banana, grazing, dairy and tropical fruit industries, the project supports climate resilience planning, demonstration sites, peer-to-peer learning and greater awareness of opportunities in environmental markets.

Together, these projects will help farmers prepare for changing conditions while strengthening the long-term resilience of the Wet Tropics agricultural sector.

Supporting waterway stewardship with science

WATER QUALITY SCIENCE

Information creates change when people trust it and understand how to use it.

Terrain NRM's water quality scientists turn monitoring data into practical information that helps farmers to understand their impact on local waterways and make informed decisions about adopting more sustainable practices.

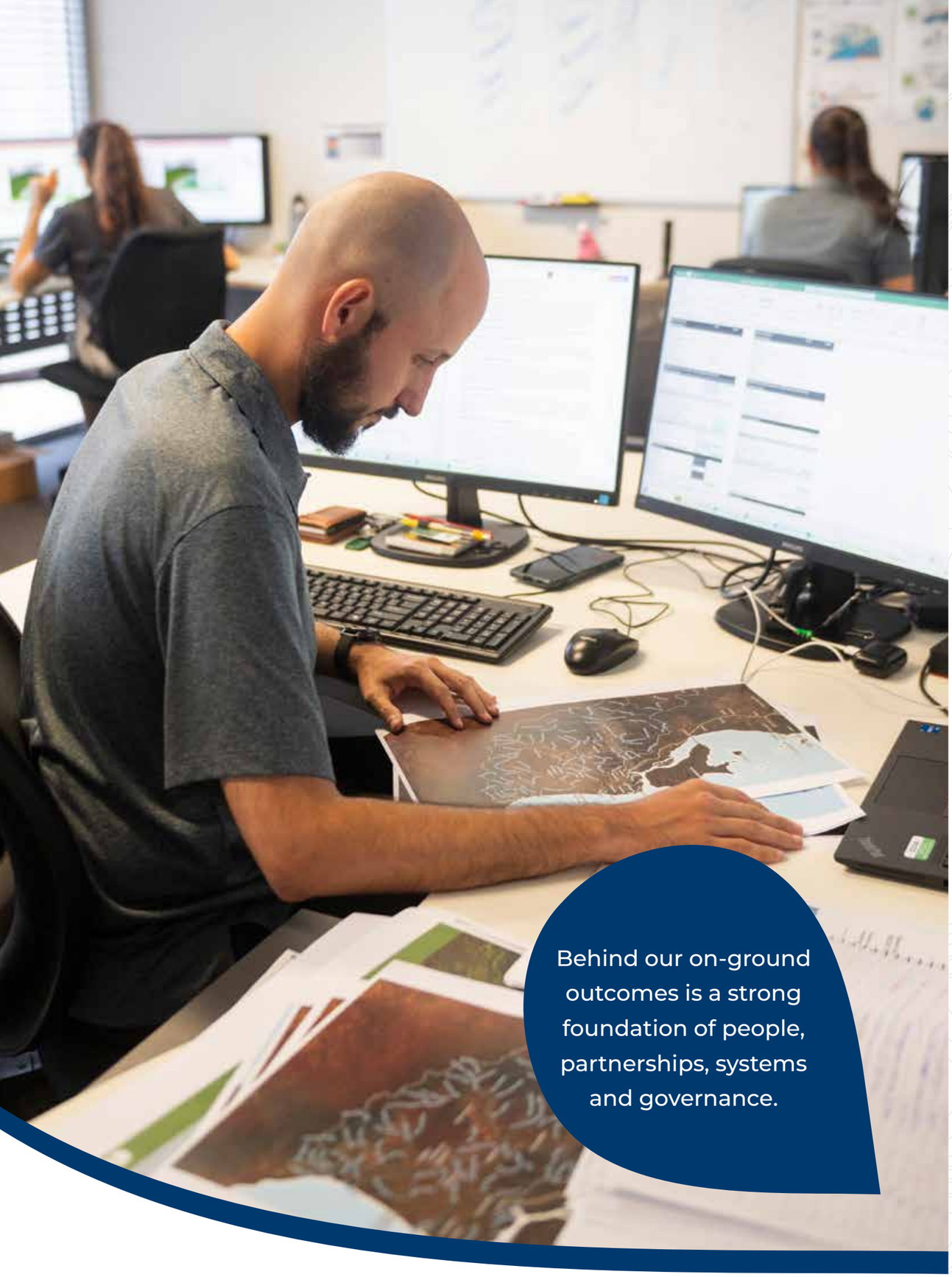
Alongside this work, the team is building the skills of Traditional Owner groups to independently deliver water quality monitoring projects and providing field support to water quality research projects in the region.

Highlights

Expanded monitoring to include aquatic plants and animals through an environmental DNA project with the University of Queensland and CSIRO.

Began a new paddock monitoring project with Sugar Research Australia to demonstrate the water quality benefits of improved management practices.

Provided field support to the Queensland Government's banana paddock and wetland water quality monitoring research projects.



Our Organisation

BUILDING STRONG FOUNDATIONS

The world we operate in is changing rapidly, from evolving funding models and stakeholder expectations to increasingly complex environmental challenges. To keep creating meaningful outcomes across the Wet Tropics, Terrain NRM must keep evolving and strengthening how we work.

Over the past year, Terrain NRM began implementing an organisation-wide initiative to strengthen our ability to manage larger programs, reduce administrative burden and provide stronger support to the communities, landholders and partners we work with.

The focus of these changes is investing in our people, strengthening systems and processes, and diversifying income and partnerships. During 2025-26, we introduced new systems, refined our organisational structure and created specialist roles to improve efficiency and better measure the impact of our work.

GOVERNANCE

As a community-based organisation with more than 80 members, Terrain NRM is governed by a skills-based Board of Directors that guides our strategic direction and ensures we remain accountable to the communities we serve.

Board directors are appointed for three-year terms by a Standing Independent Selection Panel (SISP) made up of nominees from our member base. This year Noel Preece completed his three-year term as a Director. The Board sincerely thanks Noel for his valuable contributions and commitment during his tenure. Demetra Polycarpou joined the Board. She brings more than 20 years of legal and commercial experience.

TERRAIN'S BOARD DIRECTORS FOR 2025-26



TOP: *Chair – Barry Hunter, Lucy Friend, Pete Faulkner, Zsusza Banhalmi-Bakar* **BOTTOM:** *Gabrielle Davidson, Kara Glenn-Worth, Demetra Polycarpou, Duncan Paterson*

Emerging Leader Program

Thomas Herridge joined our Board this year through our annual Emerging Leader Program, which provides an opportunity for future leaders to learn about governance, board processes and leadership. It also incorporates perspectives from younger generations in our board discussions.

EXECUTIVE LEADERSHIP TEAM



Stewart Christie
CEO & Regenerative Economy Leader



Karen Bettink
Biodiversity & Climate Leader



Jacqui Diggins
Project Management Impact Office



Emma Smith
Corporate Services Leader

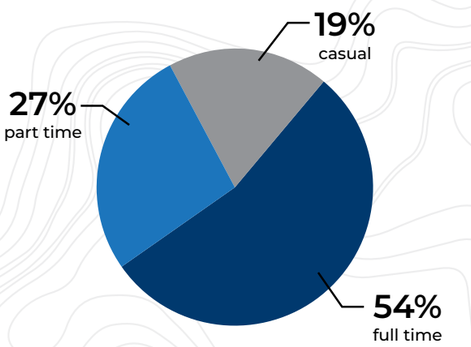


Tamara Wilson
Waterway Health Leader

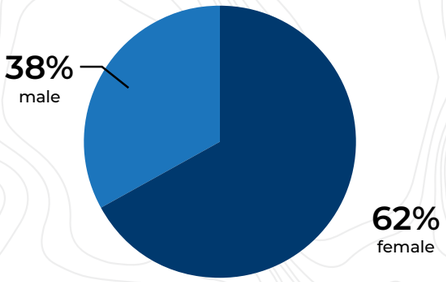
PEOPLE

During 2025-26, Terrain NRM continued to invest in the wellbeing and support of its people. Staff were encouraged to access wellbeing services, participated in training on Positive Duty and psychosocial hazards, and benefited from flexible work arrangements to support work-life balance. A new Human Resources system was also introduced to streamline recruitment, onboarding, workforce management and employee development.

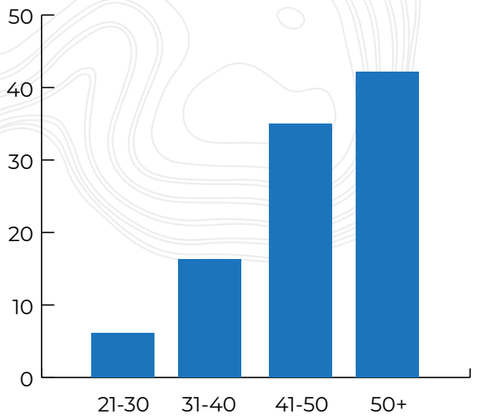
Full time vs part time



Staff



Staff by age



Number of employees: 52
Indigenous employees: 6

Our Organisation

SUPPORTING FUTURE INDIGENOUS LEADERS

In 2025-26, Terrain NRM awarded Yirrganydji woman Ashlyn Skeene an Indigenous Bursary through the Natural Capital Fund.

Now in its sixth year, the program supports Aboriginal and Torres Strait Islander students pursuing careers in environmental and land management fields.

Open to students studying, or planning to study, at university or TAFE, the bursary supports qualifications in areas such as natural resource management, conservation, agriculture, environmental science and sustainable development. Recipients receive $3,000 to assist with their studies, along with valuable networking opportunities to help build connections and career pathways within the environmental sector.

By investing in emerging leaders, the program aims to strengthen Indigenous participation and leadership in caring for Country and managing natural resources into the future.

IMPROVING OUR SUSTAINABILITY PERFORMANCE

This year, Terrain NRM progressed the development of a Sustainability Strategy and Environmental Management System (EMS) to better understand, manage and reduce its environmental footprint.

This work included ongoing participation in the ecoBiz program and the collection of baseline energy and fuel-use data across our offices to inform future targets and measure progress over time.

Terrain NRM also began transitioning its vehicle fleet to lower-emission alternatives, with new plug-in hybrid vehicles now in operation. These initiatives represent important steps towards embedding sustainability in our day-to-day operations and supporting continual improvement in our environmental performance.

CYBER SECURITY

Terrain NRM engages a Managed Service Provider (MSP) to mitigate cybersecurity risks effectively.

In the event of a control failure, data recovery is available on demand, and we have developed a Cyber Security Incident Response Plan to guide our actions. Standards implemented across the organisation have enabled Terrain NRM to achieve maturity level 2. We also implemented an AI policy focused on compliance and risk management while exploring emerging opportunities.

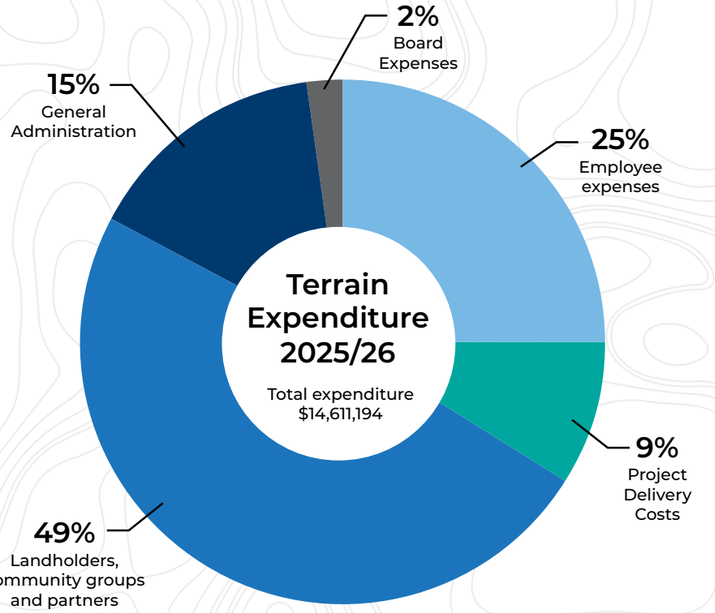
Projects Overview

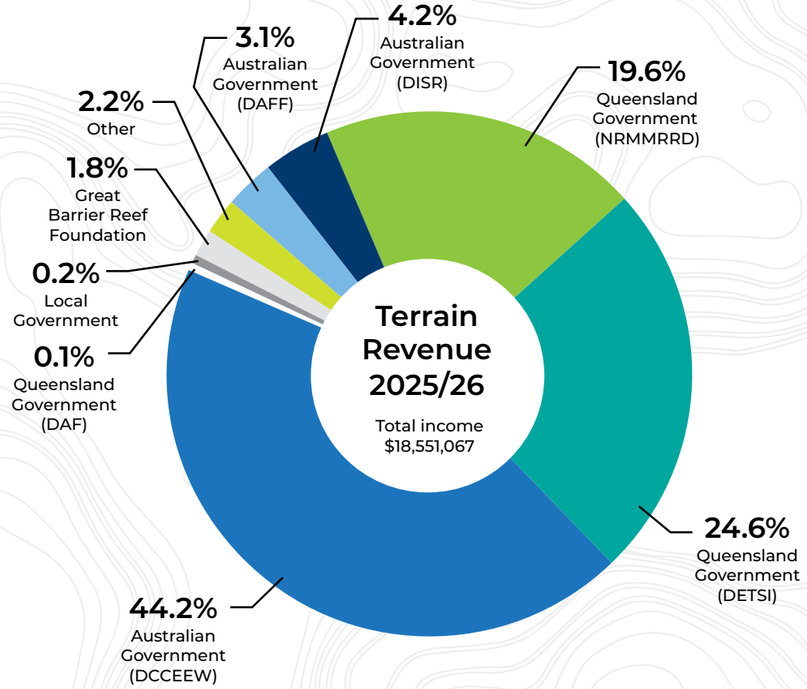
	PROJECTS	Water	Soil	Bio	Climate	Regen
1	**RDP Core Services** Australian Government		■	■	■	
2	**RDP Species Resilience** Australian Government			■		
3	**RDP Forest Resilience** Australian Government			■		
4	**RDP DAFF Climate Smart Farming** Australian Government		■			◢
5	**Saving Native Species – Mountaintop Nursery Frog** Australian Government			■	◢	
6	**Spectacled Flying Fox Monitoring** Australian Government			■	◢	
7	**Sustainable Agriculture Facilitator** Australian Government		■			◢
8	**Wet Tropics Waterways – Waterway Health Report Card** Various funders including Queensland Government and Australian Government	■				
9	**Reefwise Farming** Australian Government	■	■			
10	**Reef Trust Landscape Repair** Australian Government	■		◢		
11	**Mamu Water Quality Project** Australian Government's Reef Trust & Great Barrier Reef Foundation	■				
12	**NRMEP Green Connections Project** Queensland Government			■		
13	**NRMEP Blue Connections Project** Queensland Government	■		■		
14	**NRMEP Future Farms Project** Queensland Government		■		■	

	PROJECTS	Water	Soil	Bio	Climate	Regen
15	**DRFA Critical Frogs** Australian Government and Queensland Government			■	◢	
16	**DRFA Efficiencies Resilience – Riverine Site Maintenance** Queensland Government	■				
17	**Paddock to Reef Coordination** Queensland Government's Natural Resources Investment Program	■				
18	**Daintree Wetlands: Reef Coastal Restoration in the Daintree** Queensland Government, DISR Coastal Restoration	■		■		
19	**Regional Coordination and Evaluation Project** Queensland Government Natural Resources Recovery Program			■		
20	**Cassowary Credits** Queensland Government & World Wildlife Fund			■	■	■
21	**Keeping Country Connected for Mahogany Gliders** Queensland Government			■		
22	**Reforest Wongabel Pilot** Reforest			■		■
23	**Fine Scale Water Quality Monitoring in Johnstone, Tully & Murray** Queensland Government	■				
24	**Tully Johnstone Wetlands Monitoring** Australian Government's Reef Trust and the Great Barrier Reef Foundation.	■		■		
25	**Stevia Management** Queensland Government			■		
26	**Herbert Streambank Project** Queensland Government	■				
27	**Herbert Integrated Project** Queensland Government	■	■	■		
28	**NRMRA Nature-Led Resilience** Minderoo Foundation	■		■		

**Several projects have co-benefits for other strategic focus areas denoted by half boxes.*
***Climate and Regenerative Economy are new focus areas not currently directly funded.*

Financials 2025/26





See website for detailed financial statement.



NRM REGIONS QUEENSLAND

Australian Government | TSRA www.tsra.gov.au | Healthy land & water

Cape York Natural Resource Management | NQ DRY TROPICS | desert channels GROUP

TERRAIN NATURAL RESOURCE MANAGEMENT

Southern Queensland Landscapes | Gulf Savannah NRM | BMRG Ecosystem Resilience

REEF CATCHMENTS | fba | Southern Gulf NRM

www.nrmrq.org.au @NRMRegionsQLD

Queensland's regional NRM organisations recognise First Nations people as the Traditional Owners of Country. We pay respects to Elders; past, present and emerging.

NATIONAL NETWORK

NRM REGIONS QUEENSLAND

Terrain NRM is part of Australia's network of 54 regional natural resource management organisations and is one of 12 NRMs in Queensland.



ANNUAL REPORT 25/26

NRM REGIONS QUEENSLAND

TERRAIN
NATURAL RESOURCE MANAGEMENT

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