

Coexistence Queensland

Annual Report 2025-2026

About this report

This annual report outlines activities and achievements of Coexistence Queensland for the 2025-2026 financial year (FY26). These activities and achievements are set against strategic objectives and measures of success listed in the *Coexistence Queensland 2024-2028 Strategic Plan*, which was current as of 30 June 2026. This annual report has been prepared in accordance with Coexistence Queensland's regulatory reporting obligations under section 35 of the *Coexistence Queensland Act 2013*, the *Financial Accountability Act 2009*, and the *Financial and Performance Management Standard 2019*.

Public availability and further information

This report, the strategic plan and other publications by Coexistence Queensland are available at www.cqld.org.au/about-us/. Please contact Coexistence Queensland on +61 1300 548 021 or via the address below to request a printed copy of this report. Additional reporting requirements are published online at www.cqld.org.au.

Interpreter service



Coexistence Queensland is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty understanding this report, you can contact Coexistence Queensland on 1300 548 021, or via enquiries@cqld.org.au, and we will arrange an interpreter to effectively communicate the report to you.

Have your say

Coexistence Queensland hopes you find the *Coexistence Queensland 2025-2026 Annual Report* useful and informative. This report is part of Coexistence Queensland's commitment to keeping people informed about its role in managing and improving sustainable coexistence for Queensland landholders, regional communities, and the resources and renewable energy industries.

Coexistence Queensland welcomes your comments about the content of the report. Please send your feedback to the Chief Executive Officer, Coexistence Queensland, PO Box 15266, CITY EAST, QLD 4002, or email us at enquiries@cqld.org.au.

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4 September 2026

The Honourable Dale Last MP
Minister for Natural Resources and Mines
Minister for Manufacturing
Minister for Regional and Rural Development
Queensland Parliament
PO Box 15216
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Queensland Parliament the 2025-2026 Annual Report and financial statements for Coexistence Queensland.

I certify this annual report complies with:

- prescribed requirements set out under section 35 of the *Coexistence Queensland Act 2013*
- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies*.

A checklist outlining the annual reporting requirements can be found on page 62 of this annual report.

Yours sincerely



Cameron MacMillan
Chairperson
Coexistence Queensland

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Chair's message: From transition to delivery

The 2025-26 financial year has been important for Coexistence Queensland. After transitioning from the GasFields Commission Queensland and establishing the foundations of our expanded role as Coexistence Queensland, we have worked to put our broader remit into practice and demonstrate the value an independent coexistence body can bring to Queensland.

Resource and energy development continues to reshape many of Queensland's rural and regional communities. This development presents significant opportunities, but it can also place pressure on land, infrastructure, local services, businesses, and the people who call these regions home.

Sustainable coexistence does not mean that every interest will always align or that difficult issues will disappear. It means creating the relationships, information and processes needed to work through those issues openly, fairly, and early enough to make a difference.

Coexistence Queensland occupies a unique position within this landscape. We are not a regulator or a decision-maker, and we do not represent one industry or interest over another. Our role is to listen across the agricultural, resources, and renewable energy sectors; understand the practical experiences of landholders and communities; and provide independent information and advice that supports better outcomes.

This year also saw the appointment of a new Board at Coexistence Queensland. As a new Board, we came to this work with fresh perspectives and our first priority was to listen and learn – from the organisation's experienced team, from its partners and, most importantly, from the landholders and communities whose experiences are central to its work. We recognise the strong foundations laid before us and are committed to building on them with care and purpose.

The passage of the *Resources Safety and Health Queensland and Other Legislation Amendment Bill 2026* through Parliament signaled an era of change for both Coexistence Queensland and the Land Access Ombudsman (LAO). Under this legislation, as of 1 July 2026, Coexistence Queensland Board members also serve as the LAO Advisory Council and I hold the dual role of Coexistence Queensland Chair and Land Access Ombudsman Advisory Council Chair. There was significant work by both organisations preparing for this significant change and ensuring a smooth transition underpinned by a system of independence and clear governance arrangements. This work lays a strong foundation for both entities operating independently, but also in strong partnership to deliver positive coexistence outcomes.

Through the year, the Board has remained focused on the five objectives of the Coexistence Queensland Strategic Plan 2024–2028: building strong relationships, providing trusted information and advice, forging productive partnerships, strengthening relationships with First Nations peoples, and maintaining a skilled and resilient organisation.

These objectives are closely connected. Unbiased, trusted information is important for genuine collaboration. Good advice depends on strong relationships and a willingness to listen to different perspectives. Partnerships are most valuable when they lead to practical action. None of this can be achieved without a capable team and strong systems of governance.

This year's work reflects that approach. Coexistence Queensland has continued to develop practical support for landholders, including information about mineral exploration and the issues that arise when different forms of development occur on agricultural land. The organisation has also progressed work on biosecurity, community access to energy information, and the application of lessons learned through more than a decade of coexistence experience in Queensland's onshore gas industry.

This work demonstrates an important evolution in our role. It is not enough simply to identify coexistence challenges. Our advice and research helps communities, industry and government take practical steps to address these challenges. Bridging the gap between identifying an issue and implementing a workable response will remain an important strategic priority.

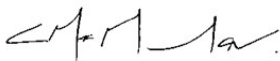
Regional relationships are central to this work. Maintaining a strong connection to those lived experiences helps Coexistence Queensland provide advice that is practical, balanced and grounded in the realities of regional Queensland.

We also recognise the importance of continuing to build respectful relationships with Aboriginal and Torres Strait Islander peoples. First Nations peoples bring deep knowledge of Country, community and the long-term stewardship of shared landscapes. Strengthening our cultural capability and creating meaningful opportunities for First Nations participation are important parts of our strategic direction.

On behalf of the Board, I thank the landholders, community members, Traditional Owners, councils, industry representatives, government agencies, researchers and partner organisations who have contributed their time and experience throughout the year. Their willingness to speak honestly about both the opportunities and the challenges of development strengthens our work.

I also acknowledge CEO Warwick Squire and the Coexistence Queensland team. The organisation's expanded role requires adaptability, curiosity, and a willingness to work across complex and sometimes competing interests. The team has approached that responsibility with professionalism, care, and a strong commitment to the communities we serve.

As Queensland's resources and renewable energy landscape continues to evolve, the need for trusted information, practical support, and respectful relationships will only grow. Coexistence Queensland will continue to listen, learn, and lead – working with others to ensure development proceeds in a way that recognises the people, industries, and communities sharing Queensland's landscapes.



Cameron MacMillan

Chair

Coexistence Queensland

CEO's report

Coexistence between resource and energy projects and the communities where they are located is always changing. It is an ongoing process that requires time, attention and a willingness to keep working through complex issues.

When coexistence is considered early and approached with care, landholders are better informed, communities are better prepared, and industries are better placed to build lasting relationships. When it is treated as an afterthought, trust can quickly erode, and issues become harder and more expensive to resolve.

During FY2025-26, our Operational Plan translated the objectives of the Coexistence Queensland Strategic Plan 2024-2028 into a program of practical work aimed at strengthening relationships, providing trusted information and advice, working through partnerships, listening to First Nations perspectives and continuing to build our cultural capability, and continuing to develop a resilient organisation capable of delivering lasting coexistence outcomes for Queensland communities.

Across these areas, we delivered new programs and information services, strengthened our regional relationships, progressed research and policy work on emerging coexistence issues, and improved the systems that support our organisation. Some longer-term initiatives will continue into 2026-27, reflecting the depth of consultation, research, and collaboration required to deliver them well.

Throughout the year, we also adjusted priorities in response to legislative change, emerging needs, and organisational capacity. These decisions allowed us to focus our resources where they could provide the greatest practical value to landholders, communities, industry, and government.

Building strong relationships

Our work is grounded in the experiences of regional and rural Queensland, where the impacts of resources and renewable energy development are felt directly. Maintaining strong regional relationships, understanding local experiences, and ensuring those insights inform our resources, programs and advice is central to what we do.

The Queensland Government's continued support of Coexistence Queensland reinforced its commitment to listening to the people who live and work outside the state's metropolitan centres.

Queensland Community Energy Forums were held in Biloela and Proserpine, and we saw approximately 130 people in attendance at each. These forums continued to bring communities, industry and government together to share information, ask questions and discuss both the opportunities and challenges associated with energy development.

The forums are an important part of our approach because they provide more than presentations and project information. They give community members direct access to developers, regulators, government agencies, and other organisations involved in local development. They also help industry and government hear the practical concerns and priorities of the communities hosting that development.

We expanded the Landholder Support Program, building on the gas-focused pilot developed in the previous year. Gas sessions were delivered in Rolleston, Springsure, Moura, Miles, Taroom, Tara and Surat, while the new renewable energy module was delivered in Nebo and Moranbah.

The program combines practical written information with face-to-face discussions about land access, negotiations, and what landholders may experience as projects progress. This model recognises that information is most useful when people can ask questions and consider how it applies to their own property and business.

We held a successful Community Leaders Council (CLC) event in partnership with the Maranoa Regional Council in June 2026, bringing together more than 90 community leaders to discuss the future of sustainable development and coexistence for the Maranoa region. The CLC is the flagship event of Coexistence Queensland and we look forward to continuing to work with the Maranoa Regional Council to implement the outcomes from the CLC.

These forums and programs are not simply ways of communicating our work. They are how we maintain an ear to the ground, understand emerging issues and ensure our future resources and advice are informed by what people are experiencing.

Providing trusted information and advice

One of our most significant operational priorities was improving access to independent, practical and contemporary information.

In August 2025, we published the *Landholder guide: Decommissioning renewable energy projects*. The end of a project may be decades away when a landholder is first approached, but the decisions made during early discussions and agreement negotiations can have long-term implications for their property.

The guide helps landholders understand the issues they should consider from the outset, ask informed questions and seek appropriate professional advice. It responds to a concern we hear regularly from communities: what will happen to the infrastructure at the end of the project, who will be responsible, and how will the land be returned to an agreed condition?

We launched the new Coexistence Queensland website in May 2026. The project improved accessibility, functionality and security and created a stronger primary information channel for landholders, communities, industry, and government.

We also identified the need for clearer information about mineral exploration and its potential implications for landholders.

Work on a new Mineral Exploration Guide for Queensland landholders began, and a group of potential users was identified to test the content. The guide will explain, in plain English, mineral exploration activities, land access requirements, rights and responsibilities, compensation and dispute resolution pathways.

The program also includes training to build our team's understanding of mineral exploration and a minerals-focused engagement program. User testing, staff training and finalisation of the guide will continue in FY27.

Alongside this new work, we undertook a substantial review of the Gas Guide and our existing gas industry guidance materials. These resources have been developed over more than a decade and need to remain accurate, contemporary, and aligned with current legislation.

The publication print schedule coincided with planned legislative amendments during 2026. Therefore the updated guide is available online but was not printed during the reporting period. Final

updates to the guide will be made early FY27 and be available in print and online formats. Related gas industry factsheets were also under review.

The year also saw increased attention on oil and gas potential from the Taroom Trough. Exploration activities are currently underway in southern areas of the Trough in the Western Downs and Maranoa Council areas.

Coexistence Queensland is working with State Government agencies, local government, landholders and communities to build communication resources and engage with communities on this key development for the State, ensuring that community voices are heard and understood through this process. You will hear more about this activity in FY27.

Coexistence Queensland was also highly engaged with industry partners and government on the passage of the *Regional Planning Interests (Condamine Alluvium) and Other Legislation Amendment Act 2026*. We have also begun the process of working with government agencies on delivering an information, communication, and engagement strategy associated with this important change in legislation and what it means for landholders.

Working through partnerships

Complex coexistence issues cannot be addressed by one organisation acting alone. Partnerships allow us to combine practical experience, specialist expertise and the responsibilities held by different organisations.

Following the 2025 Community Leaders Council in Biloela, we worked with Banana Shire Council to establish a Local Reference Group. Its first official meeting was held in February 2026, creating an ongoing local mechanism for discussing coexistence issues in a region experiencing significant development.

Our partnership with the University of Queensland's Gas and Energy Transition Research Centre delivered the research report, *Leveraging the lessons from the development of the Queensland onshore gas industry*. The report, commissioned by Coexistence Queensland, draws on more than a decade of research to capture what drives social licence and good practice for industries working in regional communities.

Work has been underway to translate the report's findings into practical and accessible resources. A webinar – covering leading practice examples for local councils navigating development in their communities – delivered in partnership with the Local Government Association of Queensland was delivered in April.

Increasingly, multiple sectors are operating on agricultural properties. We brought together the resources and renewable energy sectors to examine situations where different developments are proposed on the same land. The work sought to improve understanding of the rights and responsibilities of each party and identify practices that could reduce conflict, protect landholder interests and allow projects to operate alongside one another.

In early 2026, we consolidated the findings from multiple interviews with resource and renewable energy development companies into a draft report. The report unpacked the key processes where these sectors interact and how the legislative framework impacts those touch points. The draft report was shared with peak bodies and Queensland Government agencies to help inform policy.

Biosecurity was another major area of collaboration. The movement of people, vehicles, and equipment between properties remains a key concern raised by landholders hosting resource and energy development.

During the year, we spoke directly with landholders, company representatives, and departmental field officers to understand current practices and experiences. We also brought agricultural, resources, and renewable energy representatives together to consider the current system and what better practice could look like.

The first Roundtable was held in March 2026, and by 30 June, a draft discussion paper had been prepared for wider consultation. A second roundtable was scheduled for early in the next financial year to test the findings and proposed way forward.

The Targeted Energy Information Program also reached an important stage. Through social research and academic expertise, the program is examining how regional communities access, assess and use information about energy development, and then developing information to address these information gaps.

The work has reinforced that communities are not necessarily facing a complete lack of information. More often, the available information is highly technical, spread across multiple sources or disconnected from the practical questions people are asking about their property, business, family or community.

At year end, the foundational research was complete and the work of turning those findings into clear, useful community information will continue in FY2026-27.

Strengthening First Nations relationships

Increasing our understanding of First Nations histories and cultures and building respectful relationships remained a key objective throughout the year.

Coexistence Queensland has commenced and significantly progressed a First Nations Engagement Project, in partnership with Ochre Social Performance. The project will develop an engagement framework empowering Traditional Owners who are dealing with energy and resource companies on their Country to support the management of cumulative impacts. It will also provide companies with a way to fulfill their local and international ESG standards.

The project is underway in Central Queensland with further work to continue into FY27.

Building a capable and resilient organisation

Our ability to support others depends on the strength of our own people, systems, and governance.

Several important internal projects were completed during the year. A new SharePoint intranet was developed, tested, and rolled out to all staff. This has significantly improved the way we manage internal information and records and strengthened our compliance with records management requirements. Some further information-classification work was separated from the project and will be considered through the FY2026-27 Information Security Management System program.

An independent review of our finance systems and reporting was also completed. The review examined existing processes, defined a future state and made recommendations for improvement. Its findings will inform the development of a new financial reporting framework during FY2026-27.

We also completed an independent review of the organisational risk register. The Board endorsed an updated register and a new reporting tool, strengthening the way risk is considered and reported to management, the Audit and Risk Management Committee and the Board.

We also reviewed internal policies, the Board Handbook and organisational risk arrangements.

These projects provide the foundation for sound decision-making, accountability, and effective service delivery.

During the final months of the reporting period, we also worked closely with the Office of the Land Access Ombudsman and the Queensland Government to prepare for new arrangements commencing on 1 July 2026. Under the legislative changes, the Chief Executive Officer of Coexistence Queensland also holds the statutory role of Land Access Ombudsman, while the Coexistence Queensland Board members serve as the Land Access Ombudsman Advisory Council. Preparing for the transition required careful work across governance, systems, corporate support and service delivery to ensure both organisations were ready to operate effectively under the new framework.

While the arrangements bring leadership and some organisational resources together, the functions of Coexistence Queensland and the Land Access Ombudsman remain distinct. As Chief Executive Officer and Land Access Ombudsman, I exercise each role under separate legislation, with clear safeguards to protect independence, confidentiality and impartial decision-making. During the year, we focused on establishing practical protocols for managing information and potential conflicts, separating decisions and workflows where required, and clearly communicating the capacity in which we are acting.

Done well, the new arrangements will provide clearer pathways for landholders and resource companies seeking support, while allowing the experiences raised through individual land access matters to contribute to a broader understanding of systemic coexistence issues.

Looking ahead

Several FY2025-26 projects were deliberately designed to continue into the new financial year.

Our priorities will include finalising the Mineral Exploration Guide, delivering minerals training and developing an associated engagement program. We will continue the next phase of the Targeted Energy Information Program, complete consultation on the biosecurity discussion paper, and develop information for landholders on Condamine Alluvium legislative changes and the Taroom Trough.

We also have plans for two Queensland Community Energy Forums, and will progress the outcomes of the Community Leaders Council. We will also continue implementation of the First Nations Peoples Engagement Project.

Internally, we will use the finance review to develop a stronger financial framework and continue to improve our information security, records management, and project reporting systems.

The operational plan provides direction, but it must also remain responsive to new issues, legislative changes, and what we hear from landholders and communities. To that end, after two years as Coexistence Queensland and together with our new Board, this year we will also be reviewing our Strategic Plan.

Our task is to maintain responsiveness without becoming reactive – to make deliberate choices, focus on work where we can add genuine value, and follow projects through from early insight to practical implementation.

A personal thank you

I thank every landholder, community member, Traditional Owner, council representative, industry participant, researcher, and government officer who contributed to our work during the year.

Honest conversations are not always easy, particularly when experiences and interests differ. However, they are essential to understanding the real impacts of development and finding workable ways forward.

I thank Cameron MacMillan and the Coexistence Queensland Board for their guidance and support. I also extend my thanks to former Chair John Anderson and the outgoing Board members, who continued to guide the organisation through the first half of the year and supported a thoughtful transition to the new Board.

Finally, I thank our staff. The FY2025-26 operational plan required the team to work across a wide range of industries, regions and complex issues, while also strengthening the systems that support our organisation. They approached that work with professionalism, adaptability, and genuine care for the people and communities we serve.

I also thank the Land Access Ombudsman team for the professionalism, openness and care they brought to the transition, helping ensure both functions were ready to enter the new arrangements with their distinct responsibilities, independence and confidentiality protected.

While coexistence may never be complete, it can always be strengthened through practical action, trusted information, and relationships built on mutual understanding and respect.



Warwick Squire

Chief Executive Officer

Coexistence Queensland

About Coexistence Queensland

Coexistence Queensland is an independent statutory body established under the *Coexistence Queensland Act 2013* (the Act). Its purpose is to manage and improve the sustainable coexistence of Queensland landholders, regional communities and the resources and renewable energy industries.

Our vision

To be a trusted leader and facilitator of sustainable coexistence between landholders, regional communities, and the resources and renewable energy industries.

Our values

Consistent with Coexistence Queensland's *Strategic Plan 2024-2028*, our values are:

- independence
- transparency
- collaboration
- respect
- integrity
- leadership.

These values align with the public service values which encourage creativity, diversity, accountability, and collaboration in the Queensland Government.

Our functions

The Act prescribes 9 functions for the organisation:

- facilitating better relationships between landholders, regional communities, the resources industry and the renewable energy industry;
- providing a central point of contact for enquiries about matters affecting the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- in response to requests for advice from the chief executive under the *Regional Planning Interests Act 2014* about assessment applications under that Act, advising the chief executive about the ability of landholders, regional communities and the resources industry to coexist within the area the subject of the application;
- providing advice to the Minister, other Ministers, government entities or other stakeholders about matters relating to the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry, including –
 - emerging issues about those matters; and
 - leading practice about those matters;
- partnering with appropriate entities to deliver educational resources and other information about health and wellbeing matters relating to the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- facilitating appropriate entities to undertake community engagement and participation in community initiatives about assessing health and wellbeing concerns relating to activities carried out in the resources industry or the renewable energy industry;

- (g) publishing educational resources and other information about the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- (h) any other function given to Coexistence Queensland under this Act or another Act;
- (i) partnering with appropriate entities for the purpose of conducting research related to a function mentioned in any of paragraphs (a) to (h).

Our role

The role of Coexistence Queensland is to foster sustainable coexistence and shared prosperity through a balanced approach that:

- promotes open communication and respectful collaboration;
- leads sustainable, mutually beneficial outcomes;
- supports inclusive engagement and understanding;
- cultivates trust and builds long-term partnerships.

Our services

As an independent statutory body, Coexistence Queensland has a unique responsibility to facilitate engagement and collaboration across a diverse range of stakeholder perspectives and interests. Our key stakeholders include landholders, the agriculture, resources and renewable energy industries (and related peak bodies), regional and rural communities, government and other non-government entities, including academic and research organisations.

Coexistence Queensland provides the following services in line with its functions prescribed under the Act:

- engaging with landholders and regional communities to help them adapt to the introduction and operation of the resources and renewable energy industries;
- providing information and support to stakeholders (especially landholders and community members) to enable informed decision-making;
- advising on best practice relationships between landholders and resource and/or renewable energy companies;
- providing advice and recommendations to government on matters relating to sustainable coexistence including emerging issues and leading practice; and
- providing a central point of contact and responding to matters affecting the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry in Queensland.

Geographic distribution

Coexistence Queensland's head office is located in Brisbane, with regional staff based in Toowoomba, Bundaberg and Townsville. All staff are able to travel throughout Queensland to provide support to landholders and regional communities where required.

While Coexistence Queensland has a State-wide remit, its current activities are focused on areas where resource and renewable energy development have high development potential and a real likelihood of coexistence challenges and opportunities. For FY26, the main areas of geographical focus have been in the Darling Downs, Maranoa, Southern Downs, South Burnett, Bundaberg, Central Queensland and North West regions.

Key strategic opportunities and risks

Coexistence Queensland's FY26 key strategic risks and opportunities, and their management, are outlined below.

Opportunities

Unique role	Utilising Coexistence Queensland's unique position as an independent statutory body to inform, advise, engage, and facilitate.
Experienced	Applying the organisation's extensive experience to respond to current challenges and inform future coexistence challenges across resource and energy sectors.
Partnerships and collaboration	Strengthening relationships, facilitating dialogue, and forging partnerships to inform and improve sustainable coexistence outcomes and leveraging the expertise of others.
Agile	Adapting and responding effectively to emerging needs, issues and opportunities, to effectively support communities and landholders.

Strategic Risks

Regional presence	Maintaining a regional presence and support in key locations where there is resources and renewable energy development across the state.
Stakeholder expectations	Balancing diverse stakeholder interests, particularly as industry development evolves, and ensuring the organisation remains focused on Coexistence Queensland's core purpose and within operating and budget constraints.
Bridging the implementation gap	Working with stakeholders to identify actions that enable the effective implementation of Coexistence Queensland's advice and recommendations.
Knowledge and capacity building	Timely ability to gain in-depth knowledge of the rapidly changing energy and resources landscape and associated coexistence issues to meet stakeholder needs. Risk of delayed or insufficient understanding of the rapidly changing development profile and associated coexistence issues, potentially impacting the ability to meet stakeholder needs.

Non-financial performance

Queensland Government's objectives for the community

Coexistence Queensland contributes to a better lifestyle through a stronger economy by:

- providing information for landholders and communities navigating renewable energy and resource development, unlocking economic opportunities,
- facilitating partnerships and knowledge exchange to improve the sustainable coexistence of agricultural, resources, and renewable energy industries, creating economic diversification and employment opportunities in regional communities.

Coexistence Queensland contributes to a plan for Queensland's future by:

- promoting leading practice to enhance the development of resources and renewable energy projects and associated infrastructure in a socially responsible way,
- leveraging our expertise to help industry and community to minimise the impacts and maximising the benefits in regional communities where these industries operate.

Strategic objectives and performance indicators

STRATEGIC OBJECTIVE 1: Foster strong relationships through collaboration and stakeholder engagement

Strategies:

- Engage with stakeholders across community, government and industry to develop a shared understanding of evolving issues.
- Convene forums to promote collaboration through dialogue and knowledge sharing.
- Be responsive to community concerns.

Key achievements:

Community Leaders Council

Section 29 of the *Coexistence Queensland Act 2013* requires the delivery of a Community Leaders Council (CLC) in relevant regions to bring together regional and statewide leaders to discuss key issues and opportunities. In FY26, Coexistence Queensland identified a timely opportunity to lead a focused conversation in the Maranoa Shire, a region experiencing significant and growing resource and energy activity.

In partnership with Maranoa Regional Council, we hosted our second CLC event as Coexistence Queensland in Roma on 12 June 2026. The event brought together 90 participants, including:

- landholders and community leaders
- representatives from gas and renewable energy sectors
- local and state government officials
- Traditional Owner groups
- academic institutions and peak bodies
- government-owned corporations.

This diverse representation enabled Coexistence Queensland to gain deep insights into the region's coexistence issues, priorities, and aspirations. The day's agenda centred on the theme 'Shaping meaningful coexistence outcomes in the Maranoa'. These will be captured in the Maranoa Community Leaders Council 2026 Output Report, a public report, which will document key insights and outline potential actions to guide future engagement and policy development.

Landholder Support Program

In FY26, Coexistence Queensland continued delivery of the Landholder Support Program for communities navigating gas development across the Central Highlands, Banana, Maranoa, and Western Downs regions, with 15 attendees participating. The program provides structured guidance for landholders in the early stages of gas exploration and production, including what to expect before and during development, information about their rights and obligations, and how to prepare for land access discussions.

The program was also expanded to include a new module that aims to support communities navigating large-scale renewable energy development, and two sessions were delivered in the Isaac Region.

Queensland Community Energy Forums

Across Queensland, communities consistently voiced a need for better access to information about local energy developments and sought direct engagement with developers, regulators and other key stakeholder involved in development. To address this, Coexistence Queensland co-hosted two Queensland Community Energy Forums in partnership with the Queensland Renewable Energy Council, local councils, the State Government and Queensland Resources Council.

During 2025-26 Coexistence Queensland held two QCEF's:

- Biloela in Banana Shire; and
- Proserpine in the Whitsunday Shire.

Banana and Whitsunday Shire's were chosen on the basis of significant resources and energy development occurring in both regions and a strong desire by both Council's to ensure there communities have access to good quality, factual information about development and are engaged in the process.

Each forum attracted over 130 attendees from local communities, industry and governments. The forums featured:

- expert keynote addresses and presentations
- interactive question and answer panels
- exhibition spaces for direct engagement.

These events offered a platform for community members to learn, ask questions, and share their perspectives, while giving government and industry deeper insight into regional coexistence priorities and emerging issues.

Health and wellbeing

Coexistence Queensland maintains an active partnership with health experts to ensure stakeholders have access to relevant health resources. Collaborators include:

- Rural and Remote Mental Health through Queensland Health's TRACC
- Queensland Mental Health Commission
- CSIRO

In March 2026, the organisation presented at Queensland Health's Mental Health Innovation and Agricultural Showcase. The presentation focused on the challenges regional communities face when dealing with large-scale energy or resource development.

Additionally, Coexistence Queensland's frontline staff deal with a range of enquiries from landholders and community members about coexistence issues. In some of these instances, staff are engaging with members of the public that are experiencing stress and anxiety around resources and energy development. In this context our staff are trained to:

- recognise signs of distress.
- refer individuals to appropriate local services.
- provide immediate support during crises.

STRATEGIC OBJECTIVE 2: Promote sustainable coexistence by providing trusted information and advice

Strategies:

- Build awareness of Coexistence Queensland's remit, capability and expertise.
- Provide stakeholders with timely, relevant information and educational services to support equitable coexistence outcomes.
- Present balanced advice to government, community and industry on emerging coexistence issues, risks, opportunities, and leading practice.

Key achievements:

Gas Guide Update

Coexistence Queensland's flagship publication, the Gas Guide, provides practical information on the lifecycle of onshore gas development in Queensland for landholders and the gas industry. The guide complements Coexistence Queensland's Landholder Support Program gas module, supporting landholders unfamiliar with onshore gas development.

To ensure the guide remains contemporary, accurate, and relevant, Coexistence Queensland undertook a comprehensive update during the 2025–26 financial year. Key Queensland Government departments were engaged to review the content for technical accuracy, and the publication was redesigned to improve readability and align with the organisation's more recent publications.

Towards the completion of the project, significant legislative reforms affecting the onshore gas sector were introduced. As these amendments are expected to affect the accuracy and currency of information contained within the guide, Coexistence Queensland published the interim guide online only and will update relevant content in FY27.

Biosecurity Roundtable

As development activities expand across regional Queensland, the overlay of renewable energy and resources development on agricultural land has heightened landholder concerns around biosecurity. Coexistence Queensland has undertaken a program of work to address these concerns and support landholders and companies to navigate biosecurity arrangements where there are multiple industries operating on private property.

In March 2026, Coexistence Queensland facilitated a Biosecurity Roundtable with senior representatives from agricultural, renewable energy and resources industry peak bodies and government agencies to discuss the key issues along with a plan to consult with Biosecurity Roundtable members on the organisation's proposed advice and recommendations.

Subsequently, Coexistence Queensland visited landholders on-farm to understand their concerns first-hand and interviewed companies to document current biosecurity practices. Coexistence Queensland prepared the Discussion Paper: *Navigating biosecurity arrangements on agricultural land in areas of energy and resource development*. The discussion paper includes a regulatory analysis, information resources analysis, insights from stakeholder engagement activities and leading practice opportunity identification. Recommendations in the paper focus on providing

guidance to clarify the regulatory framework, developing information and support services, enhancing industry leading practice and a proactive audit and inspection program by the regulator.

Following consultation with peak bodies and government agencies, the discussion paper will be finalised in FY27 and advice will be provided to government and industry. Coexistence Queensland's focus will then shift to the implementation of its recommendations for the remainder of the financial year.

Mineral Exploration Guide

Since the organisation's remit was expanded to include the minerals sector, stakeholders have consistently identified the need for independent, practical information around coexistence matters. In particular, they identified the need for a resource to help landholders understand mineral exploration activities and what they may mean for their property, business and community. In response, Coexistence Queensland commenced development of the Mineral Exploration Guide for Queensland Landholders.

Development of the guide has been informed through extensive stakeholder engagement with landholders, agricultural peak bodies including AgForce Queensland and Queensland Farmers' Federation (QFF), the Association of Mining and Exploration Companies (AMEC), Queensland Resource Council (QRC), mineral exploration companies, government agencies, the Land Access Ombudsman, native title and cultural heritage representatives, and other subject matter experts. This engagement helped identify common information gaps, areas of misunderstanding, and the key issues most important to landholders when mineral exploration is proposed on or near their property.

The guide will:

- provide practical, plain-English information about mineral exploration activities and processes
- explain landholder rights and responsibilities, land access requirements, agreements, compensation and dispute resolution pathways, and
- support informed decision-making and improved understanding of coexistence issues associated with mineral exploration activities.

By improving understanding, encouraging early communication, and providing trusted, factual information, the guide is intended to support sustainable coexistence outcomes between landholders, communities and the mineral exploration industry. During FY26, Coexistence Queensland completed the technical drafting and stakeholder consultation phases of the project and commenced development of a complementary landholder support program module to support future implementation.

The guide will be released in FY27 following user testing, final review, and publication. Importantly, the guide will form the foundation of Coexistence Queensland's minerals-focused engagement program and be used to support landholders through educational workshops, information sessions, enquiries and one-on-one engagement. Together, the guide and support program will help landholders better understand exploration proposals, prepare for discussions with explorers, navigate land access processes, and make informed decisions throughout the mineral exploration lifecycle. The Guide will also support early-phase explorers to have strong relationships with landholders, and an industry webinar is being planned with partners for FY27.

Overlapping land use project

With the continued growth of resources and renewable energy development across Queensland, interactions between resources and renewable energy projects is increasingly becoming an issue of significance.

Concerns and requests for advice continue to be raised with Coexistence Queensland around potential land use conflicts where renewable energy and resource projects are co-developing on the same land. In FY26 Coexistence Queensland built on work completed in FY25 by engaging with peak bodies and companies from both sectors to improve the understanding of the issues and how it can be better supported with a view to balancing the needs of all stakeholders.

Coexistence Queensland has advised Queensland Government agencies and industry peak bodies on its findings from engagement to support government policy and industry practices. In summary, stakeholders have consistently highlighted the need for:

- clearer mechanisms and triggers for communication, notification, and coordination within overlapping project areas for existing and planned projects
- consistent regulatory standards regarding code of conduct, behaviour expectations in the community, and some definitions within the existing legislation
- transparency of project information, benefitting all parties involved and
- respect for the interests and rights of landholders, local communities, and project developers.

Landholder Guide: Decommissioning Renewable Energy Projects

In FY26, Coexistence Queensland developed a new information resource, the *Landholder Guide: Decommissioning renewable energy projects*, to support landholders who may be considering hosting renewable energy projects on their property in understanding and negotiating what happens at the conclusion of a project.

The guide was developed to help bridge the gap left by Queensland's current lack of specific legislation governing the decommissioning phase for landholders hosting renewable energy projects. The guide sets out the key matters that landholders should consider during the agreement-making process in a clear and easy-to-follow format, designed to help inform decision-making and provide confidence in negotiations. The central aim of the guide is to empower landholders to secure agreements that are fair, equitable, and sustainable – and that protect landholders against undue liability in relation to the project's decommissioning.

By providing the right knowledge at the right time, it supports the development of agreements that protect landholder interests while also considering the long-term future of the land.

Policy Advice

One of Coexistence Queensland's legislative functions is to provide advice about the sustainable coexistence of landholders, regional communities, the resources industry and energy industry to address emerging issues and leading practice.

Working at the interface of agricultural, renewable energy and resource industries, the organisation's advice is informed by its extensive experience engaging with regional communities, and as such, Coexistence Queensland welcomes the opportunity to participate in stakeholder consultation where contributing its unique perspective can enhance coexistence outcomes.

Submissions to government

- Regional Planning Interests (Condamine Alluvium) and Other Legislation Amendment Bill 2026 Inquiry
- 'Realising efficiencies and streamlining in the *Environmental Protection Act 1994* and other portfolio amendments' consultation paper
- Biosecurity Regulation Sunset Review
- State Development and Public Works Organisation (Critical Minerals) and Other Legislation Amendment Bill 2026 Inquiry
- Energy Roadmap Amendment Bill 2025 Inquiry
- Land Release Review consultation

Advice to government

Balancing the interests of all parties to improve coexistence outcomes is central to the advice Coexistence Queensland provided to government during the reporting period on the following matters:

- residual risk framework to manage and monitor remaining site features following the decommissioning of resource projects;
- brine management related to coal seam gas projects;
- social licence toolkit for local government;
- public liability insurance for landholders neighbouring renewable energy projects via participation in AEIC's roundtable;
- the Developer Code of Conduct for renewable energy development in Queensland;
- battery storage facilities planning instruments and guidance for renewable energy projects;
- the government's review of regional plans; and
- considerations for Social Impact Assessments and the development of Community Benefit Agreements

Ministerial briefings

As with previous years, Coexistence Queensland continues to regularly brief relevant ministers, ministerial staff, and senior departmental representatives on issues and opportunities raised by stakeholders and communities relating to coexistence.

Providing advice under the Regional Planning Interests Act 2014

Under section 7(1)(C) of the *Coexistence Queensland Act 2013*, Coexistence Queensland is to provide advice in response to requests from the chief executive under the *Regional Planning Interests Act 2014* about the ability of landholders, regional communities, and the resources industry to coexist within the areas subject to a regional interests development approval (RIDA) application.

During FY26, Coexistence Queensland received and responded to one request to provide advice on a RIDA application relating to the remit of Coexistence Queensland. Advice was also provided during FY26 in response to one request for advice on a RIDA application received during FY25.

Stakeholder relationship management

In addition to the 82 events Coexistence Queensland participated in, during FY26 Coexistence Queensland also attended 565 stakeholder meetings regarding the following key topics:



Examples of the types of regular engagements held about Coexistence Queensland include:

- engagement with resource and energy companies to build relationships and understand development activities across Queensland.
- engagement with peak bodies (agricultural, resources and energy, and local government) to foster strong relationships and information sharing.
- engagement with individual local authorities to understand key local issues and establish coexistence partnerships.
- meetings with landholders to understand specific concerns and issues.
- meetings with government agencies to foster collaboration and information sharing.

These meetings are critical in developing and maintaining relationships and networks, as well as participating in community activities to build greater knowledge and understanding in the community of the role and function of Coexistence Queensland.

Responding to community enquiries

A key role that Coexistence Queensland plays is as a single point of entry for community members with enquiries about resources and renewable energy development. Through its enquiries email address (enquiries@cqld.org.au) and phone number (1300 548 021), Coexistence Queensland offers a concierge-style service for those seeking information.

During FY26, Coexistence Queensland's Stakeholder Relationship Management System (SRM) recorded 107 unique enquiries regarding the following leading key topics:

These enquiries were spread across all areas of Coexistence Queensland's remit.



New website

Coexistence Queensland launched a new website on 25 May 2026 to improve user experience and information access.

A key feature is the dedicated audience pages – designed to make it easier for users to find coexistence information most relevant to their needs.

The website recorded 24,000 sessions, while 1,634 users accessed the 'Our Library' page of resources during FY26.

In addition, six direct email newsletters were distributed to Coexistence Queensland's 1,949 subscribers, achieving an average open rate of 38.7%, slightly above the newsletter development platform's cross-industry benchmarks.

At 30 June 2026, Coexistence Queensland had 629 Facebook followers, 3,984 LinkedIn followers and 34 YouTube subscribers, up 12.8%, 16.8% and 6.4% from FY25, respectively.

Engagement across Queensland

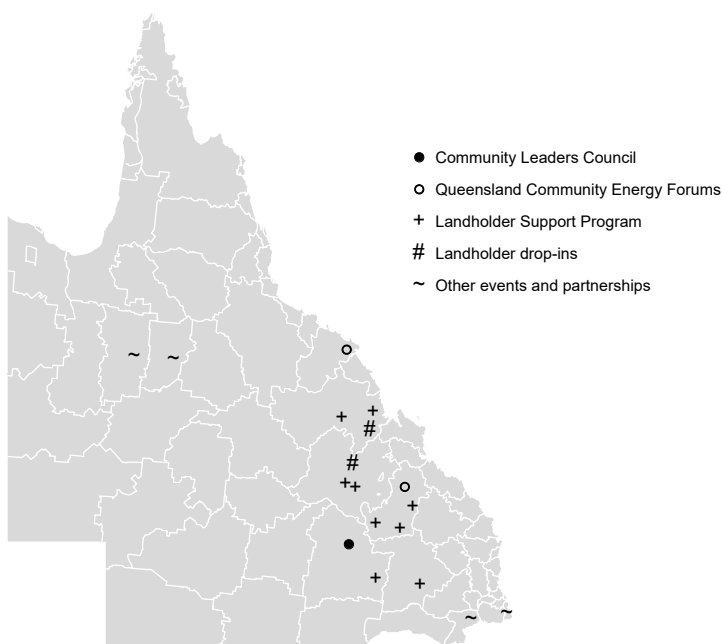
From public forums and landholder sessions to targeted engagement with local and state governments and industry, we take a boots-on-the-ground approach across regional and rural Queensland.

Being there in person supports open conversations, clear information and practical solutions, while helping us better understand the issues and opportunities affecting communities across the state.

The map below highlights engagement delivered throughout FY26. Our Community Leaders Council in June 2026 brought together community representatives from throughout the Maranoa region, while Queensland Community Energy Forums were held in Biloela in November 2025 and Proserpine in March 2026.

Landholder Support Program sessions focused on renewable energy development in Nebo and Moranbah in November 2025, with sessions on gas development held in Rolleston and Springsure in March, Taroom and Surat in April, and Tara in May 2026. Landholder drop-in sessions were also held in Lotus Creek in November 2025 and Comet in May 2026.

Our broader engagement included a Coexistence Roundtable in Stanthorpe in November 2025 delivered in partnership with Southern Downs Regional Council, a regional tour to the North West Minerals Province in collaboration with Critical Minerals Queensland, and a Biosecurity Roundtable in Brisbane in March 2026, bringing together stakeholders to discuss shared issues and opportunities.



STRATEGIC OBJECTIVE 3: Forge partnerships to inform and enhance coexistence outcomes

Strategies:

- Develop a Partnership Strategy to inform our decision-making about partnerships with appropriate entities.
- In partnership with appropriate entities:
 - deliver a comprehensive range of information and educational resources that address coexistence matters, including those relating to health and wellbeing.
 - conduct research to inform advice on emerging coexistence matters and leading practice.

Key achievements:

Research into leveraging the lessons from the development of the Queensland onshore gas industry

Continuing the organisation's partnership with The University of Queensland (UQ), Coexistence Queensland commissioned UQ's Gas & Energy Transition Research Centre to publish research: *Leveraging the Lessons from the Development of the Queensland Onshore Gas Industry*, to ensure other industries operating in regional Queensland benefit from these learnings.

The report draws on more than a decade of research, in-depth interviews, online engagement, to capture what drives social licence and leading practice for industries operating in rural communities.

The research provides practical insights into how industries can better work with communities as renewable energy and resource development expands across regional Queensland, focusing on the following core themes:

- community engagement
- balancing land uses
- environmental management
- economic diversification and local investment
- delivering community benefits
- workforce development
- stakeholder partnerships and collaboration, and
- infrastructure and regional growth.

Coexistence Queensland hosted a stakeholder briefing and launch event to increase the reach of UQ's published research. Coexistence Queensland and UQ presented key lessons from the research to agricultural, renewable energy and resources industry peak bodies and government agencies.

By sharing these learnings, the research aims to enhance coexistence outcomes by maximising the benefits and minimising the impacts in regional communities where there are multiple industries operating on agricultural land.

Coexistence Queensland subsequently published the information resource titled: *Top 10 lessons from the development of the Queensland onshore gas industry*, to summarise and promote the key learnings and leading practices that are applicable to renewable energy and resource industries.

Leveraging the key learnings for local government, the organisation then facilitated a webinar covering leading practice examples for local councils navigating development in their communities, which was delivered in partnership with the Local Government Association of Queensland.

Targeted Energy Information Program (TEIP)

The TEIP is designed to increase access to renewable energy issues, and improve how regional Queensland communities access, understand and use information relating to Queensland's evolving energy landscape. The program has used behavioural science expertise to conduct in-depth research across four target regions across the State, gathering a deeper understanding of how communities access and process information. Its aim is to support informed community participation by improving access to trusted, independent and practical information about energy systems, infrastructure development and associated impacts.

The program recognises that many communities are not experiencing a lack of information, but rather a lack of clear, accessible and relevant information that helps them understand what energy developments may mean in practice for themselves, their families, businesses and communities. Existing information is often highly technical, fragmented across multiple sources, or difficult to navigate. At the same time, misinformation, conflicting narratives and varying levels of trust in information sources can contribute to confusion and reduce confidence in decision-making.

TEIP aims to:

- improve community understanding of energy systems, projects and processes.
- build trust through credible, independent and evidence-based information.
- support informed participation in discussions and decision-making.
- strengthen communities' ability to navigate complex energy-related issues and information sources.
- reduce confusion arising from misinformation, disinformation and information overload.

Supporting Critical Mineral Development in North-West Queensland

Following the release of the government's Social Baseline work, to support accelerated mineral development in North West Queensland, Coexistence Queensland partnered with Critical Minerals Queensland (DNRMMRRD) to visit the region.

Following this regional tour of Julia Creek and Richmond, Coexistence Queensland subsequently partnered with MITEZ to plan delivery of a coexistence symposium early in FY27.

Coexistence Queensland has further supported Critical Minerals Queensland at a number of events throughout the year, and in meeting with explorers and project developers.

Taroom Trough Information and Engagement

With the current government focus on encouraging exploration and development of tight oil and gas in the Taroom Trough in southern Queensland, Coexistence Queensland has commenced an important body of work around information resources and community engagement.

Coexistence Queensland is partnering with the University of Queensland Centre for Gas and Energy Transition in developing a series of information resources about tight oil and gas exploration and development. The purpose being to ensure that the community has access to high quality, factual information about the industry, how it operates and is regulated.

In addition, Coexistence Queensland is leading the delivery of two Taroom Trough Community Forums in Western Downs and Maranoa Council areas in September 2026. These Forums are being delivered in partnership with the Office of the Coordinator General.

STRATEGIC OBJECTIVE 4: Increase our understanding of the history and culture of First Nations peoples and nurture positive relationships

Strategies:

- Work with First Nations people to build the cultural capability of our staff and enhance their understanding of First Nations peoples' culture, customs and histories.
- Develop a Reconciliation Action Plan to enable Coexistence Queensland to take meaningful action to advance reconciliation.
- Actively support and facilitate First Nations leaders and organisations participation in Coexistence Queensland engagement forums.

Key achievements:

Cultural capability

Coexistence Queensland is committed to continuing to learn and understand the history and culture of the First Nations peoples of Queensland. This includes building relationships based on trust, shared purpose, and cultural understanding.

A specific agenda item was incorporated into every operational all-staff meeting to share cultural moments. Sharing the team's experiences and learnings with Aboriginal and Torres Strait Islander peoples helps to foster ongoing cultural awareness, strengthen our collective understanding, and reinforce our commitment to reconciliation.

Additionally, Original Power and the First Nations Clean Energy Network presented to Coexistence Queensland and provided insights on Traditional Owner challenges in accessing energy in remote parts of Australia.

Traditional Owner participation and relationships

In December 2025, Coexistence Queensland partnered with Ochre Social Performance to commence a project designed to empower Traditional Owners to participate in resource and energy projects. The Traditional Owner Whole of Country Standard and Accreditation Framework provides guidance for companies to do business on Traditional Lands in the right way.

Initially working with Traditional Owners in Central Queensland, this framework will be available to all Traditional Owners across Queensland in the second half of FY27. It is designed to assist resource and energy projects to deliver on their stated local and international ESG and sustainability standards as well as providing genuine socio-economic opportunities for First Nations Peoples.

The project includes engagement with resource and energy companies in Central Queensland as well as Traditional Owner groups.

STRATEGIC OBJECTIVE 5: Develop a skilled, adaptable, and resilient workforce to deliver Coexistence Queensland's vision

Strategies:

- Promote a positive, inclusive and ethical work environment that drives continuous improvement.
- Implement strong governance with 'fit-for purpose' systems, policies and procedures.
- Ensure all staff are provided with opportunities to develop skills and capabilities relevant to their role.
- Support professional and industry development experiences for staff and Members of Coexistence Queensland.

Key achievements:

Independent Risk Register Review

Coexistence Queensland has continued to advance the organisation's risk maturity in a manner that drives continuous improvement.

To assess and contemporise its risk management framework, in July 2025 Coexistence Queensland engaged an external contractor with suitable expertise in risk advisory services to conduct an Independent Risk Register Review. The independent review delivered a revised Risk Register, new Quarterly Risk Report, new Risk Management Maturity Self-Assessment, and an Independent Report. These are used by the ARMC and Board to review the organisation's risk profile on a quarterly basis.

To ensure the new Risk Register is current and fit for purpose, the organisation undertook an extensive review and update in May 2026, which was approved by the Audit and Risk Management Committee and the Coexistence Queensland Board.

Corporate governance

Coexistence Queensland's policies and procedures were updated to reflect the evolving nature of the organisation to ensure they are fit-for-purpose and compliant. In FY26, Coexistence Queensland developed and implemented:

- an enhanced system for managing corporate policies and procedures including a new format for reporting to the Board and ARMC:
- New and revised policies, including:
 - Financial Management Practice Manual
 - Board Member Handbook
 - Business Continuity Plan
 - Corporate Governance Manual
 - Corporate Delegations Manual

- Customer Complaints Management Policy
- Use of ICT Facilities and Devices Policy
- Record Keeping
- Leave Management Policy and Procedure
- Hours of Work Policy, and
- an Individual Employee Grievance Policy.

Coexistence Queensland consulted with external agencies and statutory bodies in FY26 to ensure alignment with Queensland legislation, directives, and ethical standards, and to seek recommendations for retaining, reviewing, creating or abolishing policies.

Land Access Ombudsman Support

During this reporting period, legislative amendments were passed via the *Resources Safety and Health Queensland and Other Legislation Amendment Act 2026* that required the establishment of the Land Access Ombudsman as a separate statutory body aligned with Coexistence Queensland.

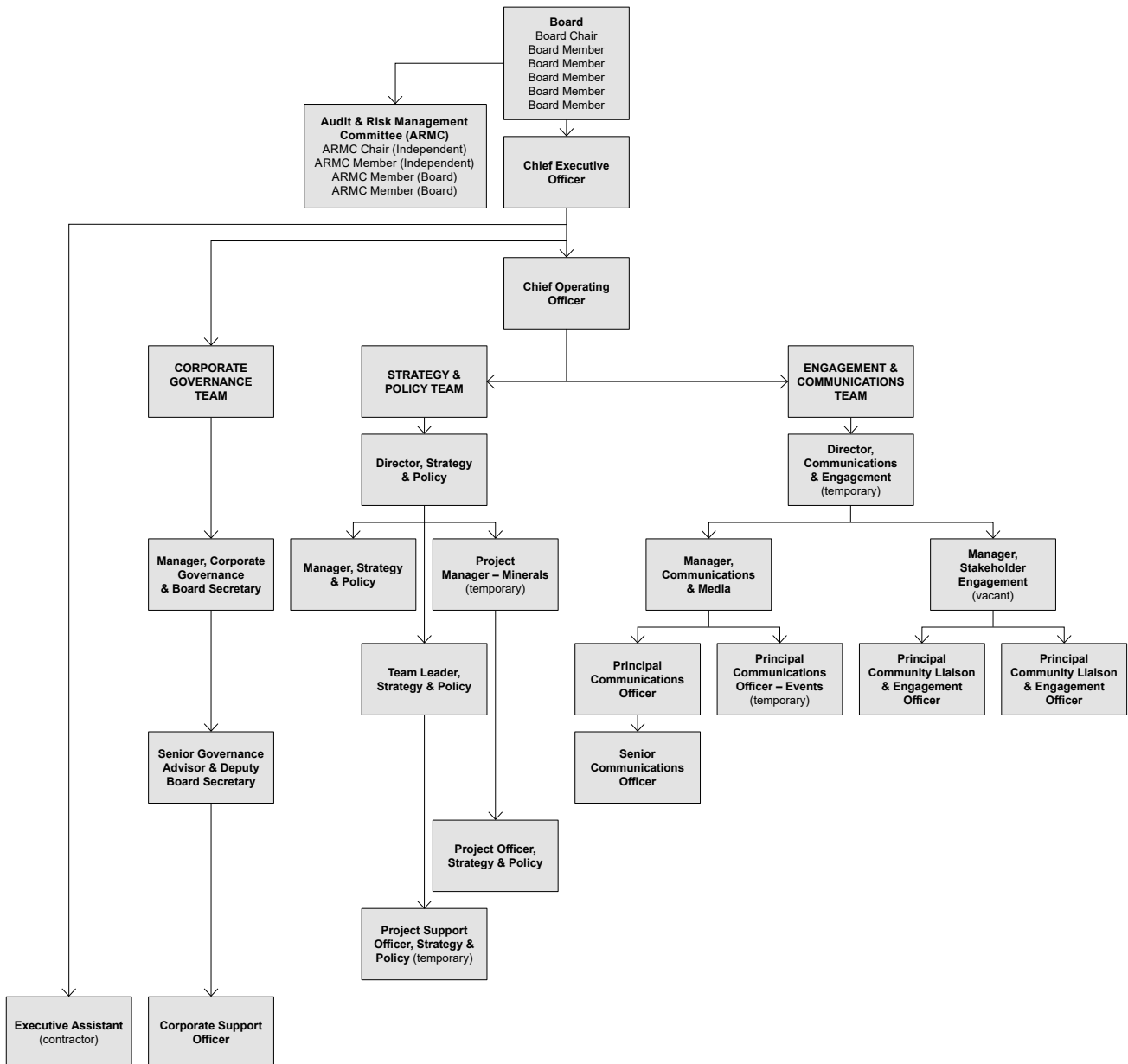
This alignment is achieved through the legislation providing that the CEO of Coexistence Queensland is also appointed as the Land Access Ombudsman and that the Coexistence Queensland Board assumes the additional role of Advisory Council to the LAO. In establishing this alignment, Coexistence Queensland is providing corporate and administrative support to the LAO to support its function as a separate statutory body.

These arrangements have been put in place, including a Service Level Agreement between Coexistence Queensland and LAO to support alignment and support LAO via corporate and other administrative services.

Governance Management and Structure

Organisational structure

As at 30 June 2026



Coexistence Queensland employed 19 staff members as of 30 June 2026 (including one contractor), equivalent to 19 full-time equivalents (FTE).

The Chief Executive Officer and Chief Operating Officer are appointed on an individual employment agreement as required under the *Coexistence Queensland Act 2013*. Other staff members are employed under the *Public Sector Act 2022*.

Coexistence Queensland Board

Coexistence Queensland's Board Members are responsible for setting Coexistence Queensland's strategic direction, establishing strategic objectives for management, and monitoring the achievement of these objectives. Coexistence Queensland staff are responsible for the implementation of these strategic objectives.

Between 1 July 2025 to 30 November 2025, the Board was comprised of the following Members:

- John Anderson GCSocSC(IP), BA, ADCE, MAICD MAIGM (Chair)
- Rebecca Pickering (Deputy Chair)
- Shalene McClure BA/LLB, MBA, GAIC, CGI
- Rachele Sheard
- Jane Walker

From 1 December 2025, the new Board of Coexistence Queensland comprised of the following Members:

- Cameron MacMillan (Chair)
- Blessing Agada
- Andrew Brier
- Sarah Cox
- Sarah Gooley
- Natasha Winters

Cameron MacMillan (Chair)

Cameron is an experienced non-executive director with a 30-year background across agriculture, government, regional development, and international business. Having served as Chief Executive Officer of the Queensland Rural and Industry Development Authority for 10 years, Cameron brings a deep, practical understanding of the challenges facing rural and regional Queensland, alongside extensive experience in governance, policy, and stakeholder engagement.

Sarah Cox

Sarah is a communications professional and agribusiness proprietor with more than 30 years of experience across rural journalism, public relations, and agribusiness management. Along with practical expertise in business strategy, marketing financial management, governance, and operational administration, Sarah brings an in-depth understanding of the opportunities and challenges facing people, businesses, and communities in regional and rural areas.

Blessing Agada

Blessing is a legal and business professional with more than 20 years of experience across a range of public and private sector industries, including almost a decade with Origin Energy. Admitted as a solicitor in both Australia and Nigeria, Blessing brings practical experience in complex negotiations, governance, and strategic planning, alongside a strong focus on community leadership, engagement, and development.

Sarah Gooley

Sarah is a policy, advocacy, and stakeholder engagement specialist with more than 20 years of experience across the natural resources sector. She has held senior roles with the Queensland Government and AMEC and currently leads social impact and stakeholder engagement services with Onterris. Sarah is known for bringing diverse stakeholders together and applying practical, adaptive approaches to build trust, manage social risk, and support informed decision-making.

Andrew Brier

Andrew is a certified practising engineer with more than 30 years of experience across the resources, renewable energy, and agriculture sectors – including as a former Chief Executive Officer of GasFields Commission Queensland. Andrew is known for his collaborative leadership style and strong personal integrity, as well as his ability to bring together technical, operational, and stakeholder perspectives to resolve complex issues and drive strategic reform.

Natasha Winters

Natasha is an Assistant Director in the Australian Government with more than 15 years of experience across public policy, university research, innovation and industry collaboration. Prior to joining the Commonwealth, Natasha held senior management roles at The University of Queensland's Sustainable Minerals Institute, leading research partnerships, commercial negotiations and major government and industry initiatives focused on collaboration and practical outcomes.

Board meeting attendance

For the period 1 July 2025 to 30 June 2026, the Board held five full-session meetings and 1 out-of-session meeting. The out-of-session meeting was to provide the new Board with comprehensive information about Coexistence Queensland, thereby ensuring their first Board meeting was as productive as possible. Attendance by Members at all sessions is as follows:

Full Session Board Meeting Attendance

Member	Position	Position Duration	Meetings Attended
John Anderson	Chair	Jul 2025 - Nov 2025	2
Jane Walker	Member	Jul 2025 - Nov 2025	2
Rachele Sheard	Member	Jul 2025 - Nov 2025	2
Rebecca Pickering	Member	Jul 2025 - Nov 2025	2
Shalene McClure	Member	Jul 2025 - Nov 2025	1
Cameron MacMillan	Chair	Dec 2025 - Jun 2026	3
Andrew Brier	Member	Dec 2025 - Jun 2026	3
Blessing Agada	Member	Dec 2025 - Jun 2026	3
Natasha Winters	Member	Dec 2025 - Jun 2026	3
Sarah Cox	Member	Dec 2025 - Jun 2026	3
Sarah Gooley	Member	Dec 2025 - Jun 2026	3

Out of Session Board Meeting Attendance

Member	Position	Position Duration	Meetings Attended
John Anderson	Chair	Jul 2025 - Nov 2025	0
Jane Walker	Member	Jul 2025 - Nov 2025	0
Rachele Sheard	Member	Jul 2025 - Nov 2025	0
Rebecca Pickering	Member	Jul 2025 - Nov 2025	0
Shalene McClure	Member	Jul 2025 - Nov 2025	0
Cameron MacMillan	Chair	Dec 2025 - Jun 2026	1
Andrew Brier	Member	Dec 2025 - Jun 2026	1
Blessing Agada	Member	Dec 2025 - Jun 2026	1
Natasha Winters	Member	Dec 2025 - Jun 2026	1
Sarah Cox	Member	Dec 2025 - Jun 2026	1
Sarah Gooley	Member	Dec 2025 - Jun 2026	1
Total full session Board Meetings for 2025-26			5
Total out of session Board Meetings for 2025-26			1

Public sector ethics

Coexistence Queensland's policies, procedures and practices align with the ethical principles established under the *Public Sector Ethics Act 1994* (the Act).

Coexistence Queensland adopted the *Code of Conduct for the Queensland Public Service* (the Code) as it applies to the Chief Executive Officer (appointed under the Act) and other officers, of the organisation (appointed under the *Public Sector Act 2022*). All staff have access to appropriate education and training about public sector ethics on an annual basis.

Board Members' contracts also include the requirement to abide by the Code and disclose any potential, perceived or actual conflicts of interest. In addition, the Australian Institute of Company Directors Code of Conduct has been adopted for Board Members.

Human rights

Coexistence Queensland seeks to act and make decisions in a way that is consistent with human rights and considers relevant human rights (section 58(1) of the *Human Rights Act 2019*) when making decisions, including administrative decisions, policy decisions, human resourcing decisions, and corporate services decisions.

There were no human rights complaints received by Coexistence Queensland during FY26.

Governance – risk management and accountability

Audit and Risk Management Committee

Coexistence Queensland's Audit and Risk Management Committee (ARMC) supports Coexistence Queensland by providing relevant oversight and informed advice that helps the entity to become more efficient and effective in managing its governance requirements. The ARMC promotes accountability, integrity, and transparency and enhances organisational performance and public trust.

During FY26, the ARMC functioned with an independent Chair, an independent member, and two Board members. The inclusion of the two external members continues to promote and maintain the ARMC's independence.

The Board Chair, Chief Executive Officer, Chief Operating Officer, Board Secretary and Deputy Board Secretary all attended meetings as observers, as required.

The ARMC focuses on reviewing the frameworks and procedures for effectively managing business risk and provides advice on the control mechanisms to mitigate the identified risks, protect the organisation's employees, reputation and assets, and promote efficient and effective work practices.

The ARMC observes the terms of its charter and has due regard for the Committee's guidelines.

Audit and Risk Management Committee meeting attendance

For the period 1 July 2025 to 30 June 2026, the meeting attendance below reflects a change in appointments due to expiring terms and commencement of terms for new members.

The ARMC held four full session meetings and 1 out-of-session meeting with attendance by Members as follows:

Full Session ARMC Meeting Attendance

Member	Position	Position Duration	Meetings Attended
Kathy Campbell	Independent Chair	Jul 2025 - Jun 2026	4
Sally Noonan	Independent Member	Jul 2025 - Jun 2026	4
Rachele Sheard	Member	Jul 2025 - Nov 2025	2
Shalene McClure	Member	Jul 2025 - Nov 2025	1
John Anderson	Observer	Jul 2025 - Nov 2025	1
Andrew Brier	Member	Dec 2025 - Jun 2026	2
Blessing Agada	Member	Dec 2025 - Jun 2026	2
Cameron MacMillan	Observer	Dec 2025 - Jun 2026	2

Out of Session ARMC Meeting Attendance

Member	Position	Position Duration	Meetings Attended
Kathy Campbell	Independent Chair	Jul 2025 - Jun 2026	1
Sally Noonan	Independent Member	Jul 2025 - Jun 2026	1
Rachele Sheard	Member	Jul 2025 - Nov 2025	1
Shalene McClure	Member	Jul 2025 - Nov 2025	0
John Anderson	Observer	Jul 2025 - Nov 2025	0
Andrew Brier	Member	Dec 2025 - Jun 2026	0
Blessing Agada	Member	Dec 2025 - Jun 2026	0
Cameron MacMillan	Observer	Dec 2025 - Jun 2026	0
Total full session ARMC Meetings for 2025-26			4
Total out of session ARMC Meetings for 2025-26			1

Risk management system

In accordance with the *Financial Accountability Act 2009*, Coexistence Queensland is required to establish and maintain appropriate systems of internal control and risk management.

In FY26 Coexistence Queensland completed an independent Risk Register review and developed a new Risk Register that enhanced the organisation's risk maturity and risk reporting capabilities. This was reviewed by the Audit and Risk Management Committee (ARMC) and endorsed by the Board.

The Risk Register is periodically updated and provided to Coexistence ARMC for its consideration and approval to ensure continued relevance.

Procurement policy and procedure

Coexistence Queensland is committed to advancing the principles of the Queensland Procurement Policy 2026 (QPP 2026). The organisation ensures that its procurement activities are conducted in accordance with the QPP principles applicable to statutory bodies.

This policy applies to all procurement activities, including the engagement of consultants and contractors, and the purchase of significant plant and equipment. The organisation has complied with procurement policies and practices during FY26 and reported no conflicts of interest that impact on process or related party transactions.

Coexistence Queensland adhered to the QPP 2026. The organisation provided in-house training opportunities for staff to enhance internal capability and regularly completes internal checks to ensure compliance with QPP 2026 principles and targets. Coexistence Queensland complied with its internal procurement policy and actively sought opportunities for continuous improvement.

The Queensland Audit Office (QAO) performed an audit of the organisation's procurement practices and concluded the organisation complied with procurement policies and practices.

Internal review

Coexistence Queensland proactively manages its responsibilities under the *Financial Accountability Act 2009*. In FY26, Coexistence Queensland conducted the following:

- engaged external expertise to complete an independent review of its financial management systems and processes
- engaged external expertise to review and provide feedback on its corporate policies and procedures to ensure compliance with contemporary financial, human resources and governance management standards
- held four Audit and Risk Management Committee meetings to provide assurance and assistance to the Board on its risk, control and compliance framework, and its external accountability requirements.
- reviewed its Strategic Plan and prepared an annual Operational Plan

Coexistence Queensland continually develops its internal review function capabilities and framework.

Financial review

As is customary for a statutory body, the QAO performed an external financial audit for the financial year ended 30 June 2026. The QAO's external audit plan aims to identify the events that present the greatest risk of material error to the financial statements. The audit outcome concluded there were no material misstatements for FY26.

Detailed financial statements are included in a later section of this report. The organisation is wholly reliant on annual grant funding from the Queensland Government, with modest additional revenues generated from interest on cash balances.

Coexistence Queensland received an unmodified audit report from the Auditor-General confirming the financial statements are a true and accurate reflection of Coexistence Queensland's transactions for FY26.

Information systems and record keeping

Coexistence Queensland manages information and records governance systems in accordance with the *Public Records Act 2023*, the Queensland Government Enterprise Architecture policies and principles, its internal policies and procedures, and other key information standards and guidelines.

The organisation continues to make improvements to these systems, including:

- development and implementation of a new internal SharePoint site
- the implementation of a new records management system within its intranet site
- continued improvements to its Stakeholder Relationship Management system to enable enhanced reporting capability
- continued development and implementation of the records governance policy requirements to advance its record keeping maturity.

There were no breaches of information security during FY26.

Information security attestation

During FY26, Coexistence Queensland did not complete an Assurance Audit Report due to an extensive organisational work program related to information management. However, Coexistence Queensland has continued to mature the organisation's Information Security Management Framework during this time and its systems remain compliant.

Key achievements include:

- Information Security Management Systems Delegations Manual enhancements;
- a new Intranet to streamline record security;
- continued security training and testing; and
- information security policy reviews and development.

Governance – Human resources

Strategic workforce planning and performance

Throughout FY26 Coexistence Queensland continued to strengthen its organisational structure and capability to effectively deliver on its strategic and operational objectives.

In FY26, the organisation appointed its first Chief Operating Officer, to provide dedicated executive leadership over Coexistence Queensland's day-to-day operations and drive strategic and operational performance. This allows the CEO capacity to focus on long-term strategy, stakeholder engagement and relationships, and growth opportunities. This role is responsible for translating strategy into action, overseeing operations and providing high-quality strategic advice and services to Coexistence Queensland.

The separation rate for permanent employees was nil.

Coexistence Queensland's staffing levels are based on the organisation's establishment, Operational Plan, and annual budget.

Candidates for permanent employment undergo suitability-based selection.

The organisation engages contractors periodically for specialised services when required.

Employee performance management and development

All staff undergo a corporate induction program on appointment and subsequent annual training that includes orientation to the organisation's roles and functions, policies and procedures, and IT and records management systems.

Each year, staff member satisfaction levels are surveyed, with performance being evaluated and monitored through team development sessions. The results are reported to the Board and Audit and Risk Management Committee and are used to continuously improve staff satisfaction.

Coexistence Queensland is committed to maintaining an environment of continued professional development and learning which focuses on skills development, career enhancement, and supporting a culture of learning.

Additionally, each staff member prepares an annual Performance and Development Plan. The Plan articulates the employee's responsibilities and growth areas, with leaders having regular

conversations with individuals to guide performance and support professional development opportunities.

Flexible work arrangements and healthy work/life balance

In order to attract and retain an inclusive, diverse and capable workforce, Coexistence Queensland enables staff (where appropriate) to negotiate:

- part-time work
- flexible working hours
- working from home and telecommuting arrangements.

Coexistence Queensland supports a healthy work/life balance and, to that end, encourages staff to take recreation leave on a regular basis. An employee assistance program is available to support managers, employees and their families with confidential counselling in relation to workplace and personal issues.

Workplace health, safety and wellbeing

Coexistence Queensland proactively and collectively strives to provide all employees, contractors, and associates with a workplace that is free from harm. With Coexistence Queensland's extensive geographic footprint, driving of a motor vehicle was identified as the greatest health and safety risk to employees. Coexistence Queensland continues to enhance and promote its driver safety and travel protocols to ensure employees are managing their driver fatigue and risk exposure.

Throughout FY26 targeted workplace health, safety and wellbeing training was provided for staff, including (and not limited to):

- defensive driving training
- remote worker tracking system internal training
- first aid and CPR certificates
- fire warden training
- professional development training with an external provider to manage workloads
- frontline leadership training from an external provider.

Staff members are continually encouraged and informed about how to access health and wellbeing support through Coexistence Queensland's Employee Assistance Program and Wellbeing Gateway portal.

Equal employment opportunities

Coexistence Queensland supports the principles underlying equal employment opportunities and works to ensure its work environment adheres to the principles of anti-discrimination, and the prevention of sexual harassment and bullying. All staff were enrolled in online training for these topics.

Early retirement, redundancy and retrenchment

No redundancy, early retirement, or retrenchment packages were paid during FY26.

Workforce profile

Coexistence Queensland is focused on attracting, retaining and developing its employees through fair and transparent recruitment and professional and team building activities that promote a diverse workforce and a strong and ethical culture.

As of 30 June 2026, Coexistence Queensland employed 19 full-time equivalent (FTE). This is an increase in FTE from the previous year's count of 16 employees.

Comparative breakdown of workforce data:

Total employees 2025-26	
Headcount	Total: 19
Fulltime Equivalent (FTE)	Total: 19
Occupation types by FTE	
Corporate	Total: 21%
Frontline and Frontline Support	Total: 79%
Appointment types by FTE	
Permanent	64%
Temporary	31%
Casual	0%
Contract	5%
Appointment status by headcount	
Full-time	100%
Part-time	0%
Casual	0%
Gender data	
Women	74%
Men	26%
Non-binary	0%
Other	0%
Diversity target group data % of workforce	
Women	74%
Aboriginal Peoples and Torres Strait Islander Peoples	0%
People with a disability	0%
Culturally and Linguistically Diverse	10%
Target group data for women in leadership roles	
Senior Officer	5%
Senior Executive	5%

Financial summary

Comparison of budget and actual results

In FY26, Coexistence Queensland's revenue and accumulated surplus from FY25 exceeded expenses resulting in a surplus of \$0.895 million. The table below compares budget and actual results.

The financial surplus was a result of unspent Treasury funding scheduled to be expensed in FY27, and a managed overspend in Core funding of \$0.096 million which will be rectified by offsetting this balance with FY27 Core funding.

The organisation regularly monitors its financial position and remains confident that it has the financial capacity to deliver on its strategic objectives and manage coexistence issues as they arise.

	2025-2026 Actual	2025-2026 Budget	Variance
State Government Grant	2,593,000	2,593,000	0
Treasury Funding Agreement	3,800,000	3,800,000	0
Other Revenue (Interest and Sundry)	102,893	152,000	-49,107
Accumulated Funds (previous year)	205,066	205,000	66
Total Revenue (and accum funds)	6,700,959	6,750,000	-49,041
Employee Expenses	3,256,140	3,498,121	241,981
Supplies and Services	2,510,414	3,190,969	703,805
Other Expenses	38,751	60,910	-1091
Total Expenditure	5,805,305	6,750,000	944,695
Balance as at 30 June 2026			895,654

State Government Grant / Total	95.40%
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Employee Expenses / Total Expenditure	56.09%
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Coexistence Queensland Financial Statements

for the year ended 30 June 2026

Coexistence Queensland Financial Statements 2025-26

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General Information

These financial statements cover Coexistence Queensland as an individual entity. Coexistence Queensland has no controlled entities.

Coexistence Queensland is controlled by the State of Queensland which is the ultimate parent.

On 18 June 2024 the *Mineral and Energy Resources and other Legislation Amendment Act 2024* (the MEROLA Act) was given royal assent. The MEROLA Act provided for rebranding of GasFields Commission Queensland to Coexistence Queensland.

Coexistence Queensland was established as the GasFields Commission Queensland on 1 July 2013 to help facilitate and address how landholders, communities, and the onshore gas industry could sustainably work and thrive together.

The head office and principal place of business of Coexistence Queensland is:

Level 15, 53 Albert Street
BRISBANE QLD 4000

A description of the nature of Coexistence Queensland operations and its principal activities is included in the notes to the financial statements.

For information in relation to Coexistence Queensland's financial statements email enquiries@cqld.org.au or visit Coexistence Queensland's Internet site cqld.org.au.

Amounts shown in these financial statements may not add to the correct subtotals or totals due to rounding.

Coexistence Queensland

Statement of Comprehensive Income for the year ended 30 June 2026

		2026	2025
	Notes	\$'000	\$'000
OPERATING RESULT			
Income			
Grants and other income/contributions	2	6,393	3,669
Interest		103	96
Total Income		6,496	3,765
Expenses			
Employee expenses	3	3,256	2,622
Supplies and services	6	2,509	1,282
Other expenses		40	31
Total Expenses		5,805	3,935
Operating Result		691	(170)
Total Comprehensive Income/(Loss)		691	(170)

The accompanying notes form part of these financial statements.

Coexistence Queensland

Statement of Financial Position as at 30 June 2026

		2026	2025
	Notes	\$'000	\$'000
Current Assets			
Cash and cash equivalents	7	1,484	469
Receivables and other assets		118	112
Total Current Assets		1,602	581
Total Assets		1,602	581
Current Liabilities			
Payables	8	415	162
Accrued employee benefits	9	292	215
Total Current Liabilities		707	377
Total Liabilities		707	377
Net Assets		895	204
Equity			
Accumulated surplus	2	895	204
Total Equity		895	204

The accompanying notes form part of these financial statements.

Coexistence Queensland

Statement of Changes in Equity for the year ended 30 June 2026

	Accumulated Surplus \$'000
Balance as at 1 July 2024	374
Operating Result	(170)
Balance as at 30 June 2025	204
Balance as at 1 July 2025	204
Operating Result	691
Balance as at 30 June 2026	895

The accompanying notes form part of these financial statements.

Coexistence Queensland

Statement of Cash Flows

for the year ended 30 June 2026

	2026	2025
	\$'000	\$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Grants	6,393	3,669
GST collected from customers	2	-
GST input tax credits from ATO	237	152
Other	103	95
<i>Outflows:</i>		
Employee expenses	(3,179)	(2,617)
Supplies and services	(2,256)	(1,340)
GST paid to suppliers	(237)	(153)
Other	(46)	(69)
Net cash (used in)/provided by operating activities	1,015	(261)
Net (decrease)/increase in cash and cash equivalents	1,015	(261)
Cash and cash equivalents at the beginning of the financial year	469	730
Cash and cash equivalents at the end of the financial year	1,484	469

The accompanying notes form part of these financial statements.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

Note 1:	Basis of Financial Statement Preparation
Note 2:	Grants and Other Contributions
Note 3:	Employee Expenses
Note 4:	Key Management Personnel (KMP) Disclosures
Note 5:	Related Party Transactions
Note 6:	Supplies and Services
Note 7:	Cash and Cash Equivalents
Note 8:	Payables
Note 9:	Accrued Employee Benefits
Note 10:	Contingencies
Note 11:	Events Occurring After Balance Date
Note 12:	Climate Related Risk Disclosure

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

1. Basis of Financial Statement Preparation

Objectives and Principal Activities of Coexistence Queensland

These financial statements cover Coexistence Queensland as an individual entity. Coexistence Queensland has no controlled entities.

Coexistence Queensland is controlled by the State of Queensland which is the ultimate parent.

The objective of Coexistence Queensland is to manage and improve sustainable coexistence of landholders, regional communities and the resources industry and the renewable energy industry in Queensland. The head office and principal place of business of Coexistence Queensland is 53 Albert Street, Brisbane QLD 4000.

Coexistence Queensland is responsible for delivering the following legislative functions:

- facilitating better relationships between landholders, regional communities, the resources industry and the renewable energy industry;
- providing a central point of contact for enquiries about matters affecting the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- in response to requests for advice from the chief executive under the *Regional Planning Interests Act 2014* about assessment applications under that Act, advising that chief executive about the ability of landholders, regional communities and the resources industry to coexist within the area the subject of the application;
- providing advice to the Minister, other Ministers, government entities or other stakeholders about matters relating to the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry, including
 - emerging issues about those matters; and
 - leading practice about those matters.
- partnering with appropriate entities to deliver educational resources and other information about health and wellbeing matters relating to the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- facilitating appropriate entities to undertake community engagement and participation in community initiatives about assessing health and wellbeing concerns relating to activities carried out in the resources industry or the renewable energy industry;
- publishing educational resources and other information about the sustainable coexistence of landholders, regional communities, the resources industry and the renewable energy industry;
- any other function given to Coexistence Queensland under this Act or another Act;
- partnering with appropriate entities for the purpose of conducting research related to a function mentioned in any function listed above.

(a) Compliance with Prescribed Requirements

Coexistence Queensland has prepared these financial statements in compliance with section 62(1) of the *Financial Accountability Act 2009* (the Act) and section 39 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards - Simplified Disclosures in accordance with AASB 1060.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

1. Basis of Financial Statement Preparation (cont'd)

With respect to compliance with Australian Accounting Standards and Interpretations, Coexistence Queensland has applied those requirements applicable to not-for-profit entities, as Coexistence Queensland is a not-for-profit public sector entity. Except where stated, the historical cost convention is used.

(b) Taxation

Coexistence Queensland is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). GST credits receivable from, and GST payable to the Australian Taxation Office, are recognised in the Statement of Financial Position.

(c) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chair and Chief Executive Officer (CEO) of Coexistence Queensland at the date of signing the Management Certificate.

(d) Other Presentation Matters

Currency and Rounding - Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero unless disclosure of the full amount is specifically required.

Comparatives - Comparative information reflects the audited 2024-25 financial statements.

(e) New and Revised Accounting Standards

First time mandatory application of Australian Accounting Standards and Interpretations

No new accounting standards or interpretations that apply to Coexistence Queensland for the first time in 2025-26 had any material impact on the financial statements.

Early adoption of Australian Accounting Standards and Interpretations

No accounting pronouncements were early adopted in the 2025-26 financial year.

Voluntary changes in accounting policy

No voluntary changes in accounting policies occurred during the 2025-26 financial year.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

	2026 \$'000	2025 \$'000
2. Grants and Other Contributions		
Other grants and contributions		
Contributions from Government	6,393	3,669
Total	6,393	3,669

Accounting Policy

Coexistence Queensland's total budget allocation was \$6.393M and consists of \$2.593M received from the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) and \$3.8M from Queensland Treasury.

The annual budget funding from DNRMMRRD of \$2.593M is to conduct core functions and key priorities under Section 3 of the *Coexistence Queensland Act 2013* to manage and improve the sustainable coexistence of landholders, regional communities, the resource industry and the renewable energy industry in Queensland.

The limited life funding received from Queensland Treasury consists of:

- \$1.800M - Regional Economic Futures Fund Agreement – Energy Engagement & Education: to deliver an engagement and education program on coordinated transmission projects and renewable energy development, with a focus on Central Queensland;
- \$0.500M - Regional Economic Futures Fund Agreement – First Nations Engagement and Partnerships: to continue tailored engagement and strengthen partnerships with First Nations groups in Central Queensland; and
- \$1.500M - Transmission Coordination Fund Agreement – Community and Landholder Information and Education: to develop and implement strategies for building trust and understanding, including educational and communication materials and direct community, landholder and stakeholder engagement in regional Queensland.

These grants are non-reciprocal transactions where Coexistence Queensland does not directly give approximately equal value to the grantors. As the grants don't contain sufficiently specific performance obligations, they are accounted for under AASB 1058 *Income of Not-for-Profit Entities* and revenue is recognised upon receipt of grant funding.

Disclosure Grant Funding - Accumulated Surplus

Of the \$3.800M Treasury funding received in FY26, \$0.991M will be expensed in FY27.

The surplus position of \$0.895M is due to \$0.991M of Treasury funding unspent in FY26 that will be expensed in FY27. Funding for FY27 will cover the shortfall for FY26 and leave the organisation with a small surplus.

3. Employee Expenses

Employee Benefits

Wages and salaries	2,437	1,938
Employer superannuation contributions	333	274
Annual leave expense	238	197
Long service leave levy	65	50

Employee Related Expenses

Other employee related expenses	94	103
Payroll tax	89	60

Total	3,256	2,622
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	2026	2025
Number of employees:	19	16

The number of employees as at 30 June, including both full-time employees and part-time employees, and is measured on a full-time basis.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

3. Employee Expenses (cont'd)

Accounting Policies

Short-term employee benefits - wages, salaries and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

Prior history to date indicates that on average, sick leave taken in each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Long-term employee benefits - long service leave

Under the Queensland Government's Long Service Leave Scheme, a levy is made on Coexistence Queensland to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in Coexistence Queensland's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Superannuation

Superannuation benefits are provided through defined contribution (accumulation) plans in accordance with employees' conditions of employment and employee instructions as to superannuation plan (where applicable).

Employer contributions are based on rates specified under conditions of employment. Coexistence Queensland's contributions are expensed when they become payable at each fortnightly pay period.

4. Key Management Personnel (KMP) Disclosures

Details of Key Management Personnel

Coexistence Queensland's responsible Minister is identified as part of its KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for Regional and Rural Development.

The following details for non-ministerial key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the organisation during 2025-26 and 2024-25. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Chair	Responsible, in consultation with other Coexistence Queensland members, to develop the strategies, objectives, and policies of Coexistence Queensland and to ensure Coexistence Queensland functions in a proper, effective and efficient manner.
Board Members	Responsible to develop the strategies, objectives and policies of Coexistence Queensland and to ensure Coexistence Queensland functions in a proper, effective and efficient manner.
Chief Executive Officer	Responsible for ensuring Coexistence Queensland's function and objectives are fulfilled in accordance with the strategy, policies and programs approved by the Board Members.
Chief Operating Officer	Responsible for translating strategy into action, overseeing operations and providing high-quality strategic advice and services to Coexistence Queensland.

KMP Remuneration Policies

The remuneration policy of the Chair and Board Members is set by the Governor in Council. The remuneration of the Chief Executive Officer is set by the Board in consultation with the Department and the Public Sector Commission.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

4. Key Management Personnel (KMP) Disclosures (cont'd)

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. Coexistence Queensland does not bear any cost of remuneration of Ministers. The majority of those entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements which are published as part of Queensland Treasury's Report on State Finances.

Remuneration expenses for key management personnel comprises the following components:

Short term employee expenses which include:

- **Monetary expenses** - consisting of base salary, allowances and leave entitlements paid and provided for the entire year. For Part-time Board Members, remuneration for approved out-of-session activity is also included; and
- **Non-monetary benefits** - consisting of provision of a motor vehicle together with fringe benefits tax applicable to the benefit.

Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits expense represent cash payments made to employees who accepted voluntary redundancies during the year. There were no termination benefits paid in either 2026 or 2025 financial years.

No performance bonuses were paid to any key management personnel.

The following disclosures focus on the expenses incurred by Coexistence Queensland during the respective reporting periods that are attributable to key management positions. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

4. Key Management Personnel (KMP) Disclosures (cont'd)

Remuneration Expenses

1 July 2025 – 30 June 2026

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000
Chief Executive Officer	245	9	6	33	293
Chief Operating Officer *	210	-	5	25	240
Chair (1 July 2025 to 30 November 2025)	8	-	-	1	9
Chair (From 1 December 2025)	7	-	-	1	8
Board Member (1 July 2025 to 30 November 2025)	3	-	-	-	3
Board Member (From 1 December 2025)	4	-	-	-	4
Board Member (1 July 2025 to 30 November 2025)	3	-	-	-	3
Board Member (From 1 December 2025)	5	-	-	-	5
Board Member (1 July 2025 to 30 November 2025)	4	-	-	-	4
Board Member (From 1 December 2025)	4	-	-	-	4
Board Member (1 July 2025 to 30 November 2025)	3	-	-	-	3
Board Member (From 1 December 2025)	4	-	-	-	4
Board Member (From 1 December 2025)	5	-	-	-	5
Total Remuneration	505	9	11	60	585

* Position classified as KMP from 01/07/2025.

1 July 2024 – 30 June 2025

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000
Chief Executive Officer	242	8	6	32	288
Chair	22	-	-	2	24
Board Member	10	-	-	1	11
Board Member	6	-	-	1	7
Board Member	10	-	-	1	11
Board Member	11	-	-	1	12
Total Remuneration	301	8	6	38	353

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

5. Related Party Transactions

Transactions with people/entities related to KMP

There were no transactions with people or entities related to our KMP in 2025-26.

Transactions with other Queensland Government-controlled entities

Coexistence Queensland received funding from the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD). The funding provided is predominately for operational requirements and delivery of legislative functions (refer Note 2).

Coexistence Queensland transacts with the Department of Housing and Public Works (DPW) for office accommodation services under the Queensland Government Accommodation Office (QGAO) framework and Qfleet vehicle services (refer Note 6).

Coexistence Queensland has a service level agreement with the Corporate Administration Agency (refer Note 6 - Corporate service charges).

	2026	2025
	\$'000	\$'000
6. Supplies and Services		
Contractors	1,480	486
Corporate service charges	234	221
Office accommodation	161	149
Travel	189	124
Repairs and maintenance	188	115
Motor Vehicle	46	45
Communications	33	37
Stakeholder Engagement	48	33
Advertising and promotion	70	27
External audit fees	31	29
Administration costs	29	16
Total	2,509	1,282

Accounting Policy

Supplies and services expenses are recorded on an accrual basis as Coexistence Queensland receives the goods and services.

Office accommodation

Office accommodation include lease rentals for leases of low value assets and payments for non-specialised commercial office accommodation with the Department of Housing and Public Works (DPW), who has substantive substitution rights over the assets used within those arrangements. Payments are recognised in the period they are incurred.

Coexistence Queensland has one current arrangement at 53 Albert Street, Brisbane Qld 4000.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

	2026 \$'000	2025 \$'000
7. Cash and Cash Equivalents		
Cash at bank	1,484	469
Total	1,484	469

Accounting Policy

Cash and Cash Equivalents include deposits held at call with financial institutions.

GST cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

8. Payables

Accruals	342	95
Trade and other creditors	73	67
Total	415	162

Accounting Policy

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

9. Accrued Employee Benefits

Current

Provision for annual leave	233	175
Accrued leave loading	20	16
Long service leave levy payable	18	15
Salary and wages payable	18	8
Superannuation payable	3	1
Total	292	215

10. Contingencies

There are no legal or any other contingencies that are known to Coexistence Queensland as at 30 June 2026.

Coexistence Queensland has not been subject to, and is not aware of any pending legal actions, litigations or any other court matters as of 30 June 2026.

Coexistence Queensland

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2025-26

11. Events Occurring After Balance Date

No significant events have occurred since the balance date.

12. Climate Related Risk Disclosure

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>

No adjustments to the carrying value of assets held by Coexistence Queensland were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting Coexistence Queensland.

**Management Certificate
for Coexistence Queensland**

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62 (1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Coexistence Queensland for the financial year ended 30 June 2026 and of the financial position of Coexistence Queensland at the end of that year.

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



.....
Cameron MacMillan
Chair
Coexistence Queensland

Date: 25/08/2026
.....



.....
Warwick Squire
CEO
Coexistence Queensland

Date: 25/08/2026
.....

INDEPENDENT AUDITOR'S REPORT

To the Board of Coexistence Queensland

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Coexistence Queensland ("the entity").

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the entity's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards – Simplified Disclosures.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2026, but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Responsibilities of the Board for the financial report

The Board is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards – Simplified Disclosures, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar4.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:

www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

mluwinga

Martin Luwinga
as delegate of the Auditor-General

27 August 2026

Queensland Audit Office
Brisbane

Glossary

ARMC	Audit and Risk Management Committee
CAA	Corporate Administration Agency
CC BY	Creative Commons Attribution 4.0 International licence
CLC	Community Leaders Council
EDM	Electronic Direct Mail
FTE	Full-Time Equivalent
FY25	Financial Year 2024-25
FY26	Financial Year 2025-26
FY27	Financial Year 2026-27
ISMS	Information Security Management System
QAO	Queensland Audit Office
QGEA	Queensland Government Enterprise Architecture
QFF	Queensland Farmers' Federation
QPP	Queensland Procurement Policy
QREC	Queensland Renewable Energy Council
RIDA	Regional Interest Development Approval
SRM	Coexistence Queensland's Stakeholder Relationship Management System
The Act	<i>Coexistence Queensland Act 2013</i>
The Board	Coexistence Queensland Board
The Committee	Coexistence Queensland Audit and Risk Management Committee
The organisation	Coexistence Queensland

Compliance Checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 3
Accessibility	- Table of contents - Glossary	ARRs – section 9.1	Page 4 Page 60
	Public availability	ARRs – section 9.2	Page 2
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	Page 2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	Page 2
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	Page 2
General information	Introductory Information	ARRs – section 10	Page 13
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	Page 16
	Agency objectives and performance indicators	ARRs – section 11.2	Page 17
	Agency service areas and service standards	ARRs – section 11.3	Page 14
Financial performance	Summary of financial performance	ARRs – section 12.1	Page 40
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 31
	Executive management	ARRs – section 13.2	Page 31
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	NA
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 34
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	Page 34
	Queensland public service values	ARRs – section 13.6	Page 13
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Page 35
	Audit committee	ARRs – section 14.2	Page 35
	Internal audit	ARRs – section 14.3	Page 37
	External scrutiny	ARRs – section 14.4	Page 38

Summary of requirement		Basis for requirement	Annual report reference
	• Information systems and recordkeeping	ARRs – section 14.5	Page 37
	• Information Security attestation	ARRs – section 14.6	Page 38
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	Page 38
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Page 39
Open Data	• Statement advising publication of information	ARRs – section 16	Page 2
	• Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
	• Charter of Victims' Rights	VCSVRB Act 2024 ARRs – section 31.4	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Page 58
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Page 59

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
QGEA	<i>Queensland Government Enterprise Architecture</i>
VCSVRB	<i>Victims' Commissioner and Sexual Violence Review Board Act 2024</i>

