

## ATTENDANCE

**Directors:**

Keith Noble  
Ken Atkinson  
Peter Rowles  
Ryan Donnelly  
Steve Turton  
Robin Clark  
Allison Halliday

**Staff:**

Carole Sweatman, CEO  
Penny Scott, Strategy, Knowledge and Information  
Manager (Penny left at 1pm)  
Colleen McIntosh, Administration Team Coordinator

**Others:**

**Apologies:**

## Friday 25 August 2017

<b>OPEN SESSION</b> Keith opened the meeting at 9.00 am and welcomed everyone.	<b>ACTIONS</b>
<p><b>Traditional Owner Welcome to Country</b></p> <p>Keith asked for input from the Board on having a specific Traditional Owner Welcome at our Board Meetings. Keith added he was at a RDA meeting yesterday and people from Torres Strait who were attending commented they are not so worried about a formal welcome but more about being acknowledged. Keith said he does not want this process to be just about “ticking a box” asking if the Board would be more comfortable with the Chair, a local person or Allison doing a welcome or acknowledgement. The Board agreed it is appropriate for the Chair to acknowledge the Traditional owners at Board Meetings but have a formal welcome at meetings or functions like AGM or a launch such as the NRM Plan or MIP launch. Peter added this discussion will be part of our Cultural Awareness training next year.</p> <p>Keith paid his respects to the Traditional owners past and present and thanked them for having us on their country.</p> <p>Keith also thanked the Directors for their input.</p>	
<p><b>Declaration of Conflict of Interest</b></p> <p>Ryan noted his standing possible conflict – the Wet Tropics Healthy Waterways Project and said he would leave the meeting as necessary.</p>	
<p><b>Strategic Items</b></p> <p><b>Strategic Planning –</b></p> <p>2016-2107 The Year in Review – some highlights – Penny gave presentation to the Board. Penny commented this year has been a particularly big year – good to reflect on this and tell some stories and what Terrain managed to pull off as a team.</p> <p>Highlights –</p>	

- Mapping Portal – Penny acknowledged Tony O’Malley and Gary Searle for their significant input.
- Department of Natural Resources and Mines funding for burns. We brokered a relationship with Giringun who last year developed fire plans and were leads in fire events. It was so impressive, the Department is keen to expand funding. Penny acknowledged Jacqui Richards for her work with Giringun and Kelly O’Kane who did training in WHS and developed a work method statement for these events.
- Developed and delivered a mentoring program for Traditional Owners in the region. It is good that the TO’s learn from each other in these programs and not just from us telling them. Penny acknowledged Vanessa Drysdale and Rowan Shee for their work in this program. Keith asked if perhaps Directors could attend upcoming workshops adding he thinks it would be advantageous to get involved with TO groups. Carole added she thinks it is up to the TO groups. Penny said we don’t organise the workshops and we provide the mentoring, but will follow up.
- Walking the Landscape workshops – a process where Queensland Wetlands Program comes to a workshop and dedicates a lot of time to walk us through the landscape bringing in the local community to understand how their local landscape works. The workshops also accommodates local experts to provide local input. 99 people attended the local events which run for 2 to 3 days. Penny’s “mintie moment” was when one of the locals said they would only stay for one morning but stayed for the whole 3 days. Penny acknowledged Bart Dryden for his efforts. Penny added one thing that came out of the workshops was Story Maps – we have now created story maps for each catchment which has a lot of detail. The State Government are thrilled by the way we have done this and are keen to use this as a model for the rest of the state. Penny acknowledged Sharlene and the amazing job she has done with the Story Maps.
- NRM Plan – Penny acknowledged Bronwyn Robertson who has done great work this year to continue population of the plan.
- Emerging Weeds investment by Queensland Government. Penny acknowledged the passion and work of Evizel Seymour who has done so much hard work on this project.
- Extension of Catalyst Project – partly funded by Coca Cola and the Government. This gives farmers a platform to discuss innovative ideas they have in a safe area – they have also developed Friends of Catalyst where farmers can bring a friend along – they don’t encourage negative comments in this area. Penny acknowledged Michael Waring for his work in this area.
- National Biological Farming Conference in Cairns October last year. 500 people attended from all around the world. We had lots of partners but without Terrain the conference would not have been successful. Penny acknowledged the work of Fiona George for her part in the organisation of the Conference.
- Reef Trust Phase III and Reef Trust Phase IV started this year. It was a huge effort to deliver a unique national program in collaboration with Industry. An incredible effort. Penny acknowledge Suzette Argent, Michael Nash,

No 491

*Penny to follow up Directors attending future TO workshops.*



<p>Penny said we have been trying over the last few years to refine our process to show how the organisation is travelling against the Strategic Plan. We have produced a summary review document which was given to the Directors to read and provide feedback.</p> <p>The Directors commented on first impressions on look and feel–</p> <ul style="list-style-type: none"> <li>• Fact that all on one page is good – concise and easy.</li> <li>• Think KPI’s key could be put on every page</li> <li>• Star system good</li> <li>• Very useful – feels it gives ability to answer questions about organization</li> <li>• Perhaps have slightly different symbols</li> <li>• Good layout.</li> <li>• Query on how number of stars are assessed</li> <li>• Thinks we have been conservative in our assessment</li> <li>• Like the colour coding</li> <li>• Does data collection add any value – is it too much information?</li> <li>• Sure useful to the organisation</li> <li>• Discussed possible change of some symbols</li> </ul> <p>The Directors commented on Content and made recommendations for some changes to content and ratings. Penny to follow up changes.</p> <ul style="list-style-type: none"> <li>• Heading to be changed from Progress to Performance</li> <li>• All ratings will go up and down. We are on a trajectory of continuous improvement but things can change e.g. Funding</li> <li>• Need to show deficiencies in funding if they impact on outcomes</li> <li>• Agree first page of this document could be shared with members and partners</li> <li>• Good to highlight in Chair’s report at the AGM and in Annual Report to showcase exceptional things done during the year.</li> </ul> <p><b>Recommendation: The Board commends staff on the presentation and content of this report. It is a concise but useful document which, subject to minor changes discussed, the board would like to adopt.</b></p> <p>The Year Ahead – Carole gave an update to the board –</p> <ul style="list-style-type: none"> <li>• We will have more awareness by November board meeting on what funding will look like. That will give us more idea of what to plan for.</li> <li>• Don’t underestimate the time and effort put into funding bids. We are wanting to increase our profile with the Federal and Queensland Governments.</li> <li>• Carole said she has been focusing on the Reef space.</li> <li>• There will be pressure about upcoming bidding process.</li> <li>• Will allocate time in November board meeting on possible impacts on organization.</li> <li>• Critical we want to have engagement with our members – it is potentially a risk for us – perhaps others might apply. We don’t want to be competing with our members. It will be interesting when funds become competitive.</li> <li>• Thinks we should meet with our members prior to the AGM – need at least the Chair possibly other directors to be involved.</li> </ul>	<p><i>staff and partners in last 12 months</i></p>
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<ul style="list-style-type: none"> <li>• We need to think about Terrain’s funding beyond the Reef – will have had 10 years of investment. We will discuss at the November board meeting about what is happening with MIP and the joint venture.</li> <li>• February meeting we will discuss funding models into the future.</li> <li>• Have appointed new Operations Manager. We included a cane industry representative on the interview panel. He is to commence at the end of October but will attend some critical meetings in the meantime.</li> </ul>	<p>No. 494</p> <p><i>Carole to follow up possible meeting date with members to discuss upcoming bidding process</i></p>
<p><b>1. Focuses on the Big NRM Picture</b></p> <p><b>1.1. NRM Planning &amp; 1.2 Knowledge Brokerage</b></p> <ul style="list-style-type: none"> <li>▪ <b>NRM Report Card</b></li> </ul> <p>The report was taken as read.</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>• That the Board note the NRM Plan Report Card – <b>noted</b></li> </ul> <p><b>1.3 Strategic Influence</b></p> <ul style="list-style-type: none"> <li>▪ <b>Communications Report Card</b></li> </ul> <p>Taken as read.</p> <p><b>Recommendation:</b></p> <p>That the Board review and note the Communications Report Card – <b>noted</b></p> <ul style="list-style-type: none"> <li>▪ <b>Chair’s Report –</b></li> </ul> <p>The Chair’s report was included in the board papers and taken as read. Keith noted the following –</p> <ul style="list-style-type: none"> <li>• Some of the content will be discussed in more depth in other parts of agenda.</li> <li>• The Regional Groups Collective has officially rebadged to NRM Regions Queensland - thinks Important when engaging with Government</li> <li>• The Living Landscapes, Local Livelihoods document was launched in Chillagoe on 14 August. John Brisbin, Chair of Northern Gulf RMG was involved in the document. Keith said there was also a Northern Gulf Board meeting and also joint meeting with Gulf Cattleman’s Association.</li> <li>• The joint venture entity is progressing well. Relationships have been built through meetings and assistance to Northern Gulf and Cape York. They have discussed a single NQ Collaborative for NLP funding. A preexisting agreement on how any funding would be divided. The next meeting will talk about how the application will look. Carole said guidelines for the bid have not been released, but work on the bid needs to begin before they are released. Carole added Southern Gulf and NQ Dry Tropics will be attending this meeting – 5 northern regions would be a powerful bid.</li> <li>• The government is reviewing the National Landcare Program – they mentioned the number of regional bodies which has almost endorsed the way we are heading with the joint venture.</li> <li>• Keith and Carole met with Andrew Cripps – good meeting with Andrew commenting that MIP is good value for public money.</li> </ul>	<p>.</p>



<p><b>2. Build Beneficial Relationships</b></p> <p><b>2.1 Community NRM Groups</b></p> <p>Update in papers for noting– <b>taken as read and noted.</b></p> <p><b>2.2 Traditional Owners</b></p> <p>Update in papers for noting – <b>taken as read and noted.</b></p> <p><b>2.3 Regional Bodies</b></p> <p>Keith advised the joint venture meetings are being held monthly now. At this stage the committee has no pre-determined outcomes in mind about staffing.</p> <p>Keith also advised change of name to NRM Regions Queensland from Regional Groups Collective – he thinks a much better representative name.</p> <p><b>2.4 Strategic Partners</b></p> <p>Carole gave an update of the successful wet tropics reef partnerships and collaborative approaches to funding and project delivery.</p> <p><b>2.5 Land Managers</b></p> <p>IAG Report – Minutes included in Board papers taken as read.</p> <p>Keith updated the Board as follows –</p> <ul style="list-style-type: none"> <li>• Meeting held Tuesday 8 August</li> <li>• Andy Ridley for Citizens of the Great Barrier Reef presented</li> <li>• Presentation Marenn Sager on Growers Perceptions of Agricultural Diversification in the Hinchinbrook Shire. Keith said it would be good for Penny to catch up with Marenn.</li> <li>• Update on MIP</li> <li>• Tourism update</li> <li>• Report on National Landcare Programme, the Joint Venture and The Living Landscapes – Local Livelihoods document and launch</li> </ul>	<p>No 497.</p> <p><i>Penny to follow up proposed meeting with Marenn from JCU</i></p>
<b>Demonstrating Organisational Excellence</b>	
<p><b>Demonstrating Organisational Excellence</b></p> <p><b>3.1 Strategic Planning</b></p> <p><b>Projects Report Card – for noting</b></p> <p><b>Initiatives list –</b></p> <p><b>Recommendation:</b> That the Board note the list of initiatives currently underway in Terrain – <b>noted</b></p> <p><b>3.2 Terrain Team</b></p> <p><b>Human Resources and Remuneration</b></p> <p>Reports taken as read and Peter commented –</p> <ul style="list-style-type: none"> <li>• Recommends directors have a look at Terrainium. Peter has been in and had a look around the site.</li> <li>• Peter queried if a new staff member is not hosted by Terrain, do the host organisation have the same standards as Terrain. Carole said that the roles are standardised in terms of salary and expectations, but the employees operate under the HR policies of the host organization. Carole added that advertising is on behalf of all contributing organisations and hosts can come from any one of those.</li> </ul>	<p>No 512</p> <p><i>Colleen to arrange a meeting to discuss HR &amp; Partner organisation standards between</i></p>





<ul style="list-style-type: none"> <li>• Suggested a current recipient give a presentation at the AGM.</li> <li>• Discussed raising the profile of NCF – recommended Comms Team keep in mind.</li> <li>• Recommended for Board approval for Bart Dryden to replace Carole on NCF committee. The board resolved to approve the recommendation.</li> <li>• Discussed the possibility of looking at getting outside contributions to the NCF. The advantage of the NCF is there are no strings attached to grants.</li> </ul> <p><b><u>Summary of approvals</u></b></p> <p><b><u>Audit/Finance Risk Committee recommendations:</u></b></p> <ul style="list-style-type: none"> <li>• That the Board note the Financial Report Card - <b>noted</b></li> <li>• That the Board approve the financial statements for the period – <b>noted</b></li> <li>• That the Board note the Audit Committee minutes – <b>noted</b></li> </ul> <p><b><u>Risk Management recommendations:</u></b></p> <ul style="list-style-type: none"> <li>• That the Board note the updated Risk Management Report Card – <b>noted</b></li> <li>• That the Board note the update on Significant Risks – <b>noted</b></li> </ul> <p><b><u>Contract and Project Management recommendations:</u></b></p> <ul style="list-style-type: none"> <li>• That the Board note the Contract and Project Management Report Card and projects in brief – <b>noted</b></li> </ul> <p><b><u>Human Resource recommendations:</u></b></p> <ul style="list-style-type: none"> <li>• That the Board note the Workplace Report Card - <b>noted</b></li> <li>• That the Board note the WHS Report - <b>noted</b></li> <li>• That the Board note the HRRC Minutes – <b>noted</b></li> <li>• That the Board note the NCF Minutes – <b>noted</b></li> </ul> <p><b><u>Board Members access to Terrainium</u></b>  Carole gave the Directors a demonstration on how they can access Terrainium. The directors were given their user ID and passwords and a handout on how to use.</p> <p><b><u>Business Excellence</u></b></p> <p><b>3.4 Collaborative Decision Making</b></p> <p><b>Joint venture discussions -</b>  Carole advised the following –</p> <ul style="list-style-type: none"> <li>• Staff are updated regularly on progress of Joint Venture.</li> <li>• There is a competition to name the new venture and design of new logo.</li> <li>• Concerned it has taken a lot longer than first thought.</li> <li>• Need to understand how the transition will occur – we are currently discussing within the 3 regions.</li> </ul> <p>Keith asked if there was any concerns around staff impacted by the new joint venture – Carole said mainly people were waiting to hear how the process is going to work. No issues at this stage.</p> <p><b>3.5 Corporate Social Responsibility – no report for August</b></p>	<p>No. 499</p> <p><i>Fiona George to provide a full list of applicants (successful and unsuccessful) for Speed Dating Grants to the NCF committee</i></p> <p>No. 500</p> <p><i>Colleen to follow up with Mia from Children for Change to give a presentation at the AGM</i></p> <p>No. 501</p> <p><i>Colleen to follow up paperwork for Bart to replace Carole on NCF committee</i></p> <p>No. 502</p> <p><i>Carole to follow up with Michelle to give Directors access to Partners Centre</i></p> <p>No. 503</p> <p><i>Directors to update their details on Terrainium</i></p>
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<p><b>Board Business</b></p> <p><b>Board Business</b></p> <p><b>Youth Director discussion</b> – The Directors had a discussion on the idea of appointing a Youth Director to the board as agreed at the last board meeting. Comments –</p> <ul style="list-style-type: none"> <li>• Have advised SISP that this was a venture the board was considering.</li> <li>• Need to decide how this will be run and if SISP will be approached the run the process.</li> <li>• Need to consider age group to target.</li> <li>• Perhaps need to look at the name – still call Youth but don't specify an age.</li> <li>• Are they provided a sitting fee – agreed yes as they would be expected to do same at directors (read papers etc.)</li> <li>• Would be a non-voting position.</li> <li>• Could use industry networks like Canegrowers and organisations like CAFNEC. Someone could possibly already be engaged in an organization.</li> <li>• Probably not enough time to run process prior to the AGM but could announce our intentions at the AGM to run the process early next year.</li> <li>• Need to tap into networks who are already active in this area.</li> <li>• Keith said AICD don't have one – perhaps they might be interested.</li> </ul> <p>The Board agreed on the following criteria –</p> <ul style="list-style-type: none"> <li>• Be a non-voting director</li> <li>• Receive a sitting fee for meetings</li> <li>• Won't limit to any particular organization</li> <li>• No constitutional change required</li> <li>• One year appointment only</li> <li>• Age – self identifying</li> <li>• Run for Calendar year</li> <li>• No need to ask SISP to run process</li> </ul> <p><b>Discussion on ideas for Board Self-Assessment</b></p> <p>Carole spoke to the board about a process for Board self-assessment – some ideas are – the Chair have one on one meetings with each Director, a survey on Sharepoint or Survey Monkey, adding there are plenty of tools we could utilize.</p> <p>The Directors commented –</p> <ul style="list-style-type: none"> <li>• Think the way Terrain presents to the board goes a long way to this already.</li> <li>• Sub committees meeting before the board meeting is a good part of the process.</li> <li>• Perhaps a need for strategic directions discussions at board meetings.</li> <li>• Need a formal regular checklist aligned with minute structure.</li> <li>• Likes the ideas of one on one meetings with chair.</li> <li>• Good to note if external review held in the future.</li> <li>• Will be government obligations with new joint venture.</li> </ul> <p>Carole handed out a copy of the board self-evaluation sheet which the SISP used to see strengths and weaknesses of the current board.</p>	<p>No. 504</p> <p><i>Keith to follow up Youth Director process with AICD</i></p> <p>No. 505</p> <p><i>Colleen to follow up timeline for recruitment process for youth director for next board meeting</i></p> <p>No. 506</p> <p><i>Keith to bring checklist for self-assessment to next board meeting</i></p> <p>No. 507</p> <p><i>Colleen to allow time on Agenda for November meeting for board to discuss self-assessment</i></p>
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<p>The board agreed to discuss further in a closed session but, due to time constraints today, will formalise for the next meeting.</p> <p><b>NCF Committee Members</b> – previously discussed</p> <p><b>Governance training update</b> – to provide further information</p> <p><b>Update on SISP Process for 2017</b> – previously discussed.</p> <p><b>Directors Minutes</b> – approval required for Draft Minutes from Board Meeting Friday 26 &amp; Saturday 27 May 2017</p> <p><b>Action List – Noted</b></p> <p>The Board reviewed the Action List – some actions are now complete.</p> <p><b>Out of Session Paper</b> – Out of Session Paper No 74 – Approval of potential joint NLP 2 bid – NQ NRM Alliance -approved</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>○ That the Board approve Draft Minutes from Board Meeting 26 May &amp; 27 May 2017 - <b>The board resolved to approve the minutes as presented in the papers</b></li> <li>○ That the Board Action list be noted subject to any changes recommended by The Directors – <b>Noted</b></li> <li>○ Out of Session papers – That the Board note Out of Session Paper No 74 - <b>Noted</b></li> </ul>	<p>No. 508</p> <p><i>Colleen to follow up and provide further information to board regarding governance training</i></p> <p>No. 509</p> <p><i>Colleen to update action list and send update to the board</i></p>
<p><b>Next meeting date –</b></p> <p>Friday 17 November 2017 in conjunction with AGM - Cairns</p>	
<p><b>Close meeting</b></p>	
<p>The meeting was declared closed at 5.25pm</p>	

These Minutes confirmed as a true and correct record at the Director’s Meeting held

Signed.....

Keith Noble Chair Terrain NRM