

ATTENDANCE

Directors:

Mike Berwick
Keith Noble
Ken Atkinson
Allison Halliday
Peter Rowles
Ryan Donnelly
Julia Leu (left 4.00pm)

Staff:

Carole Sweatman, CEO
Penny Scott, Community & NRM Manager (left 2.30pm)
Michelle Nusse, Corporate Services Manager (left 3.50pm)
Colleen McIntosh, Executive Support Officer

Others:

Alex De Waal – TTNQ (arrived 12.00pm and left 1.30pm)
Andrew Buckley – Department Natural Resources and Mines (arrived 12.00pm and left 1.30pm)

Apologies:

Friday 3 June 2016

OPEN SESSION	ACTIONS
Mike opened the meeting at 8.45am	
<p>Traditional Owner Welcome to Country</p> <p>Allison acknowledged Traditional Owners and wished us a good meeting.</p>	
<p>Declaration of Conflict of Interest Nil.</p>	
<p>Strategic Items</p>	
<p>1. Focuses on the Big NRM Picture</p> <p>Carole advised the Board that the structure of the Agenda has been changed to be more in line with the Strategic Plan. Carole noted that if the Board feel some big items are too late on the agenda and we might run out of time, we can alter the order of the Agenda at any time during the meeting.</p> <p>Mike advised there would be a change to today's Agenda – Dave Hudson is not able to present his paper. Due to incorrect information on the Government Website – Dave has to follow up and re-think his papers. We will invite him to the August board meeting and have a focus on Carbon at that meeting. Dave apologised but noted it was not his doing.</p> <p>1.1. NRM Planning</p> <ul style="list-style-type: none"> ▪ NRM Report Card <p>Penny updated the Board on the NRM Plan since the launch in November as follows –</p>	

- Still working on the content of the plan
- The plan is not finished, it is continually be adapted and updated
- Gary has been working on some technical issues
- Feedback Penny has received – very impressed
- We have lodged a link to our NRM Plan with the Government
- Setting up a DIY for Carbon and Climate – not much information in at the moment, but Gary is working on adding information
- We are one of the few regions to retain an up to date workable plan – need to include in future budgets
- Plan has its own Facebook page
- We are still giving away Tablets for feedback on the plan
- We are starting to work with Community partners on mapping etc.
- Gary attended a FunGIS conference yesterday – the CEO of QSSA (Qld Spatical and Surveying Assoc) was so impressed with what we had done with our plan and our story maps, he wants to put us in touch with Tourism and Events Qld with reference to Global Science conferences over the next six years
- Sharlene was paid by ACT NRM to go and give technical advice on story maps – she received great feedback

Penny asked if the Board could consider how they would like their reports on the NRM Plan in the future.

Carole updated the board on work she has been doing with Green Collar – a smart young company very successful in carbon abatement funding. Carole said she has had a briefing with RGC Ceo’s about the possibility of establishing an MOU between Green Collar and the RGC. A lot of opportunities lie in the reef space with Green Collar

Carole said there is a concern that plans lodged with the government become “a tick” of work completed and are not being utilised. Perhaps we should be having a conversation with Canberra about what they do with plans – perhaps they should give an award, how are they assessing plans, do they look at what has been achieved and what they got for their funding. Mike said he and Andrew Drysdale had attended a meeting at Planning Institute of Australia and they seemed interested. Suggested we might be able to do a presentation to them in the future – Gary is a member.

The board asked questions about how we intend to extend the reach of the plan, examples were applying for planning awards, presentations to Canberra and a possible roadshow with government agencies, similar to the WQIP process.

Penny spoke to the Board about tracking the activities on the plan. Peter asked if we could get instant feedback (pop up question for example when you leave the page or website) adding there is a difference between looking and using. Penny said she is planning to do a structured evaluation of people’s satisfaction with the plan.

The Board thought their role was to talk about the plan when they are dealing with the public. Mike added he thought an outreach plan is needed. Ryan said the NCF has had ideas to do just this. He added Russell Kelly is really good with communication and outreach and thought he would be worthwhile talking to.

Mike said he will be attending a Carbon Institute meeting in Melbourne in the next few weeks. He said it would be good to see if we could go on the agenda. Penny to have discussion with Mike prior to the meeting and Mike to send speech notes to Carole and Penny.

Action Item 379: Penny to look into making feedback options in the plan more interactive

Sent Email: Ryan to send Russell Kelly’s details to Carole

Action Item 380: Mike to send speech notes for Carbon Institute

<p>and what outcome. We have limited resources and funding so we need to be clear what we can best do to support innovation in agriculture. It is critical Staff are clear about direction and where we want to invest our time and effort and how we work with other organisations and industries.</p> <p>Bart said the Strategy will help us prepare people for changes and help how we manage change. The Agricultural landscape is the biggest sector we engage with – a big stakeholder. Bart added the Strategy summarises the theoretical framework and links to Program Logic and the Strategic Plan. It identifies priority actions based on work with community – what are the challenges and opportunities in the future and what strategies can we put into place.</p> <p>Penny added with the strategy being linked to our Strategic Plan, we can be clear about outcomes e.g. When we run programs like Digging Deeper. Fiona to give case studies and how we use next on the Agenda.</p> <p>As the Directors have not had time to read the draft strategy, they have been asked to read and get back to Penny with any comments.</p> <p>Fiona George did a presentation to the Board - The Innovation Strategy at Work – link http://prezi.com/1ir2evznmj_k/?utm_campaign=share&utm_medium=copy&rc=ex0share</p> <p>Fiona zoomed in on things Bart has touched on – the main thing – we work at multiple levels.</p> <p>Fiona touched on –</p> <ul style="list-style-type: none"> • 2015 Year of Soils • Soil Health Forums April 2014 • Digging Deeper Soil Extension Program – March-Oct 2014 and Feb-June 2015 • Wet Tropics Soilcare Group – Formed Sept 2014 – The core of a network to drive learning - born out of Digging Deeper • Cross Regional Bus Trip April 2016 – 3 regions (and 3 NRM groups) 3 days, 1600km, 60 farmers, nine presentations, 5 media organisations and a bazillion animated conversations • Wet Tropics Soilcare Inc. • Nitrogen Efficient Workshop May 2016 – Gordonvale • Biological Farming Conference to be held 28-30 October at Cairns Convention Centre <p>Lessons –</p> <ul style="list-style-type: none"> • Evaluate, listen, connect, deliver • Relationships are time – to develop and maintain • People are key <p>▪ Opportunities for Carbon Investment – postponed to August board meeting.</p>	<p><i>for inclusion in papers.</i></p> <p>Action Item 382: <i>Bart to send trial results of 29 farmers participating in individual trials to the Board relating to innovation in Ag.</i></p> <p>Sent email: <i>The board to read through the Draft Agricultural Innovation Strategy and get back to Penny by 15 June with comments.</i></p>
<p>Andrew Buckley from Department Natural Resources and Mines gave a presentation on DNRM North region working with Terrain. As well as the Executive Director, Andrew said he is also champion for customer and stakeholder activities. He noted it was a good opportunity today to speak to the Board. Andrew spoke on the teams in the north who report directly to him. He advised they run an extremely large spatial program – Steve Jacoby from Qld Globe. He advised there should be announcements on improved services in this area in the near future. Andrew gave examples of work DNRM has done with Terrain.</p> <p>Mike asked Andrew if he was across the NRM reforms and asked if we should brief Andrew or leave it to Brisbane. Andrew said it would be good for him to be aware noting Carole has kept him up to date with early discussions on the NRM reform. Mike thanked</p>	

<p>Andrew for attending the board meeting and suggested he call and see Andrew to discuss the NRM reforms.</p> <p>Andrew joined the board for lunch to continue informal discussions.</p>	
<p>Alex De Waal from TTNQ gave a brief overview of TTNQ to the Board as follows –</p> <ul style="list-style-type: none"> • Vision and objectives to the organisation – TTNQ regard this destination as the best place to engage with nature. • Primarily Great Barrier Reef and Wet Tropics are iconic aspects of our region • Sustainability and protection critical • Doing strategic analysis behind the scenes – trying to find out how much the Government needs to contribute • Directors given copy of TTNQ 2020 plan • They have a small budget and are working with travel agencies and travel trade to seek to influence. They are focused on consumers telling their story. There has been some exaggeration of coral bleaching so there is a need for balance by telling stories of people coming off the reef and the beautiful colors they saw. • International visitation up 11% - looking positive across international and domestic. • Working on providing “Citizenship of the Reef” around the world in the Citizens for GBR program. People who participate will get a certificate to acknowledge their citizenships • Have an education curriculum – have live websites with live views of the reef daily. • Want to make 1 December Great Barrier Reef day – will approach UNESCO • Pieces or art will be put on the Esplanade in Cairns which will show links to Indigenous stories. Artist Brian Robinson will be doing the artwork. • There will be a range of research projects by GBRMPA and JCU and other organisations like Terrain can be included • Want to make Cairns to gateway to the Great Barrier Reef <p>Mike thanked Alex for attending the Board meeting and said he would like to keep discussions going over lunch and think of a way we can develop this relationship. Alex joined the Board for lunch.</p>	
<p>2. Build Beneficial Relationships</p> <p>2.1. Community NRM Groups – no report provided for this meeting</p> <p>2.2 Traditional Owners</p> <p>Penny gave an overview to the Board on Traditional Owner regional support. In the last round of funding, part was to go to support community on ground projects, TO’s were encouraged to apply and in addition part of funding was quarantined to support TO’s in the region around capacity, governance, networking or whatever they felt would be most useful. Previously we have had TOAC and RAP but have stepped back from that and asked what is the best way to support TO’s in the region. TO’s were part of the process included in the NRM Plan discussions where we had meetings with advisory groups but the TO’s who attended were not representing their country, just helping to build priorities for the plan for TO’s. We have been working closely with WTMA on this next step</p> <p>Penny and Rebecca have summarised what they heard in the one on one chats and material from the workshop -</p> <ol style="list-style-type: none"> 1. Review of past processes 	

2. Mentoring across ranger programs
3. Help with telling stories
4. Thinking a bit more around how people might want to have a regional voice and regional coordination.

The next step is to bring smaller groups together around key topics and WTMA and Terrain decide best way to support. Penny suggested forming a subcommittee with herself, Rebecca, Allison, Phil and Leah. Penny added we have a little bit of money to put to this over the next 1 ½ years but need to be smart in what we do.

Carole advised this will be an agenda item for our joint board meeting with WTMA on 25/8. We will probably have more information by then and need to see how we can work together for the best outcomes.

2.3 Regional Bodies – for further discussion

- **RGC Report** – previously discussed

2.4 Strategic Partners – no report provided with papers

2.5 Land Managers

- **IAG Report**

The IAG meeting minutes were provided with the board papers.

Demonstrating Organisational Excellence

3.1 Strategic Planning – included with papers – for noting only

3.2 Terrain Team

- **Organisational Wellbeing Survey 2016**

Michelle gave a verbal update based on the paper provided to the board.

- A survey was done in 2015 and done again this year at the same time. Very minor modifications to a couple of questions for clarification purposes only.
- All 27 staff responded
- The survey was completed anonymously on-line
- We had nearly twice as many comments as last year – hopefully that is an indication of trust
- Staff are happy with pay and conditions
- The Leadership team went through the comments at their meeting yesterday and tried to collate into common themes. They came up with 4 categories –
 1. A lot of comments about how decision making is done
 2. Workload and distribution of workload
 3. Collaboration and communications between teams
 4. Expectations of what is expected of them, what is expected of fellow workers and what the Leadership team should do.

The results will be discussed at the July All Staff meeting – staff will be broken up into small groups to discuss one of these categories to come up with ideas on how individuals can help improve, how teams can help improve and how the Leadership team can help improve. From this, we are hoping to come up with an action plan for the next year.

The rest of the information has been supplied in the Board papers including comparisons from one year to the next.

- **Workplace Report Card, WHS Report & HRRC Minutes –**

Peter noted these were pretty straight forward and asked if there were any queries or comments. As there were none, Peter was moved to note reports as presented.

3.3 Business Effectiveness

- **Finance Report Card, Financial Reports & Audit minutes**

Ryan advised that issues had mainly been discussed in the recent board teleconference – it was agreed for \$300,000 to be transferred from the reserves to cover funding shortfall through to December. The Board agreed they would have another discussion at the end of the year. Ryan added, we also need to see what happens with the NRM reform process and possible changes to functions because of shared services being implemented across the 3 regions – Terrain, Cape York and Nth Gulf.

Ryan drew the board’s attention to the Solvency Table – said he was a big fan of this table as it brings everything together. He noted balance of \$4m which will decrease after a few big payments at the end of the financial year which includes the end of reef program contracts. Ryan added he thought Terrain was well positioned to be going into the situation of proposed new models with Cape York and Northern Gulf NRM’s.

- **Risk Report Card - noted**
- **Contract Report Card and details - noted**

Summary of approvals

Audit/Finance Risk Committee recommendations:

- That the Board note the Financial Report Card - **noted**
- That the Board approve the financial statements for the period ending 31 March 2016 - **approved**

Risk Management recommendations:

- That the Board note the updated Risk Management Report Card - **noted**
- That the Board note the update on Significant Risks - **noted**

Contract and Project Management recommendations:

- That the Board note the Contract and Project Management Report Card and projects in brief - **noted**
- Decision regarding format for future contract reporting – **Board happy with format**

Human Resource recommendations:

- That the Board note the Workplace Report Card - **noted**
- That the Board note the HRRC minutes and OHS report - **noted**

Business Excellence

Healthy Terrain Team Plan update.

3.4 Collaborative Decision Making - no agenda item

3.5 Corporate Social Responsibility – list of actions provided in Board papers.

Board Business

- Directors Minutes – approved in Out of Session Paper – for noting - **noted**

- Action List - **noted**

Recommendation:

- That the Board Action list be noted subject to any changes recommended by The Directors
- Correspondence/Matters of interest or concern - Nil
- Out of Session papers -**noted**
- CEO's Report

Carole advised the following –

- Workplan – everything is completed or on track for 15/16 year
- Working with QFF on rollout arrangements for reef funding. Yet to have a conversation about any other broader role and how to divide up across the other regions. Carole said she will get some funds this year to cover travel costs etc. which will help in this year's budget.
- No red lights on Carole's workplan as far as she is concerned
- Discussed cane funding and funds allocated to Project Catalyst – Board stated that Project Catalyst has to be part of our innovation program – and advised Carole to proceed on this basis.
- Carole advised she has been chairing a committee for national agreed community participation outputs and measures for 2 years – 21 regions met recently in Melbourne and finalised a report which will go to the National Chairs meeting in Coffs Harbour next week. Carole advised she will be dropping this project after that meeting next Thursday.

The board noted Carole's update.

Carole brought up the payment of Special Assignment fees to the Directors. Several Directors have attended meetings/conferences which we have not budgeted for. It has been a bit of a grey area and we need to make a decision and formalise arrangements for the next financial year.

Ken has attended the Project Catalyst conference recently, Allison has attended meetings for TO engagement with Penny and Keith is attending the Northern Australia Conference in Darwin later this month. Each agreed to forego their meeting fees for these and Terrain will cover mileage, registration fees, accommodation and incidental costs (meals, taxi fares etc.)

Ryan suggested taking a further \$10,000 out of the reserves to cover for next financial year. The board agreed to use a further \$10,000 from the reserves and allow 2 special assignment fees per Director per year @ \$300 per day – self regulated. Anything above that would have to be approved by the Board in advance.

Peter asked how we are going to co-operate with the WTMA board and WTMA overall in our dealings. Mike suggested we all need to develop a paper on how we deal with other organizations like WTMA and RDA (as a few examples) so we are all on the same page. Mike asked Peter to put together a paper with suggestions on our future dealing and send out to the other Directors

Mike raised the difficulty of organisations like Terrain being asked to do more for less money. Mike suggested we issue a joint statement advising the governments that if they want to reverse the decline on the reef, more money will have to be allocated. It would

Action Item
383: Carole to send out Reef Alliance Funding table to Directors

Sent Email:
Peter to develop a paper with suggested process for dealing with other organisations

<p>be better coming from various interested parties not just from one person or organisation.</p> <ul style="list-style-type: none"> ▪ Board only – reflection time 	
<p>Next meeting date – Thursday 25 August – joint WTMA/Terrain Board Meeting/Field Trip Friday 26 August – Terrain Board Meeting – Cairns Office</p>	
<p>Close meeting</p>	
<p>The meeting was declared closed at 5.00pm</p>	

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

Signed.....

Mike Berwick, Chair Terrain NRM