

## ATTENDANCE

<p><b>Directors:</b> Mike Berwick Keith Noble Ken Atkinson (left 4pm) Allison Halliday Peter Rowles Ryan Donnelly</p>	<p><b>Staff:</b> Carole Sweatman, CEO Penny Scott, Community &amp; NRM Manager ( left 2.45pm) Michelle Nusse, Corporate Services Manager (left 3.15pm) Colleen McIntosh, Executive Support Officer</p> <p><b>Others:</b> Emma Jackson – Chair Cape York NRM (observer) (left 4pm) Bob Frazer – CEO Cape York NRM (observer) (left 4pm) Scott Buchanan – Executive Director WTMA (arrived 12.30pm and left 2.00pm ) Leslie Shirreffs – Chair WTMA (arrived 12.30pm and left 2.00pm)</p> <p><b>Apologies:</b> Julia Leu</p>
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## Friday 26 February 2016

<b>OPEN SESSION</b> Mike opened the meeting at 8.40am	<b>ACTIONS</b>
<p><b>1 – Traditional Owner Welcome to Country</b> Mike acknowledged Traditional Owner Elders past and present and thanked them for having us on their country</p>	
<p><b>2 – Declaration of Conflict of Interest</b> Nil.</p>	
<p><b>3 - Strategic Items</b></p>	
<p><b>3.1 Review of Terrain Strategic Plan</b>  Carole advised the Board that following the initial creation of the current Strategic Plan and through the development of a program logic, it is now an opportune time to review the Strategic Plan and make some amendments. The leadership team have contributed to the recommendations, and the Board was now provided with an overview and asked for comment, feedback with an aim to approval of the updated plan asap. Carole handed over to Penny who gave the Board an overview of the changes to the Strategic Plan as follows –</p> <ul style="list-style-type: none"> <li>Changes to the pathways pyramid – changed Broad Actions to Operational Plan as this is a better understood term.</li> </ul>	

<ul style="list-style-type: none"> <li>• Overview of the 4 main components showing link from Strategic Plan to Program Logic and M &amp; E Plan to Operational Plan to Individual Staff work plans.</li> <li>• The Strategic Plan is familiar but not exactly same – now more like a plan on a page. The wording has been reviewed to fill some gaps that have been identified. Some boxes have changed and main difference is a proposal to remove one of the key pathways “Champions Strategic Investment”. This is because it was felt that these areas were sufficiently addressed in other areas of the plan but particularly in the “Focuses on the Big NRM Picture” area. Penny said she thought it is a clear vision – a great story</li> <li>• The area in the Strategic Plan relating to Demonstrating Organisational Excellence has the most changes to fine tune the content and ensure that it captures the key strategic directions in organisational excellence.</li> </ul> <p>Penny asked the Board for comments –</p> <ul style="list-style-type: none"> <li>• <b>Ryan</b> – Important concept to keep a clear line of sight. Graphics also important to keep. Good to keep 3 key principles. Happy with simplification – thinks in time could be simplified more – still 14 long term goals. Most important thing is that it is a living document and thinks it is important not to lose transparency.</li> <li>• <b>Peter</b> – Also liked the idea of removing replication. Thinks pulling out core principles is a good move. Adding landholders is also a good move. Peter added he thought we may need more wording than just “farmers” – maybe should be landowners/managers instead of just farmers in program logic.</li> <li>• <b>Ken</b> – Simplicity good – would like to see simpler but acknowledges this would be struggle.</li> <li>• <b>Allison</b> – Can see a great improvement. Thinks good to get rid of 1 box and agrees with need to maintain transparency. Allison also thought it would be good to be simplified but conceded that is not possible at the moment.</li> <li>• <b>Keith</b> – Can see the value in reducing to 3 boxes. This is a simple message focusing on what we deliver. Well done.</li> <li>• <b>Mike</b> – Thinks the whole program logic is fantastic. It is an ongoing process so needs to be as simple as possible. Mike thought question “What NRM is” needs another point. Mike to send to Penny. Mike also noted there was not a lot about Climate change under focusing on the big picture. Mike said we have spent a lot of money over the years on climate change and thinks something needs to be included. Penny thought we could add into Goals. The Board agreed.</li> </ul> <p>Mike asked for feedback from Bob and Emma –</p> <p><b>Emma</b> – Likes the Plan. Is very easy to understand as an outsider. Commented on exclusion of State and Federal Governments under strategic influence.</p> <p><b>Bob</b> – Very comprehensive. Pyramid and logic excellent. Queried if Stakeholders would easily find themselves in the Plan (e.g. WTMA, Traditional Owners and Local Government)</p> <p><b>Recommendations:</b></p> <ol style="list-style-type: none"> <li>1. That the board approve the Terrain 2016 – 2020 Strategic Plan</li> </ol>	<p><i>ACTION 365 - Penny to change wording in program logic to incorporate landowners/managers</i></p> <p><i>ACTION 366 - Mike to send comment for Penny to include on “what NRM is”</i></p> <p><i>ACTION ITEM 367 - Penny to add Climate Change into Goals in Strategic Plan. Once all amendments are completed, the updated Strategic Plan is to be sent to directors via an OOS paper for approval.</i></p>
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<p>2. That the board note the Program Logic and Monitoring and Evaluation Plan and Operational Plans</p> <p>3. That the board approve the distribution of the Strategic Plan to members and uploading of the new plan and supporting documents to the Terrain Web Site.</p> <p>The Board resolved to approve in principle but with minor changes – and that the document with agreed changes to go to Board by Out of Session Paper for final approval.</p>	
<p><b>3.2 Qld NRM Reform Process</b></p> <p>Proposal: that the board discuss this paper and provide feedback and response for input to next RGC meeting in March.</p> <p>The Board, Emma and Bob discussed the proposed NRM Reform process, the RGC proposals and considered how to go forward from here. Emma and Bob agreed to continue discussions with Terrain and agreed to try and involve Northern Gulf NRM in these discussions as well.</p>	
<p><b>3.3 Future Qld government NRM Funding</b></p> <p>Carole updated the Board on future Qld Government NRM funding –</p> <ul style="list-style-type: none"> <li>• Carole said the Qld Government has advised next round of funding for 1 year instead of 2 and funds are down from \$11m to \$8 statewide. Guidelines for funding also say it is a semi competitive process amongst NRM regions.</li> <li>• This is a reduction for the organisation – Michelle is keeping forward estimates process going but did not have this information at the time of doing the reports for this meeting. Previously 40% went out to Community but Carole said she did not think we would be able to maintain this under the new funding available.</li> <li>• Penny will be coordinating Terrain’s funding bid while Carole is on leave – it is quite a complex process.</li> <li>• Bob Frazer said he had been in a teleconference yesterday where a question was raised around 10% administration – the comment from Government was that they were funding projects not the NRM organisations. Bob also advised that the Government will not fund Communications other than directly linked to projects. There was quite a bit of discussion and they were advised that the Minister wants details on how we are going to spend the money and there will be a set of guidelines for the funding. Bob also advised that the budget does not include Insurance or Work Cover. He commented it seems a lot of work for 12 month’s money.</li> </ul> <p>Carole advised the Board of a possible risks due to decreased funding.</p>	
<p><b>3.4 Update on Wet Tropics Plan for People and Country</b></p> <p>Penny undated the Board on the progress of the Plan since the launch in November last year. Penny advised the following –</p> <ul style="list-style-type: none"> <li>• Ongoing progress has been made.</li> </ul>	

<ul style="list-style-type: none"> <li>• We had some issues with feedback after the launch and some feedback unfortunately has been lost. It was a glitch in the system and Penny advised we would be sending out emails apologising and asking for the feedback again. Feedback on mapping was not affected.</li> <li>• We have had a good number of views – e.g. 661 views on Mahogany Gliders, 315 views on Mapping and 288 on Threatened Species Story maps.</li> <li>• Next 4-5 months, we still have some final web site construction and revision to do.</li> <li>• 2<sup>nd</sup> round of consultations begin in April and May.</li> <li>• Still a bit missing on Climate – wants to tell a picture at local landscape level.</li> <li>• CSIRO Climate information only available until June. Mike asked if it would be useful for National NRM to contact CSIRO to say this would be a loss. Penny agreed it would be.</li> <li>• Want people to be able to find simple answers to their questions</li> </ul> <p>Ryan commented – does not show “whose plan”</p> <p>The Board noted the update as presented.</p>	<p><i>ACTION ITEM 368 - Penny to send Mike a few dot points for National NRM to send to CSIRO</i></p> <p><i>ACTION ITEM 369 - Penny to adjust name wording on the Plan.</i></p>
<p><b>Presentation and Discussion on future partnership with Terrain and WTMA ( Scott Buchanan – Executive Director and Leslie Shirreffs – Chair)</b></p> <p>Mike welcomed Leslie and Scott and handed over to Leslie who gave an update to the Board –</p> <ul style="list-style-type: none"> <li>• WTMA now has a full Board – have had 2 meetings. Board – Leslie as Chair, Leah Talbot, Prof Iain Gordon, Anne Clarke, John Courtenay and they are in the process of appointing a 2<sup>nd</sup> Indigenous Board Director.</li> <li>• The Board have discussed their priorities which is not without its set of challenges.</li> <li>• Yellow crazy ants noted as one of their priorities.</li> <li>• They would like to generate enough funds to establish Aboriginal Ranger Projects.</li> <li>• Better engagement with Rainforest Aboriginal people.</li> <li>• Penny Scott is working with Rebecca from WTMA to see how this could come about.</li> <li>• Leslie and Scott would like to see the 3 Indigenous Directors from Terrain and WTMA get together to discuss.</li> <li>• WTMA notes Climate Change as critical.</li> <li>• Challenges around revenue – WTMA relies on funding from the Government. Leslie sees partnerships as a big part of the funding solution and said everyone needs to be creative.</li> <li>• There is a lot of focus on relationships with community.</li> <li>• Focus on improving branding and presentation.</li> <li>• WTMA already does a lot with Terrain – does the Board think we can continue to build.</li> <li>• A focus on Cassowaries.</li> <li>• Interested in connecting Rainforest to Reef.</li> <li>• Qld has 5 world heritage properties.</li> </ul>	

<ul style="list-style-type: none"> <li>• WTMA looking forward to continuing to work with Terrain.</li> <li>• Trying to lobby Government for funds for Ranger program. Leslie said she had been speaking to Traditional Owners and said they need work.</li> <li>• Hold periodic roundtable with industry groups.</li> <li>• Attend Tourism body meetings.</li> <li>• Has a strong relationship with National Parks.</li> </ul> <p>Mike asked about a Climate Change Mitigation Strategy – he said GBRMPA had one, we had one – any way we could pool our resources. Carole added we have Community Forums coming up as a follow up on the Plan launch – said it would be good for WTMA to be part of these. Carole also raised the possibility of Terrain and WTMA having a joint Board Meeting/Field Trip. Leslie and Scott agreed this would be a good idea.</p> <p>Leslie and Scott joined the Directors and Staff for lunch and continued informal discussions.</p> <p>Leslie and Scott left the meeting.</p>	<p><i>ACTION ITEM 370 - Penny to advise Scott at WTMA of upcoming workshops</i></p> <p><i>ACTION ITEM 371 - Colleen to follow up with WTMA dates for a joint Board Meeting/Field Trip</i></p>
<p><b>Presentation by Cape York NRM (Bob Frazer – CEO and Emma Jackson – Chair)</b></p> <p>Bob gave a PowerPoint presentation on Cape York and Cape York NRM including:</p> <ul style="list-style-type: none"> <li>• Statistics of Cape York area</li> <li>• Cape York Org Structure</li> <li>• Cape York born out of Steering Committee – Emma was on original Steering Committee</li> <li>• 10 Member Board</li> <li>• Cape York NRM Mission – To help people work together to care for the natural environment and to promote the sustainable use of Cape York’s natural resources</li> <li>• Staffing model</li> <li>• Funding levels</li> <li>• Analysis of current functions and levels of internal capacity</li> </ul> <p>Mike gave an overview on Terrain and how the organisation came to be.</p>	
<h2 style="color: green;">4 - Demonstrates Organisational Excellence</h2>	
<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 - noted</li> <li>• That the Board approve the financial statements for the period ending 31 December 2015 – approved</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 - noted</li> <li>• That the Board note the update on Significant Risks - noted</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 - noted</li> <li>• Decision regarding format for future contract reporting – new format noted – Board approved use in future board papers</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 - noted</li> <li>• That the Board note the HRRC minutes and OHS report - noted</li> <li>• That the Board consider and approve the new Board Governance Handbook 2016 – Board to approve at August Board Meeting</li> </ul> <p><b><u>Business Excellence</u></b></p> <p>Healthy Terrain Team Plan update – is an initiative in the operational plan and will be ready and reported on by the May 2016 board meeting - noted.</p> <p><b>The Board resolved to approve all recommendations as presented.</b></p>	
<p><b>4.1 Financial Report Card to 31 December 2015 and Detailed Financial Reports</b></p> <p>Ryan updated the Board on Financial Report card and Financial Reports</p> <p>Comments –</p> <ul style="list-style-type: none"> <li>• Previous approval to utilise \$100,000 of retained earnings to fund some additional costs in 2015/16 may need to be increased to address the issue of a loss in interest income due to late receipt of funds from Government for the September 2015 payment.</li> <li>• Trend graphs regarding expenses provided by Michelle in FAC papers showed the results of the previous cost savings but now need to concede there are no more costs to cut.</li> <li>• Board budget for 2015/16 is expected to be an over spend – Whilst the original budget for the year was \$80,000 in reality it is going to be more like \$100,000. A budget of \$80,000 even with a reduced board may not realistic.</li> <li>• At meeting before last, Board agreed to move \$403,000 from retained earnings to be utilised to extend general reserves from 3 months to 6 months – this will be done as part of the end of the 15/16 financial year transactions/journals. Projection for next 3 years shows necessity of maintaining this level of reserve. It also shows the restructure was critical and has put us in a better position to deal with more reductions in funding. It also demonstrates a need to participate in discussions regarding shared services, particularly if these will reduce costs.</li> <li>• Carole advised the reality was that as soon as we know what is happening with Reef funding, we will make some decisions around Staff. We have a buffer of 3 months payments for Reef Staff which takes them to September. Whatever happens, we will need Staff to stay to finish reporting etc. If the funding application is successful, the new model will be different and will include shared services with Industry. We will be making budget and staff decisions at the next Board meeting.</li> </ul>	
<p><b>4.2 Risk Report Card</b></p> <p>Ryan noted no real stand out items.</p>	
<p><b>4.3 Contract Report Card</b></p>	

Noted as presented and board approved the new format.	
<b>4.4 Workplace Report Card</b> Noted as presented.	
<b>4.5 Board Governance Manual 2016</b> Michelle discussed the new Board Governance Manual with the Directors pointing out differences from the old Board Policy Manual including sections regarding emergency replacement of CEO, board self-assessments etc. The new manual is much smaller and is part of a suite of updated Policy Manuals that have been created using the same template. The Board members had not been able to review the content, so approval will be held over to the next meeting.	<i>ACTION ITEM 372 – Michelle to send the handbook to directors again and the directors are to assess and provide feedback in the May 2016 Board Meeting with a view to finalising this piece of work.</i>
<b>4.6 Natural Capital Fund Report</b>	
Ryan and Ken updated the Board on the NCF meeting held on 4 February – <ul style="list-style-type: none"> <li>• 4 projects were recommended from Community Grants process – one has subsequently fallen over. No money had been expended on that project, so no money lost.</li> <li>• The committee said they want to think outside the box – initial thoughts are that we need to value add to the money we have.</li> <li>• It is our money – we only need to do basic reporting and don't need to acquit to the Government. They felt funds that have gone out so far are for the same as what we have been doing. Think it would be good to do something different.</li> <li>• The committee were looking to see if they are on the right track and looking for endorsement by the Board or direction from the Board if they want the committee to go a different way.</li> <li>• Suggestion to acquire similar amount of funds from a partner.</li> <li>• The committee had thought of several ideas – stuff cool and trendy – Urban communities – pop up restaurants – relate to NRM.</li> <li>• Partnering with Wicked Vans – half vans to have an environment message.</li> <li>• Looking at partners we have never considered before – e.g. Advance Queensland.</li> <li>• Bob Frazer suggested sponsoring a Winnebago to tour around spreading an environment message</li> <li>• The committee asked for Board endorsement before proceeding any further.</li> </ul> The Board gave approval for the committee to pursue ideas. The Committee asked the Board to have a think and come up with some other ideas. They understand some things might be a risk, but we don't get this sort of opportunity very often.	
<b>5 - Focuses on the Big NRM Picture</b>	
<b>5.1 NRM Planning Update</b> An update on the Wet Tropics NRM Plan was presented in Agenda Item 3.4	

<p><b>5.2 NRM Planning Report Card</b></p> <p><b>Recommendation:</b></p> <p>That the Board discuss the format and questions required for an ongoing Report Card on NRM Planning.</p> <p>The Board are to look at the Planning Report Card and get back to Michelle within 6 weeks on what they want to see in future Report cards.</p> <p>Michelle left the meeting.</p>	<p><i>ACTION ITEM 373 - Colleen to follow up with reminders to the Board of follow up responses required from the board on the NRM plan report card.</i></p>
<p><b>6 - Builds Beneficial Relationships</b></p>	
<p><b>6.1 Report Card – Communications Report Card</b></p> <p>The Report Card was noted by the Directors with following queries –</p> <ul style="list-style-type: none"> <li>• Use of Facebook – Carole advised we use Facebook but said we still have a way to go – our target is 1000</li> <li>• How many likes do we have on Facebook – Carole encouraged the Directors to go onto our Facebook and like the page.</li> <li>• Peter advised that the Steering Committee for World Cassowary Day won an Australia Day Award.</li> </ul>	<p><i>ACTION ITEM 374 - Carole to give feedback to the board on number of entries/likes on Terrain’s Facebook page.</i></p>
<p><b>6.2 Communications and Influence Strategy</b></p> <p>Due to staff illness, this has not been completed</p>	
<p><b>6.3 RGC Report</b></p> <p><b>Refer to Chairs Report</b></p>	
<p><b>6.4 IAG Report</b></p> <p>Keith advised that meeting was held on 5 February, was attended by over 30 people and meeting solely devoted to Dr Geoff Garrett – Qld Chief Scientist.</p> <p>Geoff had presented at a previous IAG meeting and obviously saw the value of the group wanting to return to present again. Geoff ran through his promotional video. Keith noted he thought all attendees would have benefited by Geoff’s presence and good relationships had been formed.</p>	
<p><b>6.5 Director Reports</b></p> <p>Nil.</p>	
<p><b>7 - Board Business</b></p>	
<p><b>7.1 Meeting of Directors Minutes – Approved by Out of Session Paper No 68</b></p>	
<p><b>7.2 Board Meeting Action List –</b></p> <p>The Board queried the following –</p> <p><b>Action 328</b> – Mike to circulate Vegetation management Act document – Colleen to follow up.</p> <p><b>Action 330</b> – Colleen to follow up meeting with Billy Gordon.</p> <p><b>Action 363</b> – Satellite phones – Michelle to follow up.</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>• That the Board Action list be noted subject to any changes recommended by the Directors.</li> </ul>	<p><i>ACTION ITEM 328 - Colleen to contact Lane for copy of Vegetation Management Act document then circulate to Board</i></p> <p><i>ACTION ITEM 330 - Colleen to follow up meeting with Billy Gordon</i></p>



<ul style="list-style-type: none"> <li>• That the Board make a decision about the action item 330 – Board thinks we should pursue arranging a meeting with Billy Gordon</li> </ul> <p><b>The Directors noted the Action List and confirmed Colleen should follow up a meeting with Billy Gordon.</b></p>	<p><i>ACTION ITEM 363 - Michelle to follow up making satellite phones available to Community groups</i></p>
<p><b>7.3 Correspondence/Matters of interest or concern</b></p> <p>Letter from Minister Lyneham on Queensland NRM funding tabled at the meeting.</p>	
<p><b>7.4 Out Session Papers</b></p> <p>OOS Paper No 68 was issued to the Board for approval of Board Minutes 20 November 2015 and approval is confirmed.</p>	
<p><b>7.5 Chair’s Report</b></p> <ul style="list-style-type: none"> <li>• Mike’s report was handed out at the meeting.</li> <li>• The main item has already been covered in RGC discussions earlier in the Agenda.</li> <li>• Mike advised he was attending a meeting in Canberra next week with Andrew Drysdale from RGC on Emissions reductions.</li> <li>• Mike advised NRM Regional Australia is going to take a paper to National Landcare and ACF and NFF – copy to be forwarded to Directors.</li> </ul>	<p><i>ACTION ITEM 377 - Colleen to send copy of NRM Regional Australia paper to the Board</i></p>
<p><b>7.6 CEOs Report and CEO’s Contract Discussion</b></p> <p><b>CEO’s Report –</b></p> <ul style="list-style-type: none"> <li>• Carole advised she has a continuing role in future Reef discussions, saying the committee now has to decide what needs to be done. They will be having a big meeting when Carole returns from leave.</li> <li>• Carole was happy we put in one integrated bid for Reef Funds from Federal Government advising if the bid is successful, it will be run differently from previous years with Reef Rescue funds. The contract would go through NFF which sends a good signal to the Government.</li> <li>• This bid ensures a much more even playing field and would have a central system around data. We have never been able to report what we do on the reef collectively – an integrated bid would allow us to do this.</li> <li>• Carole believes this bid is a big win for the year so far and advised a serious amount of time has been given. Carole wrote the core of the application for everyone. Carole said she spent a lot of time with industry in our region and was really proud to say that this region was the only region who said yes straight away to entering into an integrated bid.</li> <li>• In other locations, Matt Kealley from Canegrowers had to come in to negotiate with industries to come into the process.</li> <li>• Carole has been coordinating response to the Task force on behalf of Reef Regions.</li> <li>• Carole has been briefing Local Members and Warren Entsch.</li> <li>• Reporting to Government.</li> <li>• Everything in Terrain is ticking over – big ticket items being done.</li> </ul>	

<ul style="list-style-type: none"> <li>• Advised she can't sustain her current workload.</li> <li>• Carole said a high level position is needed to run the reef process. The group is holding a meeting in the last week in March to discuss admin funding etc.</li> </ul> <p><b>The Board noted Carole's update and held a closed session to discuss Carole's contract.</b></p> <p>The Board held a closed discussion on CEO's Contract and approved recommendations as presented. The Board also made further recommendations which they detailed to Carole.</p>	<p><i>ACTION ITEM 378 – Michelle to ensure that the CEO contract is signed by relevant parties.</i></p>
<p><b>7.8 – Next meeting date – Friday 3 June and Saturday 4 June – Terrain Cairns</b></p>	
<p><b>7.9 – Close meeting</b></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