

ATTENDANCE

Directors:

Mike Berwick
 Keith Noble
 Ken Atkinson
 Allison Halliday
 Peter Rowles
 Ryan Donnelly

Staff:

Carole Sweatman, CEO
 Colleen McIntosh, Executive Support Officer

Others:

Dave Hudson (arrived 11.30am and left 1.00pm)
 Brendan Foran – Greening Australia (CEO) (arrived 12.00pm and left 1.00pm)
 Bob Smith – Greening Australia (Director) (arrived 12.00pm and left 1.00pm)
 Gordon Davis- Greening Australia (Chair) (arrived 12.00pm and left 1.00pm)

Apologies:

Julia Leu

Friday 26 August 2016

OPEN SESSION Mike opened the meeting at 9.50am	ACTIONS
<p>Traditional Owner Welcome to Country</p> <p>Mike paid his respects to elders past and present and thanked the Traditional Owners for having Terrain on their country.</p>	
<p>Declaration of Conflict of Interest</p> <p>Mike advised that he has started working for carbon aggregator, Green Collar 2 days a week – he will step out of any future carbon agenda items in future board meetings. He will also be acting as RGC CEO during October and November. He will also step out of this Terrain Chair role for that period.</p> <p>Keith advised he has his name down at JCU as a potential contributor and advised he has also applied for a job with Greening Australia in Townsville.</p> <p>Ryan advised he has a possible conflict of interest in his role as Chair of Wet Tropics Healthy Waterways Project which he will be discussing in his Director update later on the Agenda.</p>	
<p>Strategic Items</p>	
<p>1. Focuses on the Big NRM Picture</p> <p>1.1. NRM Planning</p> <ul style="list-style-type: none"> ▪ NRM Report Card <p>Carole advised the Board of the new format for the report card and said Penny would appreciate feedback.</p> <ul style="list-style-type: none"> • Ken said he thought internet figures were quite impressive since February 	

<ul style="list-style-type: none"> • The Board queried what “bounce rate” was – Carole said people who just have a quick look and proceed no further • Mike asked about Local Government plans – he said the Douglas Shire has a different definition on NRM to what we have. Carole said this is something Penny and Gary can follow up. • Board asked if we look at feedback and put in comments – Carole advised we do and sometimes run specific sessions on issues – e.g. T.O. issues – Tony and Gary follow up these issues. • Mike said he thought a joint WTMA/Terrain/Council consultation is lacking, adding our role is community capacity building. Mike to liaise further with Gary. <p>Carole further advised the Board</p> <ul style="list-style-type: none"> • We have 2 staff departures – Gavin Kay who is well known in Daintree area left last Friday to pursue other things and Steve Bailey will be leaving next Friday to take up a job with Cairns Regional Council – this is a loss for us but always positive for staff pursuing new opportunities. Carole further advised we will be doing internal process for both jobs initially and will advertise externally if we get no interest from staff. • We have 6 community mapping portals currently being used. It is a good effort to get 6 users and will be good to get feedback from them. • We have put in for 2 planning award nomination for the NRM Plan. <p>Recommendation:</p> <p>That the Board note the NRM Plan Report Card - noted</p> <p>1.2. Knowledge Brokerage - No report</p> <p>1.3. Strategic Influence</p> <ul style="list-style-type: none"> ▪ Communications Report Card <p>A copy of the report card was provided at meeting.</p> <p>Recommendation:</p> <p>That the Board to review and note the Communications Report Card – noted</p> <ul style="list-style-type: none"> ▪ Chair’s Report <p>Mike provided a written report prior to the meeting which he has taken as read – Mike advised the following –</p> <ul style="list-style-type: none"> • The joint venture is back on track – Carole will provide further details • NRM reform in Queensland is starting to get some traction – other Regions are clustering • State Government reform starting to gain some traction as well. RGC brought Chair of Victorian Catchment Council, Angus Hume and Adam Hood to do a presentation to Minister Lynham’s advisor on the Victorian model • National NRM Reform moving along. At the Chairs forum in Coffs Harbour, all agreed it is a priority to provide a value proposition to the Federal Government – the program ends 2018. It was agreed to put substantial resources into this and John Gavin has been appointed to drive this reform. • Mike recognised the work Carole has done on the Reef – very well done. Carole said she was hoping to hear result of last MIP EOI she has done on behalf of a group of partners. The Board asked for a list of the partners involved – Carole provided for the Directors. 	<p><i>389. Gary to follow up with Douglas Shire Council on their draft scheme as soon as possible for feedback – definition of NRM and Incorporation of climate.</i></p> <p><i>390. Bart is to update the Board on work started by Peter Bradley and Gavin Kay in capacity building in the Daintree area.</i></p>
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<ul style="list-style-type: none"> • Carole has organised a meeting with Alluvium in Cairns on 14 September commencing at 9.30am to present the Reef Costing project. Directors to advise Colleen if they are interested in attend and she will send details. • Mike is to be a participant in the Reef Alliance teleconference on 29/8. • Joint WTMA Meeting/Field trip went well. More follow up required to complete the agreed tasks. • Mike advised he attended the All Staff Meeting with Ken – said he found it a very useful exercise and a good way of getting insight. • Mike advised that Andrew Drysdale from RGC is going on long service leave for 8 weeks (all of October and November) Mike has agreed to take on extra work with he and Lane splitting Andrew’s job. Mike asked Keith if he would act as Chair of Terrain in his absence and asked the Board if they agree. Keith said he would be happy to and the Board approved. This includes the AGM. Keith to take over Mike’s remuneration for this period. • Mike brought up a suggestion to start a discussion regarding a possible name change for Terrain. Mike said he did not like the name Terrain and does not think people identify with us or the region. Ryan agreed with Mike but Keith and Ken said they like the name. Mike thought perhaps a good time to change would be around the new joint venture. Peter added they would have to consider the budget constraints of a change. The board agreed to revisit at the next board meeting. <p>Chairs report noted</p> <ul style="list-style-type: none"> ▪ Director’s Reports <p>Keith provided a written report for the papers</p> <p>Ryan updated the Board on his role as Chair of the Wet Tropics Healthy Waterways project – the idea is to look at water quality monitoring data collected by various organisations and bring together in a consolidated way. Part of Ryan’s role is to form partnerships with partners across the region. The concept is to bring groups together and contribute data with partners to derive the benefit from access to the data. The State Government has contributed \$250,000 and Ryan is trying to obtain Federal funding as well. Terrain is contributing in kind support and Ryan has asked if Terrain can contribute \$10,000 per annum over 3 years as well. Ryan left the room while the Board discussed. The Board agreed to delay a decision until it had time to review the financials later in the Agenda and time to discuss a process for this kind of request.</p> <p>Ryan returned to the room and was advised the Board would need to have follow up discussions and would give Ryan an answer at a later date.</p> <p>Allison advised her involvement with Strategic Rainforest engagement working with Penny and Rebecca (WTMA). They have developed a “walking track” which shows progress so far and the way ahead. They have also established timelines and are looking at having a further meeting with the Traditional Owners who were around the discussion table. Allison added the girls did a really good job of individual consultations with Traditional Owners first before having everyone in the room together.</p> <p>Allison also advised that there was a huge stakeholders meeting being held in Innisfail today around child protection. The outcome will be a new family wellbeing program. It has been a grey area between Mackay and Cairns and it appears likely a huge complex will go into Innisfail.</p>	<p><i>391. Colleen to send details of Alluvium meeting in Cairns on 14/9 if Directors show interest in attending</i></p> <p><i>392. Colleen to advise HR re Keith taking over Chair’s role and change to remuneration payments for Mike and Keith.</i></p> <p><i>393. Colleen to put discussion on possible name change on next board meeting agenda</i></p>
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<p>Peter said he has been involved with Tony and Gary to identify potential blocks of land for buyback or potential to keep habitat on the land. He recently attended a good meeting about prioritisation of habitat protection organised by Terrain where a lot of respected people from around the area attended and contributed. Peter Valentine happened to be at the office for a SISP meeting and dropped into the meeting as well.</p> <p>Ken advised that he and Mike had attended the recent All Staff Meeting in Innisfail. He added he found it worthwhile and good to see what Staff have been doing.</p> <ul style="list-style-type: none"> ▪ National NRM Funding <p>Mike updated the Board in his Chair's report.</p> <p>1.4. Targeted Action</p> <ul style="list-style-type: none"> ▪ No Agenda item for this goal 	
<p>Presentation by Dave Hudson – Emissions Reduction fund</p> <p>Dave updated the Board on his efforts to influence the Federal Government. David said he was one of a few people in the Wet Tropics region with project approved carbon credits. He has so far –</p> <ul style="list-style-type: none"> • Sent a letter to Josh Frydenberg – Minister for the Environment and Energy. Reply was not encouraging. • Got his project audited – a learning experience – trying to find out how to reduce the cost. He said the auditors did not co-operate in this process and he is none the wiser about what the costs are. • There have been very few revegetation projects (eg through the Reforestation by Environmental or Mallee Plantings – FullCAM methodology) successful under the ERF auctions to date. • Open opportunities for community tree planting groups to participate in the ERF, which could provide a valuable alternative source of funding for further restoration work by addressing barriers to the participation of smaller projects eg <ul style="list-style-type: none"> ➢ High audit costs (\$8,000 for initial audit of one small project in Wet Tropics – 4 x the value of the carbon sequestered). ➢ Complex compliance procedures for small community-based projects. ➢ The catch 22 – ERF allows only new projects; community groups need to secure funding in advance before applying; currently very few funding opportunities available. • This could be resolved by allowing community groups to capitalise existing projects (undertaken from 1 July 2007 to the present, which would have been allowable under the CFI). Proceeds could be used to create 'rolling funds' for future plantings. • Opportunities to participate in the voluntary market are stifled due to lack of access to suitable Eligible Offset Units (eg ACCU's are one of the listed EOU's under the National carbon Offset Standard). • Asked if Terrain could get on board and help build a case – he would like to see how much carbon is out there. <p>Ryan asked what is the way forward from here.</p>	

<p>Suggestion by Mike to take the topic to the national carbon meeting and also the Carbon Institute for possible input and ideas.</p> <p>Terrain to consider how it could forward commit funding for re-veg projects to enable the planning for audit etc – as a test case.</p>	
<p>Presentation by Greening Australia -</p> <p>Brendan Foran (CEO) Gordon Davis (Chair) and Bob Smith (Director) from Greening Australia joined the Board for lunch then had a general discussion with the board following the lunch break.</p> <p>The Board were impressed with the work being done by Greening Australia and the progress they have made. Mike said he would like to continue the conversation with them and agreed to meet with Brendan with the view to the possibility of signing an MOU between Terrain and Greening Australia.</p> <p>Brendan thanked the Board on behalf of Greening Australia for allowing for them to attend our meeting and said he would be happy to meet with Mike.</p>	
<p>Building Beneficial Relationships</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>WTMA joint paper – as per discussions with WTMA at joint meeting 25 August 2016.</p> <p>2.3 Regional Bodies</p> <ul style="list-style-type: none"> ▪ Qld NRM Reform Process – discussed <p>Carole added –</p> <ul style="list-style-type: none"> • The joint venture won't be set by November and they are now aiming to have set up by March and populated by June. There is a program set out between now and then to address topics step by step. • The leadership group think this is a better way of dealing with the process. At the first leadership meeting, all agreed to go on the same finance system. • Carole and Bob Frazer to write a paper on a shared CEO and what that will mean. • Middle room services will pick up in a few months' time. They have agreed not to recruit new people without discussion on middle and back room jobs. • Michelle to give an analysis on dealings with Northern Gulf – Mike can discuss with Allan and John if needed. Michelle to keep a copy of her recommendations. • Peter added a major risk is loss of Staff during this process given uncertainty of jobs and roles into the future. <ul style="list-style-type: none"> ▪ RGC Report – provided in papers. <p>2.4 Strategic Partners – no report provided with papers</p> <p>2.5 Land Managers</p> <ul style="list-style-type: none"> ○ IAG Report 	

<p>The IAG meeting minutes were provided with the board papers. Keith said the meeting was held at the Mourilyan Sugar Museum. There was a reasonable turn up and a presentation by Allan Dale on Governance and RDA and a presentation by Wayne Thomas on SmartCane BMP program.</p> <p>Keith advised Bart is presenting at the next meeting on Innovation and a follow up is needed after comments by Errol Colman and Errol Wiles about the barriers to integration of RLCG/JRCMA working together for the same purpose.</p>	
<h2 style="color: green;">Demonstrating Organisational Excellence</h2>	
<p>Demonstrating Organisational Excellence</p> <p>3.1 Strategic Planning – No agenda item for this goal</p> <p>3.2 Terrain Team</p> <ul style="list-style-type: none"> ○ Workplace Report Card, WHS Report & HRRC Minutes – <p>Comments -</p> <ul style="list-style-type: none"> ● No 6. Are there sufficient funds available to meet employment costs? Carole noted the recent Out of Session paper where the Board approved access to reserve funding of \$303,000 as a stop gap to cover a shortfall in salaries. Since that approval: <ul style="list-style-type: none"> ● We have been successful in getting Reef Trust Funding. ● We are working on assumptions of gaining additional funding for the Reef Major Integrated Projects ● Seeking Board approval for Carole to spend 80% of time on until June next year. This acknowledges the work she is actually doing – and will formally allow for other arrangements to be put in place to ensure the impact of this changes is managed carefully. ● Carole has been having formal discussions with Penny and Michelle on how that would work and the need to be really clear which tasks Carole would need to do. If agreed, that would mean the shortfall in budget would be down to around \$170,000 (of agreed \$303,000) which would be a significant reduction in use of the reserve. An updated paper for the board is to be prepared updating the previous advise on use of the reserve and financial and HR implications ● Ryan queried the perception of Terrain not having money but recent ads appear to indicate we are advertising for 11 jobs. Carole said we could put something in the Terrain newsletter to clarify it is not Terrain employing these people. <p>3.3 Business Effectiveness</p> <ul style="list-style-type: none"> ○ Finance Report Card, Financial Reports & Audit minutes <ul style="list-style-type: none"> ● Michelle to recalculate admin costs due to much of CEO costs now to be allocated to Reef. ● Ryan advised Terrain remains solvent – Michelle is to add extra columns to the solvency table. ● Ken noted outstanding leave balances and impact on budgets. 	<p><i>394. Carole to do updated Out of Session paper by end of September regarding the status of the budget and use of reserves and the impact of change of Carole's role to 80% on reef and 20% on critical CEO functions.</i></p> <p><i>395. Carole to ensure article be included in next Terrain newsletter regarding employment advertising for 11 people for Reef Trust appearing to be Terrain's recruitment</i></p>

<ul style="list-style-type: none"> • Michelle to follow up action from Finance, Risk and Audit committee with regards to amount to be lodged in Term Deposits. ○ Risk Report Card - noted ○ Contract Report Card and details – noted <p><u>Summary of approvals</u></p> <p><u>Audit/Finance Risk Committee recommendations:</u></p> <ul style="list-style-type: none"> • That the Board note the Financial Report Card - approved • That the Board approve the financial statements for the period ending 30 June 2016 - approved • That the Board note the Audit Committee minutes - approved • That the Board approve the reserves balances - approved <p><u>Risk Management recommendations:</u></p> <ul style="list-style-type: none"> • That the Board note the updated Risk Management Report Card - noted • That the Board note the update on Significant Risks - noted <p><u>Contract and Project Management recommendations:</u></p> <ul style="list-style-type: none"> • That the Board note the Contract and Project Management Report Card and projects in brief - noted <ul style="list-style-type: none"> • <u>Human Resource recommendations:</u> • That the Board note the Workplace Report Card - noted • That the Board note the HRRC minutes and OHS report – noted <p>Carole advised the Board that Michelle has nominated her as Manager of the Year in the AIM Leadership Excellence Awards 2016 and advised she has reached a regional interview.</p> <p><u>Business Excellence</u> Healthy Terrain Team Plan update.</p> <p>3.4 Collaborative Decision Making - no agenda item for this goal</p> <p>3.5 Corporate Social Responsibility – no agenda item for this goal</p>	
<p>Board Business</p>	
<p>Board Business</p> <ul style="list-style-type: none"> ▪ Directors Minutes – approved in Out of Session Paper – to be confirmed due to incorrect draft copy forwarded with out of session paper. Board agreed to adopt minutes as presented in the Board papers. ▪ Action List <p>Recommendation:</p> <ul style="list-style-type: none"> • That the Board Action list be noted subject to any changes recommended by The Directors – noted • That the Board make a decision about action item 330 –Colleen to arrange a meeting for Carole and Mike with Billy Gordon. The Board agreed to continue trying adding it is worth making the contact. 	

<ul style="list-style-type: none"> ▪ Correspondence/Matters of interest or concern - nil ▪ Out of Session papers – approval of Board Minutes as discussed. ▪ CEO’s Report <p>Carole advised the following summary achievements against the 2015/16 workplan.</p> <ul style="list-style-type: none"> • Initiating and driving the Reef Alliance processes. • SISP have requested the Board Skills audit be updated. The Directors were handed a copy of the matrix for updating. • Carole and family are moving to Cairns and will still have a regular day in Innisfail. Carole said it will make a huge difference in her capacity without so much travel and suspect it will also save money. • We are currently looking for more sub-tenants for the Innisfail Office. • Noted the improvement in dealings with the Cane industry has been a big breakthrough. • Carole and the Board had a discussion on Ryan’s request for a contribution to the Wet Tropics Healthy Waterways Project as mentioned earlier in the meeting. Carole and the board noted the following – <ul style="list-style-type: none"> ➢ We need to quantify our in-kind contribution. ➢ We need to deal with the perception of how someone on the Board can access funds for a project they are involved in. ➢ We need to clarify perception issue. ➢ We need to clarify how this contribution would be reported – a process would have to be established. ➢ We need to find out what other NRM Groups have put into the project ➢ Perhaps we could go to CIWG to see if they would contribute. <p>Recommendation: The Board -</p> <ul style="list-style-type: none"> • Agreed for this to be addressed through the Finance, Audit and Risk Committee at their meeting on 4 November 2016. • Asked the FAC to consider a process and present to the Board at November Board Meeting. • Did not set a specific date for response to funding request. <ul style="list-style-type: none"> ▪ Board only – reflection time 	
<p>Next meeting date – Friday 25 November 2016 in conjunction with AGM - Innisfail</p>	
<p>Close meeting</p>	
<p>The meeting was declared closed at 4.45pm.</p>	

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

Signed.....

Mike Berwick, Chair Terrain NRM