

## ATTENDANCE

<p><b>Directors:</b></p> <p>Mike Berwick Peter Rowles Keith Noble Russell Watkinson Julia Leu Ryan Donnelly Ken Atkinson Ken Keith Steve Purcell Joann Schmider</p>	<p><b>Staff:</b></p> <p>Carole Sweatman, CEO Michelle Nusse ( Agenda 5 only) Colleen McIntosh – Executive Support Officer</p> <p><b>Others:</b></p>
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## Friday 28 November 2014

<b>OPEN SESSION</b>	<b>ACTIONS</b>
The Chair declared the meeting open at 8.30am	
<b>1 – Traditional Owner Welcome to Country</b>	
Joann gave Traditional Owner Welcome to Country on behalf of Mamu.	
<b>2 – Declaration of Conflict of Interest</b>	
Nil	
<b>Strategic Items</b>	
<b>3.1 Overview of Australian Government National Landcare Program and implications for Terrain</b>	
<p>Carole gave update on National Landcare Program –</p> <ul style="list-style-type: none"> <li>• Guidelines released 13 November</li> <li>• Applications due 4 December</li> <li>• Renegotiation date on contracts not stated</li> <li>• Less red tape out of Canberra</li> <li>• Terrain has done background work while waiting for guidelines to be released and sent our proposal a few days after the release</li> <li>• 4 strategic guidelines – quite broad</li> <li>• There will be a 20% reduction in funding from July 2015</li> <li>• Extra 20% of funding to go out in grants (10% this year on pro rata basis)</li> <li>• New – self assessment against performance expectations</li> <li>• New – specific guidelines on Indigenous participation</li> <li>• Terrain used as a “guinea pig” as application first off the rank – used as a test case for how DOE and DAFF will coordinate their response</li> <li>• Waiting on feedback</li> </ul>	<p><i>Michelle to review existing traffic lights to ensure that all Australian Government NLP performance expectations are covered.</i></p> <p><i>As recorded since May Terrain to ensure they have provided clear communication to Traditional Owners about the funding changes and changes to staff arrangements and</i></p>

<ul style="list-style-type: none"> <li>• Used existing program logic in application</li> <li>• Carole provided an overview of the proposed funding changes across the NLP objective (which is provided below)</li> <li>• Critical information – <ul style="list-style-type: none"> <li>○ Existing programs translate across to the new 4 National Landcare Project objectives (existing – CSKE (Community Skills Knowledge and Engagement (CSKE)/Rainforest Aboriginal People (RAO) /Sustainable Agriculture (SUS AG)/ Regional Landcare Facilitator (RLF))</li> <li>○ Recommend that no community grants sourced from SUS Ag and RLF funding component as Wet Tropics has more than \$10 M in farmer grants over next three years – plenty of other opportunities available and no other funding avail for Landcare/community and biodiversity.</li> <li>○ Over next 3.5 years \$1m available for community.</li> <li>○ Funding cut has impacted on staff but still good news story for community</li> </ul> </li> </ul> <p>Carole advised that we are still to spend the Natural Capital funds and hopes to integrate with this funding release.</p> <p>Carole advised that we will be officially announcing the Community Grants program at the AGM today and the Board had a general discussion on some of the details. Joann advised there would be a gathering of Rainforest Aboriginal People on 12/13 December which Carole may be invited.</p> <p>Joann highlighted the specific Indigenous requirements of the NLP – including - developing a Reconciliation Plan. She also wanted to highlight that simply “contracting out” the Traditional Owner requirements would not be satisfactory as Terrain has the responsibility to deliver and act. Julia explained that this was not about contracting out the responsibility, but seeking external assistance to deliver the right product.</p>	<p><i>options for the future support of Traditional Owners</i></p> <p><i>Send guidelines o Indigenous participation to RAPA</i></p>
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National Landcare Program Objective	Existing Program	Original Allocation 2014 - 2018	Proposed Allocation 2014 - 218	Reduction from original	Community Grants 2015 - 2018	% allocation to Grants
Objective 3 – Communities are involved in caring for environment (grants to Landcare, community groups, indigenous)	CSKE	1,470,240	1,205,598	18%	204,363	17%
	RAP	1,061,840	959,741	10%	269,221	28%
Objective 4 – Communities are protecting species and natural assets	MNES	1,551,920	1,435,526	8%	372,462	26%
Objective 2 – Farmers and fishers increasing returns through better NRM	SUS AG	1,150,800	848,715	26%	0	0%
	RLF	600,000	510,000	15%	0	0%
	<b>Total</b>	<b>5,834,800</b>	<b>4,959,580</b>		<b>846,046</b>	
	Natural Capital Fund				160,000	
	<b>Total Community Grants 2015 - 2018</b>				<b>1,006,046</b>	

<b>3.2 Discussion/agreement on AGM process</b>	
The Board had a general discussion on presentations at this afternoon's AGM and provided Mike with suggested key responses regarding the Constitution Change. It was also agreed that Peter Rowles would facilitate a session on feedback on the processes for running the community grants program.	
<b>3.3 Discussion on key strategic items for 2015</b>	
The Board detailed what they see as Strategic Priorities for 2015 -	<i>Directors to review table of strategic priorities when minutes are circulated and provide any further input to Carole for an Agenda item on February Board Meeting , including Actions</i>

## Strategic Items for 2015

<b>Item</b>	<b>Risk/impact on Terrain</b>	<b>Actions/Follow up</b>
Potential change of government	Poor alignment between NRM & govt	
Corporate communications	Govt /opposition briefing Who – Terrain or RGC Recognition of Terrain	
Reef Health	Workload Funding Cost of the leadership role	
NRM Plan	Use to prioritise activities Converting plan to action Use to align effort formal recognition by govt – help align between reg, state, federal	Community engagement Forming alliances Building capacity
Capacity within community	NRM awareness to urban community Influencing local government Ability to have input to regional governance arrangements. Society practices to reg. communities.	
Knowledge brokers – distilling information	Role of NRMs What partnerships	
NRM bodies risk in Qld & alliance /collaboration (current arrangements) Relationship between members/ sectors & org & board	Perception of Terrain by govt/sectors	
Traditional owner linkages – how it actually works in NRM – How do new arrangements work & make a difference How to work through specific requirements of NLP guidelines		
Relationship with Tourism		

<b>4. Terrain Strategic Plan</b>	
Due to time constraints no discussion was held	
<b>5. Demonstrates Organisational Excellence</b>	
<p><b>Audit and Finances</b></p> <p>As Chair of the Audit Committee, Keith asked the Board for any feedback on Financial Reports and noted papers would be taken as read.</p> <p>Michelle and Keith answered a few queries from the Directors and Keith noted that the Audit Committee thoroughly review the papers before they make their recommendations to the Board. It was agreed that Directors were happy with the financial report presentation with just a few minor changes.</p> <p><b>Risk Management</b></p> <p>The Board had a general discussion on the new Draft Risk Management Plan noting they were happy with the format and will wait for recommendation from the Audit committee after further work completed by the Leadership Team</p> <p>The Board had a few queries on the Risk Report Card –</p> <ul style="list-style-type: none"> <li>• No 5 – change from green to amber</li> <li>• No 10 – Is Terrains income, including contracts, grants, and contributions protected against risk? What policies and strategies do we have in place – thought should be green not amber even though Government could pull funding at any time – this was the environment that Terrain operates in. The Board agreed it should be changed to green</li> <li>• No 11 – Is Terrain’s reputation stature in the community, and the ability to raise funds protected against risk? What policies and strategies do we have in place? The Board questioned amber colour – Michelle advised this is on-going even though we have policies in place.</li> </ul> <p><b>Human Resources and Remuneration</b></p> <p>Russell presented the Report Card and highlighted the large number of policies that require regular review.</p> <p>Joann requested that Staff and Directors be given appropriate Cultural training as required</p> <p><b>Business Excellence:</b></p> <p>The Board queried or commented on the following –</p> <ul style="list-style-type: none"> <li>• Ensure wording is consistent in Community Engagement Strategy</li> <li>• Appointment of Investment Manager – Carole advised that Cape York NRM and NQ Dry Tropics found funding in their budgets – working on PD at the moment and considering a name change for the position.</li> <li>• Suggestion that Investment Manager be linked to Terrain’s Supporting Members for support.</li> </ul> <p><b>Recommendations</b></p> <p><b>Audit/Finance Risk Subcommittee recommendations:</b></p> <ul style="list-style-type: none"> <li>• That the Board note the Financial Report Card.</li> <li>• That the Board approve the financial statements for the period ending 30 September 2014.</li> </ul>	<p><i>Michelle to add quarterly budget to Program Summary Report</i></p> <p><i>Michelle to change traffic light in Risk Report Card No.5 change from green to amber and No. 10 from amber to green.</i></p> <p><i>Michelle to follow up combi van contract – completed or not?</i></p> <p><i>Mike to write to 4 staff acknowledging their outstanding performances</i></p> <p><i>Michelle to follow up Cultural training requirements</i></p> <p><i>Michelle to change wording in 3.1 on Business Excellence Report card to “A Community Engagement &amp; Influence Strategy”. This to be the consistent terminology.</i></p> <p><i>That a summary list of all projects (one paragraph per project) be provided to the Board – Board to also use the web site to update themselves on project details/</i></p>

<ul style="list-style-type: none"> <li>• That the Board note the Discretionary Budgets for 2014/15</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</li> <li>• That the Board note that the Draft Risk Management Plan is a work in progress which will be further developed and then reviewed by the Audit/Finance Risk Subcommittee and presented to the Board in February 2015.</li> <li>• That the Board endorse the <u>format</u> (i.e. not necessarily the content) of the Draft Risk Management Plan.</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</li> </ul> <p><b><u>Human Resources and Remuneration Subcommittee recommendations</u></b></p> <ul style="list-style-type: none"> <li>• That the Board note the Workplace Report Card</li> <li>• That the Board note the changes in the Organisational chart post March 2015</li> <li>• The Board note the excellent performance of the four staff and Mike write to those staff members acknowledging performances</li> <li>• That the Board note the list of policies and the review dates</li> <li>• That the Board note the HRRC minutes and OHS incidents</li> </ul> <p><b><u>Business Excellence Recommendation</u></b></p> <p>That the Board note the Business Excellence Report Card</p> <p><b>The Board resolved to approve the recommendations</b></p>	
<p><b>6. Focusses on the Big NRM Picture</b></p>	
<p>As the Chair of the NRM Planning Committee, Russell provided an update of the Committee report. Russell noted 3 issues –</p> <ol style="list-style-type: none"> <li>1. 1 red traffic light in NRM Planning Report Card – No’s 10 &amp; 11 regarding critical stakeholder participation – Russell advised should stay red.</li> <li>2. Delay in getting Bama plan under way. Joann advised the first report has been given to Terrain, instead of this being seen as “Bama Plan” it should be considered as “TO input into the NRM Plan” and there is a big meeting in December so report should be available after that. The Bama plan review is critical to influence the NRM Plan.</li> <li>3. Need to be clear about the process to prioritise projects and resource allocation.</li> </ol> <p>Russell ran through timelines with the Board – should be draft by end of February. Russell said the Board needs to own the Plan and needs to endorse the criteria and process for establishing priorities. There is some urgency for this. One criteria might be what local catchment groups think. Carole said meetings with Local government were taking place and she would report to the Board.</p> <p>Joann spoke about Indigenous feedback. She advised that she and Steve Purcell would be attending a regional Rainforest Aboriginal people’s workshop 11,12 and 13 December – 3 questions had been put to networks and would be considered in the workshop -</p> <ol style="list-style-type: none"> <li>1. What is your knowledge of the achievements of the current NRM Plan and the Bama Plan</li> </ol>	<p><i>Carole/Planning Team to develop the prioritisation process and get to Sub Committee by January for comment</i></p> <p><i>Carole/Planning Team to update and implement the Community and Stakeholder Engagement Plan – in particular the broader ownership of the plan beyond the NRM community.</i></p> <p><i>Carole to send report to Board on local landscape meetings</i></p>

<p>2. What do you recommend are the priorities and how do you want to be involved</p> <p>3. Explain more about issues and priorities and how to take forward</p> <p>There has been overwhelming feedback so far that the Bama Plan should be maintained and included in the new NRM Plan as well as comment about staffing changes. These two messages together can be problematic. Joann said there has to be communication go to TO Groups from Terrain.</p> <p>Carole advised –</p> <ul style="list-style-type: none"> <li>• All meetings with Local Government set up</li> <li>• Over 800 people involved in the consultation so far</li> <li>• Different messages coming out of consultations</li> <li>• Delay in release of National Regional Climate Projections for the whole of Australia (already overdue and may not be released by mid-December)</li> </ul> <p><b>NRM Planning Recommendation:</b></p> <p>That the Board note the progress on the NRM plan</p> <p>The Board resolved to note the progress on the NRM plan and the report card.</p>	
<p><b>7. Board Business</b></p>	
<ul style="list-style-type: none"> <li>• Meeting of Directors Minutes – approved in Out of Session Paper</li> <li>• Board Meeting Action List</li> </ul> <p><b><u>Recommendation</u></b></p> <p>That the Board Action list be noted subject to any changes recommended by the Directors. – noted with changes</p> <ul style="list-style-type: none"> <li>• Take out any recurring items</li> <li>• Take out Action 249 – Reef Guardians – Carole trying to Agenda on Agenda of Reef Councils.</li> </ul> <p>Mike suggested possibility of having a meeting with other NRM Groups and invite appropriate councils to attend. Could cover items such as Water Quality Improvement Plans – at least a brief to councils would be good. Carole to follow up.</p> <ul style="list-style-type: none"> <li>• Correspondence/Matters of interest or concern - none provided</li> <li>• Out of Session papers – Out of Session Paper No 62 – Approval of Draft board meeting minutes – 29 August 2014</li> </ul> <p><b>Chair’s Report – taken as read</b></p> <p>CEO’s Report – Carole advised that her report has been through HRRC committee. Carole told the Board her “Minty moment”: Penny attended national CEO meeting in Canberra, kept getting feedback that Carole Sweatman was not there so one of the core people in NRM missing. Carole noting, it does not happen too often so nice to pass on when it does.</p> <p>The Board advised they were happy with the format and would leave to Carole’s judgment on what she needs to report to them.</p> <ul style="list-style-type: none"> <li>• Board only – reflection time (in camera Session) – due to time constraints this was not held</li> </ul>	<p><i>Carole to follow up meeting with Reef Councils and all Reef NRMs</i></p> <p><i>Colleen to take out of Action List items agreed by Board</i></p> <p><i>Colleen to follow up change in May 2015 HRRC and NRM Plan meeting dates</i></p>

<ul style="list-style-type: none"> <li>Confirmation of next meeting date – Proposed 2015 meeting dates provided</li> </ul> <p>Board to provide Colleen any conflicts in their Diaries. Russell advised he would be away for the February Board Meeting, away for HRRC and NRM meetings on 6 May – requested meetings be brought forward to previous week. Early Feb meetings could be done by Skype – Mike would chair the meeting if this was the case.</p>	
<p><b>8. Champions Strategic Investment</b></p>	
<p>Report card under development</p>	
<p><b>9. Build Beneficial Relationships</b></p>	
<p><b>9.1 Report Card – Communications Report Card</b></p> <p>Carole advised that Communications Strategy is being re-written and that the report card is being completely restructured and will be presented at the next Board meeting. Carole provided an overview of the Communications against the Strategic Plan – as an idea of how to better present, consider and prioritise the Communication Activities. Carole sought feedback from the Board.</p> <p>The Board provided the following –</p> <ul style="list-style-type: none"> <li>It is about brand awareness – it would be nice if someone said “Wet Tropics” and answer was Terrain</li> <li>Think about changing from the name “Terrain”</li> <li>It’s about improving the landscape for everyone. Need to get out who we are and what we stand for.</li> <li>It is not just about projects</li> </ul> <p>Carole to incorporate feedback from the Board. Noted also – that the new format was positive and helpful and that its be used for the Engagement and Influence Components – i.e. have one plan with different sections.</p> <p><b>9.2 RGC Report</b></p> <p>Notes from RGC Meeting October 20 2014 provided in Board papers from Russell Watkinson. Russell advised that he would be away for the next RGC meeting next year and would require a proxy to attend in his place.</p> <p>The Board noted Russell’s report.</p> <p><b>9.3 IAG Report</b></p> <p>Keith gave an update on meeting held on 14 November. Keith noted –</p> <ul style="list-style-type: none"> <li>Meeting reasonably well represented</li> <li>Presentation from Stephen Ollie on state of Tourism</li> <li>Carole gave update on where Terrain is at particularly on Board restructure and Reef Rescue.</li> <li>Role of IAG and its success</li> <li>Has not had any really emerging issues of late</li> <li>Tried to be a bit more proactive</li> <li>Fiona’s involvement in soil forums has been really good</li> <li>Does worry we have to consider the relevance of IAG especially after the board restructure.</li> <li>Possibly consider name change – would not like to see industry taken out</li> </ul>	<p><i>Carole to complete Update of Communications Strategy and circulate to board for comment. Carole to complete Communications report card for next meeting. Colleen to follow up 2015 RGC dates and arrange proxy to replace Russell for meetings he will miss.</i></p>

<ul style="list-style-type: none"> <li>• Thinks name is useful when other groups use as consultancy representative</li> <li>• Would rather expand IAG rather than set up new group</li> <li>• Discussion to be held at February meeting on possible expansion of IAG.</li> </ul> <p>The Board noted Keith’s report.</p> <p><b>7.4 Director Reports</b></p> <p>Keith gave an update on the Board Field Trip which was combined with a delegation from North Sumatra who were on a trip organised by Sustainable Landscape Partnerships (SLP)</p> <p>Keith advised the following –</p> <ul style="list-style-type: none"> <li>• Field trip was really good and despite the language barrier the level of engagement was first class</li> <li>• Presentation by Leonard Andy was really interesting and the group asked a lot of questions.</li> <li>• Delegation had a mix of Government Ministers</li> <li>• Peter Salleras was blown away by the interest from the group</li> <li>• They saw a cassowary with two chicks – made the day</li> <li>• They held a reflective session on the whole trip on the Saturday morning and the level of involvement was really impressive.</li> </ul> <p>Carole thought it might be an opportunity for a partnership. Keith thought some sort of link would be beneficial noting they are well funded. Overall feeling was that it was a good, productive day and well worth combining our field trip with theirs.</p>	
<p>The meeting was declared closed at 3.30pm.</p>	

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

Signed.....  
Mike Berwick, Chair Terrain NRM