

**ATTENDANCE**

**Directors:**

Mike Berwick(arrived 10.05am)  
Peter Rowles  
Keith Noble  
Russell Watkinson  
Julia Leu (arrived 10.30am)  
Ryan Donnelly  
Joann Schmider  
Ken Atkinson  
Ken Keith  
Steve Purcell

**Staff:**

Carole Sweatman, CEO ( arrived 9.45am)  
Michelle Nusse – Corporate Services Manager ( left at 9.30am)  
Colleen McIntosh –Executive Support Officer  
Sharlene Blakeney – (arrived 8.55am and left at 9.30am )  
**Other attendees:**  
Professor Stewart Lockie ( arrived 12pm and left 2pm)

Friday 30 May 2014

<b>Open Session</b>	<i>ACTIONS</i>
In the absence of Chair Mike Berwick, Deputy Chair Keith Noble welcomed everyone and declared the meeting open at 8.35am. Keith noted that Mike, Carole and Julia would be a little late for the meeting.	
<b>1 – Traditional Owner Welcome to Country</b>	
Steve Purcell gave Traditional Owner Welcome on behalf of Cairns Traditional owners. Steve welcomed everyone and wished the Board a good day with good outcomes.	
<b>2 – Declaration of Conflict of Interest</b>	
Nil	
<b>3 – Introduction to new report cards and discussion on board reporting procedures</b>	
Keith noted that this would be discussed later but asked the Board for some initial input. The Directors noted the following – <ul style="list-style-type: none"> <li>• Appeared to be a lot of work put into the report cards</li> <li>• Reports trying to build a process that answer questions the Board might ask</li> <li>• A valuable tool</li> <li>• The Board should look at all traffic lights not just the yellow and red.</li> </ul>	

<p><b>4. Overview on training on Terrainium (the new online IT System)</b></p> <p>Michelle introduced the Board to the new IT System. Michelle advised the following –</p> <p>The new system has been named “Terrainium” which is a result of a Staff competition</p> <ul style="list-style-type: none"> <li>• Will provide records management system</li> <li>• will improve Corporate knowledge</li> <li>• will Improve Communications</li> <li>• will allow sharing of knowledge</li> <li>• will Reduce staff travel</li> <li>• Staff training being conducted</li> <li>• There will be a period of adjustment for Staff</li> <li>• Will impact on the Board as well.</li> <li>• Board will be able to access Board Papers, Out of Session papers and generally anything connected with the Board</li> </ul> <p>Michelle will provide passwords for the Board and will conduct one on one training if necessary</p> <p>Michelle and Sharlene have worked together to bring the system together with help from Computer technicians.</p>	<p><i>Colleen to update Director contact details</i></p> <p><i>Michelle to create a User Guide for the Directors</i></p> <p><i>Kath Dryden to follow up how to include more Community Group stories on Web Site</i></p>
<p><b>5. Meeting of Director Minutes</b></p> <p>Approval of Minutes by Out of Session Paper noted by Directors.</p>	
<p><b>6. Board Meeting Action List</b></p> <p><b>Recommendation:</b></p> <p><b>6.1 That the Board Action list be noted subject to any changes recommended by the Directors.</b></p> <p>The Board noted the Action list with recommended changes.</p>	<p><i>Action Item 17 – to be progressed</i></p> <p><i>Action item 41 – Very old item, can be progressed by contacting Randall Owens for link to Farming</i></p> <p><i>Action item 54 – Carole to follow up link to WTMA Board</i></p>
<p><b>7. Correspondence/ Matters of interest or concern</b></p> <p>Nil</p>	
<p><b>8. Out of Session papers</b></p> <p>Nil</p>	

<p><b>IAG Report</b></p> <p>Keith reported on the IAG Meeting held on Friday 23 May. Keith advised he had a discussion with Carole prior to this meeting regarding the role of the IAG and agree on the following</p> <p>The IAG was different from other Board Advisory Groups</p> <ul style="list-style-type: none"> <li>• The IAG is not a Terrain Sub Committee, it is a network group, where Terrain provides secretariat support</li> <li>• CEO of Terrain does not have to attend</li> <li>• Keith will report to the Directors at each Board Meeting</li> </ul> <p>The Board discussed the possible attendance of Keith and Ken Atkinson at the QAG conference in June. It was agreed that both would attend.</p> <p>10.05am. Mike arrived at the meeting and took over as Chair.</p>	
<p><b>9. Chair's Report including discussion on Federal budget</b></p> <p>Mike provided the Board with a written update in the Board papers.</p> <p>Mike and Carole provided the Directors with an update on the Budget since their meetings in Canberra</p> <ul style="list-style-type: none"> <li>• The Government will honor current contracts (with extra conditions)</li> <li>• There will be a 20% cut in funding for base level funding after 2014/2015.</li> <li>• Reef Rescue will only be funded for three years, not five years as originally committed. Reef Trust is seen as the new program for delivering on ground outcomes for Reef Health – but work is still to be completed about the transition from Reef Rescue to Reef Trust. Reef Trust is likely to be focused more on market based instruments.</li> <li>• The Government will implement their Green Army policy which they say will meet their commitments</li> <li>• Position worse than first thought</li> <li>• Mike has been lobbying Politicians on behalf all NRM Bodies</li> <li>• Mike and Carole have both been to Canberra for meetings</li> <li>• There will still be Community Grants but indications are that funding for these will now have to come out of regional base level funding. The quantum of allocation from existing budgets is unknown at this stage.</li> <li>• Joann spoke of a possible opportunities from Indigenous programs/funding announced in the federal budget.</li> </ul>	<p><i>Mike to follow up with QTON re opportunities in the Indigenous funding allocations in the budget.</i></p>
<p><b>Agenda Item 3 cont. – Introduction to new Report Cards and discussion on board meeting procedures.</b></p> <ul style="list-style-type: none"> <li>• The Board continued their discussion on the Report Cards and Board meeting procedures and Mike reiterated the following –</li> <li>• Will presume Board Papers have been read by Directors prior to the meeting</li> <li>• If Directors do not agree with Recommendations in the papers, come to the meeting with their alternate suggestions developed</li> <li>• The Board noted that the Board Papers are a 95 page document and asked about work load and the impact on staff. Carole explained that the initial development and completion of the report card did take a large effort, but once done this will reduce the workload. Much of the paperwork is produced from existing processes for managing internal processes.</li> </ul>	

**10. Strategic Items – Demonstrates Organisational Excellence**

**Report Card - Financial Management**

Keith gave the Board an update on the Financial Management Report Card and advised that the Audit Committee had already looked at the process. The Board commended the new version of the financial papers and report card.

Discussion – under potential bad debts, be clear about language – “money used for wrong purpose” meant – “project not delivered and money unspent”.

In program summary – underspend actually means “not spent yet”

**Report Card - Risk Management**

Original paper written in 2008 and has not been updated. The Risk Report Card updates this temporarily until a new Risk Management Policy can be finalized.

**Report Card - Workplace Health**

Russell still concerned about lack of Staff representation on the OH&S Committee.

**Contract and Project Management**

Carole provided overview of the contract report card and noted that the two outgoing contractors not meeting obligations does not fully account for two bad debts.

**Report Card Business Excellence Projects Status –**

Carole advised that out of 44 improvement strategies, 17 have been finished. The Board noted the report card and recommended slight changes.

**Recommendations:**

*Audit/Finance Risk Subcommittee recommendations:*

- That the Board note the Financial Report Card
- That the Board approve the financial statement for the period ending 30 March 2014
- That the Board note the Risk Management Report Card

*Contract and Project Management recommendations:*

- That the Board note the Contract and Project Management Report Card

*Human Resources and Remuneration Subcommittee recommendations:*

- That the Board note the Workplace Health Report Card
- That the Board note the HRRC minutes and OHS incidents

*Business Excellence:*

- That the Board note the Business Excellence Report Card

The Board resolved to approve the recommendations.

*Number the questions in the report cards for easier reference.*

*Finance - Michelle to clarify what the “other sources of funding” are*

*Under projected bad debt be clear about reason*

*Add specific question regarding fraud to the Risk Report Card (could be same as the one in Finance RP)*

*In Risk Mgt RP– include question about seeking alternate/additional sources of funds.*

*Workplace RP – change traffic light from green to yellow on Workplace Environment given lack of staff reps on committee*

*BE action 3.1.1 – need to better clarify timing*

*BE Action 3.1.3 – NRM planning process should not be the only tool to expand reach.*

*BE Action 5.2.2 – note that staff training budget is a total pool – but notionally allocated per individual.*

**11. Terrain Strategic Plan**

Carole spoke to the Board on Program Logic. The Board was provided with papers which Carole summarised. The Board agreed to read the papers in full and discuss at a later in the Meeting.

<p>Keith introduced Professor Stewart Lockie from Cairns Institute. Stewart introduced himself and gave a short update on the Cairns Institute and discussed possible ideas for collaboration with Terrain. Stewart then joined the Board for lunch.</p>	
<p><b>12. Focuses on the Big NRM Picture – NRM Planning</b></p> <p><b>Report Card - Update on the NRM Plan</b></p> <p>Russell gave an update on Report Card and NRM Plan process. Russell explained how the Plan will look and noted this contemporary and adaptive model is the correct one for Terrain to adopt. Joann said she thought it was important how you populate the data base and we should make sure we include scientific, cultural and local knowledge.</p> <p>Russell then explained the Gantt chart which was provided in the papers and advised that it was important the key stakeholders know what is going on and that the Board take an active role in the process.</p> <p>Russell also ran through the report card which he said was self-explanatory. Comments were also sought on the hard copy of the NRM Plan Engagement timeline.</p> <p><b>Recommendation:</b></p> <p><b>NRM Planning Subcommittee recommendations:</b></p> <ul style="list-style-type: none"> <li>• That the Board note the NRM Plan Report Card</li> <li>• The Board noted the NRM Plan Report Card</li> </ul> <p>The Board resolved to approve the recommendations.</p>	<p><i>Need to deliver clear communication on the Bama plan review and integration into NRM Plan</i></p> <p><i>Directors to take an active role in assisting communications with key stakeholder groups</i></p>
<p><b>13. Builds Beneficial Relationships</b></p> <p><b>Report Card - Under development.</b></p> <p><b>Traditional Owner Program – program logic</b></p> <p>Carole and Joann spoke to the Board on the TO program.</p> <p>Joann advised that there had been a previous meeting with Joann, Steve P and Mike B to discuss the details of the TO Program logic and that the overall program logic with TO section highlighted was a good way to present the various locations of effort. A diagram which illustrates the connection between goals in the Strategic Plan and the various TO deliverables was also provided.</p> <p>Joann advised RRRC and Cairns Institute will hold a workshop, which could be a good opportunity to promote the Bama plan review and other TO business in the region.</p> <p>Steve said he was happy with this outcome as the program logic spells out people have been asking for.</p>	<p><i>Follow up with Cairns Institute and CSIRO regarding coordinated TO workshop opportunity for Bama plan review and broader discussion of Terrain deliverables.</i></p>

<p><b>RGC Report</b></p> <p>Peter gave the Board a copy of the RGC Report and explained sections of the report including –</p> <p>Levies – new tiered system of fees, but RGC may need to think about following years given 20% cut to NRM funding from 2015/2016 onwards.</p> <p>Guest speaker Lloyd Taylor talking about role of Regional Bodies in Disaster Management – the Board discussed the possibility of Terrain being included in some Disaster Management Committees at local level. Julia and Steve gave their experience with Disaster Management.</p> <p>New delivery method through NRM – though it would be good for the Board to meet Andrew Buckley. Carole said she has a good relationship with him but thought it might be good to invite him to attend one of our Board meetings as a guest speaker</p> <p>State Landcare Conference – possible alignment with other activities</p> <p>National Chairs Forum to be held in Queensland next year. Asked if the Board wanted to express interest in hosting. The Board thought would be a good idea and thought Cairns or Port Douglas would be good venues. Joann said would be good to do invitations as joint Terrain and RAPA.</p> <p><b>Director Reports</b></p> <p>Julia Leu – Local Government</p> <p>Local Government sector being affected by Federal Government budget</p> <p><b>Financial sustainability of Local Government of concern</b></p>	<p><i>Carole to follow up ROC guidelines in regards to existing protocols and practices in Disaster Management and determine appropriate role to ensure best practice recovery methods following disaster.</i></p> <p><i>Carole to follow up invitation for Andrew Buckley to attend next Board meeting.</i></p> <p><i>Carole to follow up with Danny O’Neil re Terrain hosting next year’s National Chair’s Forum</i></p>
<p><b>14. Champions Strategic Investment</b></p> <p><b>Report Card under development</b></p> <p><b>Natural Capital Fund</b></p> <p>Peter Rowles handed out an update on Natural Capital Fund committee held last night. Peter explained the committee’s proposals which included inviting Dave Hudson to be on the Committee and Peter to be spokesperson for the Committee. Peter outlined the Functions of the Committee, the Selection Criteria/eligibility of projects and the future of the fund.</p> <p>The Board approved the proposed actions of the Committee.</p> <p><b>Investment Manager role</b></p> <p>The board discussed the appointment of the Investment Manager and provided the following direction:</p> <ul style="list-style-type: none"> <li>• All agreed that we should proceed and use allocated reserve funds to commence the role, to be advertised as soon as possible</li> <li>• That the position should be structured/advertised as an employment opportunity or ‘embedded’ consultancy, with an initial 3 months scoping study to determine whether the project looks viable</li> <li>• That the first milestone at three months is to provide a scoping document to outline opportunities to diversify income sources/streams, but staying within the broad envelope of NRM. This document would be presented to the Board to determine whether to proceed with more detailed development work.</li> </ul>	<p><i>Prepare documentation and advertise for initial 3 months scoping study</i></p>

<p><b>Reflection on Report Cards</b></p> <p>It was agreed that the report cards add value to the board papers and captured the key strategic matters. It was agreed that they can be amended over time as new matters arise and should continue to be part of the board paper structure. This process aims to ensure maximum time for more unstructured discussion on strategic matters.</p>	
<p><b>16. CEO's Report</b></p> <p>Carole provided the Board with CEO Performance Agreement Update in Report Card format.</p> <p>Russell commented that traffic light No 11 on Page 90 might need to be changed given the budget change – should be given more urgent status. Russell also commented on No 17 on page 91 – and requested more information on Corporate Communication Plan.</p> <p>Carole also advised the Board that she has volunteered to waive her CPI and Bonus increments until the end of her contract. The Board accepted Carole's offer and thanked her. Russell thought it would be appropriate to publicise Carole's offer in some way – would be good to show she is "Sharing the Load"</p>	<p><i>Carole to send copy of Corporate Communications Plan to the Board</i></p>
<p>Meeting closed at 4.30pm.</p>	

<p>Saturday 31 May 2014</p>	
<p><b>15. Review of Strategic Plan</b></p> <p>There was a range of discussions regarding the Terrain program Logic. Minor adjustments were noted at the meeting for incorporation into the final version</p> <p>The key discussion was the need to strengthen the linkage between the program logic and our activities to the overall mission. High level indicators are needed for landscape health and sustainable rural communities. The board acknowledged that the work to date is significant in making the clear linkage between the work we do and the outcomes we want to achieve and this is not common across other organisations.</p> <p>The challenge is to find the right measures that help demonstrate this, that can be easily measured and attributed to the efforts made by Terrain.</p>	<p><i>Work with Russell to revise the Strategic Plan revising goals and KPIs that ensure linkage to landscape health and community wellbeing.</i></p>
<p><b>15. Board Strategic Discussions</b></p> <p><b>Budget Implications and NRM Future</b></p> <p>The board agreed that Mike was to continue to take on the role of advocating for the future of NRM and appropriate funding. It was accepted that this would include discussions with all sides of politics and ensuring that national working group paperwork is issued broadly (including directly to Terrain members).</p> <p>Julia to brief Warren Entsch</p> <p>Mike and Carole to brief Andrew Cripps</p> <p><b>Northern Australia</b></p> <p>Board members agreed we should be working with other NRMs regarding the approach to Northern Australia and should do some research/thinking about Terrain's position for detailed discussion at the next meeting.</p>	<p><i>Carole to prepare short briefing note on budget implications for Julia and others to use in meetings with key partners and politicians.</i></p> <p><i>Advise other NRMs about agreement to be part of 'whole of northern Australian NRM network' for Northern Australia future.</i></p>



<p>Think about when the next opportunity may be for a FNQ NRMs joint board meeting to discuss key strategic matters like Northern Australia, funding, new model for NRM. etc</p> <p><b>Communications</b></p> <p>A discussions was held regarding the best approach and tools to ensure maximum external communications about the work, achievements and role of Terrain in NRM. It was important to remember that we need external champions and supporters to ensure Terrain’s survival (especially at times of budget issues and changing government policy on NRM). The board felt that we were not delivering well on communications and that we have a low profile.</p> <p>Key directions to revise our approach and review the comms strategy and current priorities were:</p> <ul style="list-style-type: none"> <li>• Better, more frequent coverage in media including regular appearances on radio and other media avenues</li> <li>• Stronger focus on opportunities outside our ‘friendly constituency’. Need to raise profile outside our immediate partners</li> <li>• Prepare a communications report card, so that we are aware of the level and success of existing efforts</li> <li>• Broaden our messages</li> <li>• Look at tools like signs at offices and at project sites</li> <li>• Look at opportunities to organized forums and meetings on the back of key community issues and action (eg Port Douglas rally on the reef)</li> <li>• Better use of community groups to help spread Terrain’s messages.</li> <li>• Communications need to focus on messages that ensure that we are seen to do a good job, we are valued</li> <li>• Ensuring that projects include effective promotion through good communications to stakeholder groups</li> </ul>	<p><i>Provide copy of Communications Plan to Board.</i></p> <p><i>Develop a Communications Report Card</i></p> <p><i>Review the Communications Strategy and identify resources needed for delivery to maximise raising the profile of Terrain.</i></p>
<p><b>17. Review of the Board Operation Policy and Procedure - Process</b></p>	
<p>This was not discussed, Mike to work with Colleen to determine next steps.</p>	
<p><b>18. Other Business – none</b></p>	
<p><b>19. Board Only – reflection time – not completed</b></p>	<p>.</p>
<p><b>20. Confirmation of next meeting dates</b></p> <p>Regarding the possible need for a special budget meeting – the Board agreed that Mike and Carole would keep the board up to date and call a special meeting if required.</p> <p>Friday 29 August 2014</p> <p>Friday 28 November 2014</p>	
<p><b>21. Close Meeting</b></p>	
<p>The meeting was declared closed at 12:30 pm</p>	

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



Signed.....

Mike Berwick, Chair Terrain NRM

