

## ATTENDANCE

### Directors:

Mike Berwick  
Peter Rowles  
Keith Noble  
Julia Leu  
Ryan Donnelly  
Ken Atkinson  
Ken Keith  
Steve Purcell  
Joann Schmider

### Staff:

Carole Sweatman, CEO  
Penny Scott, Community & NRM Manager  
Colleen McIntosh, Executive Support Officer  
Penny Scott (left 1.30pm)

### Others:

### Apologies:

Michelle Nusse, Corporate Services Manager  
Russell Watkinson

## Friday 27 February 2015

<b>OPEN SESSION</b>	<b>ACTIONS</b>
The Chair declared the meeting open at 8.35am	
<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 SISP Process for Board restructure</b>	
<p>Carole updated the Board on the upcoming SISP process for Board Restructure</p> <ul style="list-style-type: none"> <li>• Documents included in board papers were a result of discussion with SISP Chair Peter Valentine. Papers are for discussion and feedback only and not for approval</li> <li>• Peter agreed with Draft time line/documentation on behalf of SISP members</li> <li>• SISP to use EOI forms from Directors to bring all skills together</li> <li>• First decision for Directors is if they want to put their hand up or not</li> <li>• Timeline provided in papers</li> <li>• Indigenous Director Process different – Joann and Steve have volunteered to step down but are open to re-apply if they wish</li> <li>• Letters with Expression of Interest forms will go directly to TO networks and advertised in Cairns Post only.</li> <li>• Joann said SISP need to be clear about wording in the Constitution. SISP need to appoint a Traditional Owner not just an indigenous person.</li> <li>• Communication to TO groups – TO applicants would be advantaged to have discussion between rainforest Aboriginal people networks, being able to demonstrate regional support is an important selection criteria.</li> </ul>	

<ul style="list-style-type: none"> <li>• All current Directors will receive an email outlining the process with relevant documents attached.</li> <li>• Carole noted forms were sent to Russell before he went away with approval of Peter Valentine.</li> <li>• SISP have advised that they may not need to interview other than TO applicants given that all current Directors have been through a recruitment process in the last 2 years.</li> <li>• Peter Valentine suggested it would be good to promote the skills set of each selected Director in lieu of the Portfolio arrangements</li> <li>• Ken suggested a few slight changes in the wording – Carole to follow up</li> </ul> <p><b>Recommendation:</b> That the Board note the draft SISP process for selecting the restructured Board and note the draft timelines</p> <p>The Board noted as presented.</p>	
<p><b>3.2 Reporting – Queensland and Australian Government Programmes</b></p>	
<p>Board members were provided a copy of three different types of ‘narrative’ reporting to government. This is the additional information we provide to investors to tell the full story of NRM effort. The online system track the outputs, the narrative reports describe the outcomes.</p> <p>Penny gave the Board an update on Government reporting including –</p> <ul style="list-style-type: none"> <li>• Staff have been working on developing tools to track our efforts. We want Directors to be up with and happy with the process</li> <li>• Reporting is done twice a year. It is difficult at that time to extract a comprehensive and accurate story and is imperative we be more effective in reporting what we do. Real time reporting is a key to capturing the details of our activities and efforts</li> <li>• To make simple, we have developed an app. This app will be part of the Enquire System which is where we do our reporting</li> <li>• We have joined with South West NRM and purchased part of a license on system called Fulcrum – Staff can go onto their phones/laptops and enter their data on the spot. This way we can enter project details and can track initiatives. It is also a way of monitoring and evaluation the outcomes of staff activities and efforts.</li> <li>• Penny gave the Board a demonstration on how the app works. She advised the Board it is still a work in progress.</li> <li>• Carole spoke to the Board about the difficulties of reporting and getting the full story of NRM outcomes communicated.</li> <li>• The Board agreed that we appear to have good tools and need to have other NRM groups on board.</li> </ul> <p><b>Recommendation:</b> That the Board note the narrative reports attached to the end of board papers, particularly the data regarding Terrain’s Strategic Plan</p> <p>The Board noted as presented.</p>	<p><i>ACTION ITEM 300 - Mike to discuss with the National Working group issues with current MERIT reporting system (Mike to discuss with Penny if required). Mike to speak to Andrew Drysdale to have item included on RGC Agenda at their March Board Meeting</i></p>

<p><b>3.3 Communications and Influence Strategy</b></p>	
<p>Discussion deferred.</p>	
<p><b>3.4 Community Grants - process</b></p>	
<p>Carole updated the Board on the Community Grants process –</p> <ul style="list-style-type: none"> <li>• Advised at last Board meeting 20% of our Australian Government National Landcare funding is to be disbursed as community grants.</li> <li>• Discussion at last board meeting and AGM – Natural Capital Fund to be run in conjunction with Community Grants process</li> <li>• NLP Contract still to be approved by the Government, so final details still pending</li> <li>• Proposal to set up an advisory committee for grants. Committee already in place for Natural Capital Fund – they would automatically be on new committee</li> <li>• Carole recommends setting up the committee to allow for maximum Community input to the design and management of the grants process including the possible assessment process.</li> <li>• Initial workshop for committee to design overall process, within the constraints of existing guidelines provided by AG and the requirement to deliver against the NRM Plan.</li> <li>• Will separate the TO grants as these have a more significant focus on governance assistance.</li> <li>• Joann raised that it is important to be mindful of previous board decision making, otherwise follow through is not achieved. The board had agreed in 2014 to proposals to cut the Indigenous staffing positions and translate those monies into the TO grants disbursement, including specifically coordination support similar to regional support arrangements with RAP, following the 2008 Board decision that the TOAC be disbanded and Terrain support what became known as the RAP Alliance.</li> <li>• Carole to come back to the Board with different process for TO grants</li> <li>• Particular note: TO applications – applicants demonstrate support of native body for that area Mainstream applicants show demonstrated engagement with traditional owners At workshop – discussion about TO grants</li> <li>• Completion time for projects is August 2018.</li> <li>• Need to keep application process simple.</li> <li>• Suggestion from Board that letter to members include as much information about the expected workshop date and timelines – so that this letter starts to inform the community of the up coming process</li> </ul> <p><b>Recommendation:</b></p> <p>That the Board approve the process as provided in the paper excluding the Traditional Owner funds.</p>	<p><i>ACTION ITEM 301 - Carole to send Out of Session Paper with proposed TO grants process – separate to, but aligned to the other grants process.</i></p> <p><i>ACTION ITEM 302 - Letter to members announcing the grants and requesting nomination for committee also include details of the timeline and likely workshop date.</i></p>

<p><b>4. Focuses on the Big NRM Picture</b></p>	
<p><b>4.1 NRM Planning Report Card</b></p> <p>Carole advised that the time today would focus on the upcoming consultation process, the climate modelling tool and an overview on how the online NRM Plan Portal s going to work and what we are learning.</p> <p><b>4.2 Community Consultation Process</b></p> <p>Penny advised the Board we have now embarked on Community engagement process – we have had discussions with more than 1000 people and are now running regional technical workshops around 5 technical topics. This is an attempt to work with experts to bring together tools and knowledge for community local landscape workshops scheduled for May.</p> <p>Penny advised they held the first workshop yesterday in Port Douglas on Biosecurity. Gary, Penny and the team have done a lot of work on how to run the workshop and wanted to make it as good as it can be. 30 people attended. They wanted to get a sense of common 10-15 year aims, looking at current situation, and have a range of blockages and enablers and a range of strategies for dealing with these. The objectives of the day were -</p> <p>Provide an overview of the NRM Plan</p> <p>Provide some insight into the climate science</p> <ul style="list-style-type: none"> <li>• Global overview on projections</li> <li>• Wet Tropics projections, demo of Climate Futures Tool</li> <li>• What does the climate science mean for Biosecurity, risks, opportunities, implications for management</li> <li>• Priorities and tools for making decision and enabling sustainable solutions.</li> </ul> <p>Penny said the workshop went well and got good constructive feedback from the group. Penny showed photos of the workshop to the Directors and explained to the Board how the meeting was run. Most people really liked the process and the groups discussions worked well.</p> <p>Carole said the key thing for broader community meeting was to make sure the facts were on the table, acknowledgement of previous plans, being able to present technical outcomes, then as local community, how to assimilate into something that makes sense across all the technical subjects. Carole also advised that the launch timetable has been shifted to September. Part of the reason for the delay was not being able to access Climate modelling charts.</p> <p><b>4.3 Climate Change Report “ Projects for Australia’s NRM Regions, and demonstration of Climate Projections Tool”</b></p> <p>Penny gave demonstration on models prior to completing training next week. Penny said she will follow up the possibility of providing training for other organisations (e.g. LGAQ) once Terrain Staff training has been completed. This might be a good exercise with our stakeholders/partners. Terrain staff will be formally certified users on the CSIRO modelling tools – which will provide a critical and unique service within the Wet Tropics.</p> <p><b>4.4 Web based NRM Plan demonstration</b></p>	<p><i>ACTION ITEM 303 - Colleen to send list of future workshops to the Directors</i></p> <p><i>ACTION ITEM 304 - Penny to report back to the Board once Climate Projection Tool training completed</i></p>

<p>Penny gave the Board an update on the NRM Plan Web site. Penny advised she is working with sericer provider and noted it was going slightly slower than anticipated but still good progress made so far.</p> <p>Penny gave the Board a demonstration on the model so far.</p> <p><b>Recommendation:</b> That the Board note the progress of the NRM Plan</p> <p>The Board noted the progress as presented.</p>	
<p><b>5. Demonstrates Organisational Excellence</b></p>	
<p><b>Finance, Audit and Risk</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. Feedback from Directors –</p> <ul style="list-style-type: none"> <li>• Keith noted the FAC meeting minutes had not been included in the Board Papers. The Board agreed they should be included</li> <li>• Query on Program Summary – adjustment to be made. Variance and % lines to be adjusted. Also recommended to change colours to black and red so easier to differentiate.</li> <li>• Keith noted Terrain solvent.</li> </ul> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Risk report card noted and Risk Management Plan noted. Directors advised they were happy with template and noted it was not finished yet. They look at adequacy when finalised.</li> <li>• Keith advised that the FAC would like more details about the proposed migration of Reckon accounting system to the cloud. Carole advised that Michelle has delayed for the time being. One of the advantages was no longer having to be responsible for our own server, but there is no urgency at this stage to migrate. The Directors had a general discussion on the prospective risks involved.</li> </ul> <p><b>Contract and Project Management</b></p> <p>Report noted including inclusion of extra summary page. Carole also noted a new risk associated with a low number of applications for the Reef Trust project. Terrain will be paid based on the number of project managed and a low number may impact on staff funding. CEO currently in discussions with Government to maintaining the funding in the region and run an additional Tender process for funding – learning from the challenges/issues in the first round. Board will be advised if this risk escalates</p> <p><b>Human Resources and Remuneration</b></p> <p>Carole advised that the leadership program for Terrain staff is well underway. Had 2 day session with leadership team and all day session being held on Monday 2 March with all staff. The leadership team will be using data out of that to establish a benchmark and further measure staff satisfaction.</p> <p><b>Workplace Report Card</b></p> <p>Report card noted with comments –</p> <ul style="list-style-type: none"> <li>• Joann said good that cultural awareness training has been included and that it need not depend on the timeline to deliver a Reconciliation Plan</li> </ul>	<p><i>ACTION ITEM 305 - Colleen/Michelle to add FAC meeting minutes to Board Papers</i></p> <p><i>ACTION ITEM 306 - Michelle to follow up changes to Program Summary.</i></p> <p><i>ACTION ITEM 307 - Michelle to list significant risks at the end of the report card for noting by the Board</i></p>

<ul style="list-style-type: none"> <li>Joann suggested there are good providers of Cultural Awareness Training in the region and will forward those to Carole.</li> </ul> <p><b>Business Excellence:</b></p> <p>Taken as read.</p> <p><b><u>Recommendations</u></b></p> <p><b><u>Audit/Finance Risk Subcommittee recommendations:</u></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 31 December 2014.</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> </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 HRRC minutes and OHS report</li> </ul> <p><b><u>Business Excellence Recommendation</u></b></p> <p>That the Board note the Business Excellence Report Card</p> <p>The Board resolved to approve the recommendations</p>	
<p><b>6. Builds Beneficial Relationships</b></p>	
<p>6.1 Report Card – Communications Report Card</p> <p>Noted as under development</p> <p>6.2 RGC Report Card – included in Chair’s report</p> <p>6.3 IAG Report</p> <p>Keith handed out the minutes from IAG meeting held on 6 February. Presentations and discussions –</p> <ul style="list-style-type: none"> <li>Allan Dale gave an update on RDA</li> <li>Discussion on role of RDA – Keith left the room and Carole handled the discussion</li> <li>RDA want relationship with the Board</li> <li>IAG to look at their TOR next meeting and perhaps reevaluate IAG charter</li> <li>Reef Trust update</li> <li>Reef Rescue update</li> <li>Report by Fiona George</li> <li>Update from Jacqui Richards on Fire management and operations plan</li> </ul> <p>Mike asked about changes to the Vegetation act – said it would be good to get feedback from Industry. The board had a general discussion on the Vegetation</p>	<p><i>ACTION ITEM 308 - Terrain to write to Andrew Drysdale at RGC (cc to Mike) and suggest that any review of regulations include a process to speak to community and highlight the role that NRMs can play in that consultation.</i></p>

<p>act and Carole suggested maybe we need to think about how to encourage the Government to have dialogue with community</p> <p>6.4 Directors Reports</p> <p>Joann Schmider – Director Indigenous Women’s Business</p> <p>Joann updated the Board on the current status of contracted projects sitting with RAPA. She advised that the most recent work to engage TOs on the Bama Plan and NRM Plan would provide a report after the end of February. This report would reflect the culmination of knowledge from a range of processes over the past 4 years.</p> <p>Julia Leu – Local Government.</p> <p>Julia said the change in State Government will impact on local governments. It is too early to how yet, but will be interesting to see. LGAQ are speaking to the new Government now.</p>	
<p><b>7. Champions Strategic Investment</b></p>	
<p><b>8. Board Business</b></p>	
<ul style="list-style-type: none"> <li>• Meeting of Directors Minutes – approved in Out of Session Paper - noted</li> <li>• Board Meeting Action List –</li> </ul> <p>Board noted –</p> <p>No 281 – Carole to follow up meeting with Reef CEO’s</p> <p>No 288 - Mike has completed 6 monthly feedback to staff – Carole noted feedback from Staff was good</p> <p>No 192 – Mike to follow up</p> <p>No 279 – should be Carole not Mike to follow up</p> <p>No 190 – Carole advised will re-address once through re-structure</p> <p>No 253 can be deleted – no longer relevant</p> <p><b><u>Recommendation</u></b></p> <p>That the Board Action list be noted subject to any changes recommended by the Directors.</p> <p>Noted by Board with recommended changes</p> <ul style="list-style-type: none"> <li>• Correspondence/Matters of interest or concern - Letter from Warren Truss advising Keith’s appointment to Board of RDA – The Board noted Keith’s appointment and congratulated him. Julia advised she has also been appointed to the RDA Board – the Board passed on congratulations to Julia as well.</li> <li>• Out of Session papers – Out of Session Paper No 63 – Approval of Draft board meeting minutes – 28 November 2014 - Noted</li> </ul> <p><b>Chair’s Report</b> – provided in papers – taken a read.</p>	<p><i>ACTION ITEM 309 - Colleen to send copy of Mike’s staff report to the Board.</i></p> <p><i>ACTION ITEM 310 - Colleen to make adjustment to Action List as advised by Board</i></p> <p><i>ACTION ITEM 311 - Colleen to send Proxy Form to RGC and arrange bookings for Peter to attend.</i></p>

<p>Mike added that he is going to Brisbane next and was seeking meetings with 3 new Ministers – he noted it is a matter of urgency to speak to them especially about the reef, adding will be good to get in early.</p> <p>As Russell will be away, Mike called for a Proxy to replace Russell at the RGC meeting in Brisbane on 18 March. Peter Rowles was nominated and agreed to attend to represent Terrain.</p> <p><b>CEO's Report –</b></p> <p><b>Recommendation:</b> That the Board note the progress against the CEO Work plan as at December 2014 and also note the quarterly performance assessment provided in the Chairs report in section 8.5.</p> <p>The Board noted progress as presented.</p> <p>Carole advised she will be on leave for 3 weeks in March commencing 6<sup>th</sup> – Carole advised the Board to contact Penny or Michelle if needed during her absence.</p>	
<p><b>Board only – reflection time (in camera Session)</b></p> <p>The Directors had a general discussion and agreed today's meeting had been a good one.</p> <p>The Directors gave the following notices and sentiments –</p> <p>Ryan said that if he was continuing on the Board, it would be good to have a report from all the Directors – and that a standard template would ensure consistency and a clear outcome from such reporting. This could include the need for bringing strategic items to the table for possible Terrain action.</p> <p>Joann advised that the National Native Title Conference was being held in Port Douglas during week 16-18 June.</p> <p>Peter R advised the Directors that 26 September was World Cassowary Day being held at Mission Beach. Peter said it would be good if everyone was involved in the day.</p> <p>Ken Atkinson queried the need for so much information in the Board papers especially all the details in the Report Cards. It was suggested that perhaps all green light entries in the report cards could be left out. Carole advised that she thought all questions were needed for board to cover their fiduciary requirements. The Board agreed that green lights should be kept as perhaps Directors might not agree with the green light status. The Board agreed to leave report as is and Carole will follow up, review and look into taking out what is not necessary. Carole added the report cards were actually making it easier to report – now that the format had been largely finalised. She suggested that committees had a role to continually review the relevance of the reporting.</p> <p>It was noted that this would be the final meeting of the exiting Board members. Reflection from Directors on the current board were as follows:</p> <ul style="list-style-type: none"> <li>• Carole suggested we hold a farewell dinner for Directors who are leaving after the recruitment process has been completed (agreed by all)</li> <li>• Julia said she has very much enjoyed the opportunity of working on the Terrain board. She said it was a good learning curve and a good</li> </ul>	<p><i>ACTION ITEM 312 - Carole to work with Directors to develop a template for Director reports.</i></p> <p><i>ACTION ITEM 313 - Joann to send details of National Native Title Conference was being held in Port Douglas during week 16-18 June Mike, Carole and Julia</i></p>



<p>opportunity to network. She noted it was a very professional board and would like to thank everyone.</p> <ul style="list-style-type: none"> <li>• Peter said it has been a very enjoyable time.</li> <li>• Steve advised that he will probably not be re-applying for his position as he is now the chair of another not for profit organisation and that takes up a lot of his time. He thanked everyone and said it had been a good learning experience.</li> <li>• Mike said it has been a particularly good board to work with.</li> </ul>	
Confirmation of next meeting date – Friday 29 May and Saturday 30 May 2015 - Cairns	
The meeting was declared closed at 4.25pm	

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

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