

## ATTENDANCE

### Directors:

Mike Berwick  
Keith Noble  
Ryan Donnelly  
Ken Atkinson  
Allison Halliday

### Staff:

Carole Sweatman, CEO  
Penny Scott, Community & NRM Manager (Left 2pm)  
Michelle Nusse, Corporate Services Manager (arrived 11.30 and left 2pm)  
Colleen McIntosh, Executive Support Officer

### Others:

Ben Keast – ARC Disability Services Inc. (arrived 12.30pm and left 2pm)  
Max Sheppard, TTNQ (arrived 12.30p and left 2pm)  
Mark Matthews – Advance Cairns (arrived 12.30pm and left 2pm)

**Apologies:** Peter Rowles and Julia Leu

## Friday 28 August 2015

| <b>OPEN SESSION</b>   | <b>ACTIONS</b> |
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| Keith Noble as acting Chair declared the meeting open at 8.35am. Keith noted apologies from Julia Leu and Peter Rowles advising that it was the first meeting Peter had missed in 8 years as a Director. Peter's was away due to the death of his Mother in Brisbane.   |                |
| <b>1 – Traditional Owner Welcome to Country</b><br><b>Allison gave the Traditional Owner Welcome to Country.</b>  |                |
| <b>2 – Declaration of Conflict of Interest - Nil.</b>   |                |
| <b>Strategic Items</b>  |                |
| <b>3.1 Presentation on Organisational Performance Review</b>  |                |
| Norbert Vogel gave a summary on findings of the recent Organisational performance Review conducted by himself and James McKee who is the CEO of NRM North Group in Tasmania. This review was also observed by 2 staff members from Department of Environment. The Government is looking into setting up their own Performance Review process and wanted to get an understanding of what the OPE review process entails. Terrain agreed to allow the Government observers sit in on this process.<br><br>Norbert advised the following – <ul style="list-style-type: none"> <li>• This is Terrain's 3<sup>rd</sup> review</li> <li>• Nationally 55 reviews conducted across all states</li> <li>• Reviews have been going for around 11 years and have evolved into a national process over that time</li> </ul> |                |

- The review is conducted against National Organisational Excellence benchmark and contains various criteria under a number of components
- The review addresses all aspects of management and governance – plan/policies/culture/processes and resources and looks how effectively this is happening in practice
- The review is an intense process of capturing information
- They spoke to around 30 people – made up of Board, Staff and external people
- There is a quantitative scoring process – scores can be used to benchmark across and outside sectors
- There has been a major jump in Terrain’s standings since the last review and Terrain is now based on scores travelling on the high end nationally – there are 4 other regions in Australia at the same level (none of these in Queensland)
- The review is designed for continuous improvement
- Norbert said he thinks Terrain should be proud of what it has achieved in a short time
- Lot of progress in information and knowledge management area since last review

Norbert noted the following as highlights of the review –

- Improvements across all areas of excellence criteria
- Successful restructuring and board governance reform
- Focus on improvement following last review in 2013
- Widespread stakeholder consultation in development of the new Regional NRM plan had strong support
- Anticipated extensive use of the plan across the region
- Continued focus on providing support to community groups including Traditional Owner groups.
- No backlash from externals on restructure
- In last review there was a lot of tension with staff as it was held during staff restructure. No sign of this tension this review
- Lot of support for NRM plan redevelopment. Feedback was people were looking forward to the new plan with a lot of interest and majority said they will use the plan for their own planning and prioritization. Previously the NRM Plan had no role and go a bit lost.
- NRM Plan development has done a lot to engage with communities.

Key findings –

- Progress made with business support systems but further scope to improve and streamline processes related to MERI reporting. Difficulty across regions with reporting are a common issue
- Efficiency improvement demonstrated but scope to implement systematic approach to business process improvement through the application of process improvement tools
- Use of traffic light report format has provided a better means of monitoring performance
- Staff demonstrated a high work ethic and desire to make a positive contribution to the region. Appears to have moved more towards connected teams rather than silos – thinks the extended leadership team was a good idea.

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| <p>The Board and Carole acknowledged Norbert’s feedback and noted the following –</p> <ul style="list-style-type: none"> <li>• The rate of change from here on will be more difficult</li> <li>• Suggestion Terrain could take a leadership role across NRM’s – some NRM groups are struggling and would be a challenge for Terrain to help externally</li> <li>• Environment factors impact on why other NRM groups underperform – people in remote areas are doing it harder, staff retention is hard and they have less funding</li> <li>• NRM Groups in Queensland and Western Australia still have some control over their own destinies</li> <li>• Terrain should nominate itself for a Business Excellence Award</li> <li>• We should publicise the results of the review to Warren Entsch and like people</li> <li>• AGM would be a good time to talk about the results</li> <li>• Feedback on NRM Plan amazing</li> <li>• Report to go to leadership team and full report to go out to Board in Out of Session Paper attaching summary at front of report</li> <li>• Suggestion we write letter of thanks to external people and staff members who were interviewed in the review. Summary and Action Plan to be included.</li> </ul> | <p><i>Action 336 - Colleen to send full report including summary to Board as Out of Session paper once reviewed by Leadership team</i></p> <p><i>Action 337 - Michelle to create letters of thanks to be sent to external members and staff who participated in review process</i></p> |
| <p><b>3.2. Presentation on Key Performance Indicators</b></p>  |  |
| <p>Penny gave an update on KPI’s. Carole and Penny advised the following –</p> <ul style="list-style-type: none"> <li>• It was an important part of the review and gives a very clear line to staff with their Work plan and the Strategic Plan</li> <li>• It had been a struggle to get staff to understand the link</li> <li>• In a way we have had to undo and change some of what staff do and show how it fits into the big picture</li> <li>• James McKee noted that Terrain had got the line of sight right – Work plan to Strategic Plan</li> <li>• It is a journey with staff – still on process to refine systems to be much clearer</li> </ul>  |  |
| <p><b>3.3 Review of Strategic Plan actions, Program Logic KPIs and lesson learned</b></p>  |  |
| <p>Penny showed the Directors a copy of the Strategic Plan as a reminder then updated them as follows –</p> <p>5 KPI’s get reported to the board on a regular basis –</p> <ol style="list-style-type: none"> <li>1. <b>Progress towards the Mission</b> – no formal progress to report due to the fact that the NRM Plan is not complete. Systems we are going to use are exciting and ground breaking – they will give us a valuable tool.<br/>Progress towards Strategic Pathway –</li> <li>2. <b>Focus on the Big NRM Picture</b> – Unable to report progress because the NRM Plan review has not been completed.</li> <li>3. <b>Builds Beneficial relationships</b> - it was great to get feedback from externals in the review. It is clear that matters of national environmental significant will be a priority. Outcomes – Green Army and productive outcomes in mahogany glider habitat. Once the spatial portal is up and running, all achievements will be mapped and tagged according to Terrain’s role.</li> <li>4. <b>Champions Strategic Investment</b> – specific details against this KPI have been provided through the financial reports at the quarterly board meetings.</li> </ol>  |  |

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| <p>Penny wants to show roles in dollar value – on ground outcome and input from partners, believing this has not been done. We are trying to build numbers to tell our stories more effectively</p> <p><b>5. Demonstrates Organisational Excellence</b> – The OPE Review speaks for itself</p> <p>Penny said that going through the review process showed areas where we need to strengthen our systems. Penny showed the Board a summary of progress against evaluation questions – a simple snapshot, not too much detail, helps refine questions and is an ongoing process of review and refinement. Penny advised that the ultimate goal was to show a good job, well recognised, did as well as we could and got results.</p> <p>Penny asked for guidance on the level of detail required from the Directors. She noted the following –</p> <ul style="list-style-type: none"> <li>• said there had aware a couple of learnings on reporting on logic – rejigging wording needed to be done and huge difference in 5 year outcomes and broad actions</li> <li>• felt we needed to narrow the scope and help people focus in the next year</li> <li>• has now introduced initiatives – goals/income</li> <li>• need to discuss with teams how they are going to evaluate the outcome</li> <li>• initiative template developed for staff</li> </ul> <p>The Board commented as follows –</p> <ul style="list-style-type: none"> <li>• perhaps Directors could have material on hand in case they are questioned – perhaps a one pager</li> <li>• Asked if they would receive the information quarterly – Penny advised they would receive annually but could ask for information any time during the year</li> <li>• did not want overburden with reporting</li> <li>• Pleased to hear information can be pulled out from what staff have done. Need to be able to answer “what do you really do” this way the Board can get back to people with actual details.</li> </ul> <p>Carole advised that Penny has compile this information as part of reporting anyway but needs to know how much information to report to the Directors. She added a page with initiatives would be good for the Board to be familiar or at least know where to access the information. Carole added that perhaps the Board would like to have a better handle on some KPI’s and could focus on these.</p> <p>Carole asked the Board to advise –</p> <ul style="list-style-type: none"> <li>• what they want to see and have access in regular reporting</li> <li>• asked the Board to read the material and come back to Penny with their requirements</li> <li>• how much information they need to be confident without having too much information</li> </ul> <p>Penny said there needs to be a snapshot of numbers and stories. If anyone asks the Directors, Penny would like the chance to tell a story.</p> <p>Carole acknowledged the huge body of work Penny has done to pull this information together.</p> | <p><i>Action 338 - Penny to send copy of evaluation questions to the board (program logic) and then board to advise Penny their requirements for reporting</i></p> |
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| <p>Keith thanked Penny for the thorough information presented and asked the Board to go away, digest the information and get back to Penny with their thoughts and requirements.</p>   |   |
| <p>During the break for morning tea Keith gave a presentation to Carole on behalf of the Directors for her achievements and good results in her performance review. Keith advised that Carole had again forgone her 2% increment as well as 3% annual CPI pay rise. As a result of her performance review and as a way of thanks from the Board, Carole was given a letter of appreciation signed by all Board Members, a gift voucher and a lovely bunch of flowers.</p>  |   |
| <p><b>3.4 Presentation on Community Grants and results of NCF funds</b></p>  |   |
| <p>Penny gave an update to the Board on the Community Grants process which was funded primarily by the Australian Government NLP agreement –</p> <ul style="list-style-type: none"> <li>• Interesting process</li> <li>• Panel of 7 – most interesting thing for Penny was diversity of opinion among the panel</li> <li>• Few technical learnings in grants process – possibly needed a short statement at top of application to describe the project briefly</li> <li>• The panel thought the ratings should have been out of 10 not 4</li> <li>• Some issues with priorities between community and panel</li> <li>• Quite a lot of contention around Green Army projects</li> <li>• In general, positive process that worked quite well</li> <li>• Panel generally disappointed on quality of projects</li> <li>• Care is needed around confidentiality of panel and making sure they understand their obligations</li> <li>• Obvious that some organisations still challenged with writing grant applications</li> <li>• 2 unsuccessful groups have asked for feedback</li> <li>• It has been an important step in community capacity and thinks important we document the journey</li> <li>• We did have the capacity to refer to the Natural Capital Fund (NCF) if not suited to this funding</li> </ul> <p>In summary, Penny said the process delivered the primary outcome with some additional benefits we need to document and follow up.</p> <p><b>Natural Capital Fund</b></p> <p>Keith made the Board aware of some recent issues brought to our attention regarding the Natural Capital Fund process –</p> <ul style="list-style-type: none"> <li>• Community Member not included in Committee as previously indicated</li> <li>• Breakdown in communication on process for NCF</li> <li>• Donation button not on our Webpage – legislative requirement</li> <li>• Suggestion that process should be run separately from Community Grants</li> </ul> <p>The NCF Committee noted these comments and recommended following actions -</p> <ul style="list-style-type: none"> <li>• NCF funds need to be shown clearly in financial reports</li> <li>• NCF Committee report to the Board</li> <li>• Minutes to go on the Website to show we have clear transparency</li> </ul> | <p><i>Action 339 - Colleen to add NCF committee meeting to quarterly committee meetings</i></p> <p><i>Action 340 - Penny Scott to send six monthly milestone reports to NCF Committee</i></p> |

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| <p>Carole advised that we would not be running another grants process unless more money comes in – this process was a one off.</p> <p>Ryan said he felt the process was much clearer to him now. He spoke of the need to minimize the risk to Terrain and the need to take a more strategic approach to getting more money in. We can't always rely on yearly excess funds.</p> <p>Carole suggested the NCF committee meet quarterly in conjunction with the Finance Audit and Risk Subcommittee (FAC) meetings if required. Both committees have same members so will be easy to follow on from the FAC meeting.</p> <p>Ken suggested the NCF committee should be updated on milestones – Penny to report to the committee 6 monthly.</p> <p>Allison commented that there is an obvious need to build capacity of some of the community groups. Some applications were a bit short of detail and still got funded, so thinks some assistance might be needed in future funding applications.</p> <p><b>Recommendation:</b></p> <p>That the Board note the summary assessment report - <b>noted</b></p> <p>That the NCF Committee discuss learnings from their process and recommendations for future action</p> <p><b>The board resolved to approve the recommendations.</b></p>  |  |
| <p><b>4. Presentations</b></p>   |  |
| <p>Ben Keast – Chief Operations Officer ARC Disability Services Inc., Max Sheppard, Chair TTNQ and Mark Matthews, Chief Executive Advance Cairns joined the meeting.</p> <p>All Terrain directors and staff introduced themselves around the table. The External representatives introduced themselves and talked about their organisations.</p> <ol style="list-style-type: none"> <li>1. Ben Keast – CEO for ARC Disability Services. Over 400 people they support in Cairns and Far North.</li> <li>2. Mark Matthews – CEO Advance Cairns. Worked with Terrain in particular with Carole and the Water strategy and RRRRC. Steward of the Economic Plan for the Far North (20 year plan). Wanting to further the relationship with Terrain. 8 plus 8 key infrastructure policies, one which relates to Water and Water quality for the future. Wants to do an annual state of the region piece and Terrain may be able to contribute.</li> <li>3. Mark Sheppard (check spelling of first name) – Chair TTNQ. Primarily a marketing organisation to visitors for the region. Funding of TTNQ through memberships, partnerships (Council) and Cairns Airport and contestable state grants. Tourism Tropical North Queensland largely based on marketing and bringing tourists here due to the natural environment and they recognise the importance of the quality of the natural environment. Tourism is now focused on sustainability and managing tourism in the barrier reef and the wet tropics. Alliance for sustainable tourism is effectively a subcommittee of TTNQ that gets people together to talk about sustainable tourism. Work with parks and wildlife and WTMA. Advanced eco certified operators in the region.</li> </ol> <p>Keith talked about how important it is for Terrain and other organisations to work collaboratively to help support decision making within the region. Big challenge for Terrain is to extend into the Urban environment, and other organisations like ARC, TTNQ and Advanced Cairns may be able to help make the required linkages and contacts. Ryan said that he can see great synergies between Terrain and other</p> |  |

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| <p>organisations like ARC, TTNQ and Advanced Cairns given that Terrain has operated in the environmental space over a number of years and the emphasis of the development of Northern Australia and looks forward to the start of the conversation about how we can add value to each other. Mike said that we could perhaps get together and look at how we can do things together collectively particularly in the Urban community. Terrain has a good connection with agriculture, industry, reef and ARC, TTNQ, Advanced Cairns have good connections with the Urban community. Pick a few specific examples of how we can work together. Carole mentioned one specific example, she said that we do a Reef Report which also talks about practice changeThe Reef Health Report Card funding runs over 4 years and is about all players in the region (tourism, sports etc.), not just farming, this is a primary example of how we can all work together in the future.</p> <p>Mark Sheppard wanted to make sure that positive results are communicated and that we get the messages out there.</p> <p>Keith thanked Ben, Max and Mark who then joined the Board for lunch.</p>  |  |
| <p><b>5. Demonstrates Organisational Excellence</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 - <b>noted</b></li> <li>• That the Board approve the financial statements for the period ending 30 June 2015 - <b>approved</b></li> <li>• That the Board approve the reserves - <b>approved</b></li> <li>• That the Board discuss use of retained earnings – Michelle to update table and bring back to Board at next Board Meeting.</li> </ul> <p><b>The board resolved to approve the recommendations.</b></p> <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 - <b>noted</b></li> <li>• That the Board note the update on Significant Risks – <b>noted</b></li> </ul> <p><b>The board resolved to approve the recommendations.</b></p> <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 – <b>noted.</b></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 - <b>noted</b></li> <li>• That the Board discuss cultural training at JCU - <b>agreed</b></li> <li>• That the Board note the HRRC minutes and OHS report – <b>noted</b></li> <li>• That the Board discuss and agree on the way forward for the Investment Development Role – <b>The Board agreed postpone this discussion and put on hold for the moment and think about how we have a discussion with community.</b></li> <li>• That The Board discuss a Reconciliation Action Plan for Terrain – <b>The board resolved to approve the recommendations.</b></li> </ul> <p><b><u>Business Excellence</u></b></p> <p>That the Board note the Business Excellence Report Card – <b>noted</b></p> |  |

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| <p><b>5.1 Financial Report Card &amp; Detailed Financial Reports</b></p> <p>Ryan noted the Financial Report Card and Detailed Financial Reports and has taken as read. He complimented Michelle on the presentation of the papers and noted all information needed was provided.</p> <p>Ryan noted –</p> <ul style="list-style-type: none"> <li>• Medium overhead is 12.5% - Terrain outstrips that mark at 11.3% - very well done.</li> <li>• Noted requirements for business reserves and continuity reserves for 2014/15 – few items moved to general reserve so that bumped up that reserve. Business continuity reserve reduced due to decrease in staff. All changes itemised and overall difference is only around \$6,000 from the year before.</li> <li>• Will have excess of \$1m in retained earnings this year after reserves have been taken into consideration. So the board need to have some idea of what that retained earnings is made up of and how it may be used in future.</li> <li>• We have uncertainty around funding past 2016.</li> </ul> <p>The Board had a general discussion regarding Reserves and use of retained earnings.</p> <p>Michelle provided the Board with a table with the proposed use of the retained earnings. The Board made some suggestions around the strategic investment and buffers and Audit committee will update the retained earnings table ready for the November AGM.</p> | <p><i>Action 341 - Audit committee to update retained earnings table and bring back for November board meeting in preparation for the AGM.</i></p> |
| <p><b>5.2 Risk Management Plan &amp; Risk Report Card</b></p> <p>The Risk Report Card was noted by the Board with the following comments –</p> <ul style="list-style-type: none"> <li>• It is a living document – a lot of work has gone into this document with a focus on relevance</li> <li>• Possible risks around speaking to media – possibly should be included in the register of risks</li> <li>• Committee happy to appoint CEO and Chair to speak on behalf of the organisation and back their judgement</li> <li>• Who says what is documented in the Communications Policy</li> </ul>  | <p><i>Action 342 - Michelle to look at the plan to ensure media is one of the risk areas identified.</i></p>                                       |
| <p><b>5.3 Contract Report Card and details</b></p> <p>Michelle went through the report card with the Board.</p> <p>Ken queried Item 10 – Are there any new funding opportunities on the horizon?</p> <p>Michelle advised it will only change to green if we have a signed contract document and would rather leave as amber.</p> <p>Report card noted by the Directors</p>  |  |
| <p><b>5.3 Workplace Report Card</b></p> <p>Michelle went through the Workplace Report Card and advised the following –</p> <ul style="list-style-type: none"> <li>• Anything new is highlighted in yellow</li> <li>• We need to use \$100,000 of retained earnings to cover some employment costs and depreciation this year</li> <li>• Some of the funds in the reserves is for backfilling staff when they go on leave especially extended leave</li> <li>• The HR manual and all policies need to be reviewed – there have been some changes to the Fair Work Act. One of the changes relates to stockpiling</li> </ul>  |  |



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| <p>annual leave. This is a large liability if staff do not go on leave and that is why Fair Work have made the changes.</p> <ul style="list-style-type: none"> <li>• Another Staff survey will be run in April 2016</li> <li>• The Work plan template has been modified this year and includes annual leave planning</li> <li>• The Single Enterprise Agreement has expired and Michelle believes it is still valid but will clarify Terrain’s obligations</li> <li>• Was an Audit comment on the extremely good record keeping in Human Resources</li> <li>• Professional Development strategies and Training strategies being developed</li> <li>• Arranged for training in Cultural Awareness on 27 November being conducted at JCU. Michelle extended an invitation to the Board to attend as well and would be good to follow the training with the Christmas party. Would be a good chance for the Board to mix with Staff</li> <li>• Mostly all performance reviews have been completed and work planning done for next 12 months</li> <li>• Suggested the Board acknowledge achievements of staff ranked as outstanding.</li> </ul> <p>Keith asked about business development and the way forward for the Investment Manager’s role. Carole advised that we have paused the process and now need further discussion about that role.</p> <p>Keith asked the board their thoughts.</p> <p>Carole advised she has been working on Government funding but this is a different role. One of the issues is how an organisation is viewed by community having money to fund this sort of role. Other investigations are going on in other regions.</p> <p>Comments from the Directors –</p> <ul style="list-style-type: none"> <li>• Not particularly in favour of having commercial arm – can’t see evidence of success in other regions</li> <li>• Would appear we would be using public money to raise private money</li> <li>• If we had a money raiser – would they pay their own way after 12 months</li> <li>• Could role be linked to NCF – would be confident as funds would go back to the Community</li> <li>• Suggestion to engage a consultant to follow up</li> </ul> <p>Carole suggested we postpone this discussion and put on hold for the moment and think about how we have a discussion with Community. It will be better to wait and get it right. There is also the issue of discussions about what Queensland NRM will look like in the future.</p> <p>The Board resolved they were not in favour of going down the track of establishing a Commercial Arm. They agreed to raise again at the next meeting to get Peter and Julia’s agreement.</p> | <p><i>Action 343 - Michelle to clarify Terrain obligation in relation to SEA expiry and review.</i></p> <p><i>Action 344- Michelle to draft Staff letters and send to Mike for review and signing.</i></p> |
| <p><b>5.5 Reconciliation Action Plan and cultural awareness</b></p> <p>Michelle spoke to the Board about the upcoming Cultural Awareness Training being held at JCU on 27 November which she has arranged for Staff to attend. Michelle asked the Board if they would like attend the training day with the Staff and the Board agreed it would be good to attend.</p>  |  |

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| <p>Michelle then discussed with the Board the possibility of developing a Reconciliation Action Plan (RAP) for Terrain as follows –</p> <ul style="list-style-type: none"> <li>• Need Board endorsement for Terrain to commence developing a RAP</li> <li>• Would need a working group to establish the RAP</li> <li>• Would take approximately 12 months</li> <li>• Hope to have one ready to launch for NAIDOC week next year (1<sup>st</sup> week in July)</li> <li>• RAP to be signed off by Reconciliation Australia who would do the launch with us</li> <li>• Would be a good media opportunity</li> <li>• Would be a plan which we can also put on our website</li> <li>• Would be on website of Reconciliation Australia</li> <li>• Would be a special launch and thinks we would need “A Champion” to help with the development and launch – would need to be an Indigenous person</li> <li>• Would be some costs associated with the working group but can access free resources to establish the plan</li> </ul> <p>Allison said it would be good to look at CCRC RAP.</p> <p>The Board agreed to continue the process of developing a RAP for Terrain.</p> |  |
| <p><b>6.1 NRM Planning Report Card</b></p> <p>The report was taken as read and it was noted there has been a hold up with the launch and it was suggested to now hold the NRM Plan launch in November at the AGM.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1. That the Board note the progress on the Wet Tropics Plan for People and Country - <b>noted</b></li> <li>2. That the Board approve for the Wet Tropics Plan for People and Country official launch to be conducted in conjunction with Terrain’s Annual General Meeting in November 2015 – <b>Approved.</b></li> </ol> <p><b>The Board resolved to approve the recommendations.</b></p>  |  |
| <p><b>6.2 TO Engagement</b></p> <p>Penny noted that upcoming workshop had been organised with technical experts to provide advice on integration of Bama plan in to NRM Plan.</p>   |  |
| <p><b>6.3 Update on timeline for NRM Plan</b> - This was discussed as part of 6.1</p>   |  |
| <p><b>7.1 Report Card including Communications Report Card</b></p> <p>Carole gave an update and advised the following –</p> <ul style="list-style-type: none"> <li>• Elaine who is filling for Kath while she is on maternity leave is working at being more focused on media which is her strength</li> <li>• Carole has had a lot of media coverage lately – 16 radio events in the last quarter</li> <li>• Good media coverage with Warren Entsch</li> <li>• Great quarter for communications</li> </ul> <p><b>The Board noted the Report Card and the good work in obtaining media coverage</b></p>   |  |

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| <p><b>7.2 Communications and Influence Strategy</b></p> <p>Carole advised that Elaine was currently rewriting the Communications Plan.</p>   |   |
| <p><b>7.3 RGC Report - included in Chair's report</b></p>  |   |
| <p>Provided in papers.</p>   |   |
| <p><b>7.4 IAG Report</b></p> <p>Keith gave update on IAG meeting held 14 August. Minutes provided in Board papers.</p>   |   |
| <p><b>7.5 Director Reports</b> None provided</p>   |   |
| <p><b>8. Champions Strategic Investment</b> - Previously discussed at 5.3</p>  |   |
| <p><b>Board Business</b></p>   |   |
| <p><b>9.1 Meeting of Directors Minutes</b> – approved in Out of Session Paper – <b>noted</b></p> <p><b>9.2 Board Meeting Action List</b> –</p> <p>The Board queried the following action items –</p> <p>Action 328 – Circulation of Vegetation management Act Document – Carole advise she will circulate</p> <p>Action 332 – Reef guardian councils – Mike advised he has been to one meeting and would like to follow up by attending more meetings</p> <p>Actin 330 and 331 Meetings with Billy Gordon and Wujal Wujal Council - Colleen to follow up</p> <p>Action 92 Recruitment of Investment manager – on hold until at least November</p> <p><b>Recommendation:</b></p> <p>That the Board Action list be noted subject to any changes recommended by the Directors. The Directors noted the Board Action list as presented - <b>Noted</b></p>  |   |
| <p><b>9.3 Correspondence/Matters of interest or concern - Nil</b></p>  |   |
| <p><b>9.4 Out Session Papers - noted</b></p>   |   |
| <p><b>9.5 Chair's Report</b></p> <p>Keith as acting Chair provided an update in the Board Papers and that has been taken as read.</p> <p>Keith added the following comments on his activities during his time as acting chair</p> <ul style="list-style-type: none"> <li>• Keith advised he attended the Reef Alliance meeting with Carole and noted he found sitting in meeting was different and he found it enlightening and reassuring</li> <li>• Attended RDA committee meeting in Townsville</li> <li>• Attended Developing Northern Australia Conference which he found good.</li> <li>• Attended a meeting with Carole and Ryan and Warren Entsch</li> <li>• Attended a meeting with Carole and Dave Hudson</li> <li>• Completed Carole's Performance Appraisal</li> </ul> <p>Keith spoke of his reflections of his time as Acting Chair –</p> <ul style="list-style-type: none"> <li>• He has always had an appreciation of what Mike did but now has a better understanding of the time commitment needed and has a renewed appreciation of the role of deputy chair.</li> </ul> | <p><i>Action 345 - Carole to give detailed report to Board from Reef Alliance Meeting</i></p> |

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|---|--|
| <ul style="list-style-type: none"> <li>• He wants to make a more conscientious effort going forward and did not think he could not just step into Mike’s role if he wasn’t here tomorrow. Keith thought it would be good for Board Members to attend meetings with Mike if we can get around issues of funding and time and believed this would be very important for succession strategy for the board.</li> <li>• Keith said he enjoyed the time.</li> </ul> <p>Mike said he was happy for Keith to fill the role and he had faith in the organisation to move forward. It was also important for Keith to continue relationships he has formed during his time as Deputy Chair.</p>  |  |
| <p><b>9.6 CEO’s Report –</b></p> <p><b>Recommendation:</b></p> <p>That the Board discuss the CEO performance appraisal and provide any additional comments prior to acceptance and approval of overall assessment result.</p> <p>The approved performance appraisal to be provided to HR for filing</p> <p>Carole provided an update as follows –</p> <ul style="list-style-type: none"> <li>• She has been working off line for a few weeks – full on writing on Reef things on behalf of all NRM Groups. There have a lot of meetings and the other regions appreciate the work being put in.</li> <li>• Have to work out what the strategy is from here on in.</li> <li>• Has attended one Reef Advisory Committee and has another one to attend in a fortnight. Carole advised that she has an interest to continue to play this role and as we have money set aside for backfilling staff positions, some additional resources could be set aside for this.</li> <li>• Being involved in things like the Reef Advisory committee would allow Carole to build her profile – it does not always have to be Mike attending – we should not rely on one individual.</li> </ul> |  |
| <p><b>8.7. Board only – reflection time (in camera Session)</b></p>   |  |
| <p><b>8.8. Confirmation of next meeting date – 20 November in conjunction with AGM - to be confirmed</b></p>  | <p><i>Action 346 - Colleen to write to Directors to seek their availability for new proposed Board Meeting/ AGM date of 20 November.</i></p> |
| <p>The meeting was declared closed at 5.20pm.</p>   |  |

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

Signed.....

Mike Berwick, Chair Terrain NRM