

ATTENDANCE

<p>Directors: Mike Berwick Peter Rowles Keith Noble Julia Leu Ryan Donnelly Ken Atkinson Allison Halliday</p>	<p>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</p> <p>Others: Darryl Ebenezer – QWaLC (arrived 11.30 and left 12.30pm) John Reghenzani – QwaLC (arrived 11.30 and left 12.30pm)</p>
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Friday 29 May 2015

OPEN SESSION	The Chair declared the meeting open at 9.10am	ACTIONS
1 – Traditional Owner Welcome to Country		
	Mike acknowledged traditional owners and paid respect to elders past and present.	
2 – Declaration of Conflict of Interest		
	Nil. Mike welcomed Allison who was attending her first Board Meeting since being appointed in April.	
Strategic Items		
3. Focuses on the Big NRM Picture		
3.1	<p>Penny gave the board an update on the progress of the NRM Plan. Penny played a video Kath Dryden produced on how the NRM Plan works. Overall the Board thought it was a good production and provided the following feedback on the video</p> <ul style="list-style-type: none"> • Maybe a bit long – perhaps loses its way slightly. • Not convinced on the animation – maybe both characters don't need to be on the screen so long • Questioned whether video was targeted at a converted or non-converted audience • What was the intention of the video • Do we have time to test on other people • Believe good tool for staff to take for presentations and good for community groups to use • Use needs to be selective and to send a consistent message • Asked if we can monitor how many people watch the video and for how long. 	<p><i>Action Item 320 - Penny to follow with Kath to see if we can monitor how many people watch the video and for how long and report results back to the Directors</i></p>

<p>Penny advised the video was only finished on Thursday and Directors are the first to see. The idea of the video is to explain the difference with this plan and the original NRM plan. Penny advised that the video can be adjusted and the primary location of the video would be the web site. Carole noted it is a good tool for her to access as it shows other people talking about the plan and not just her. Penny is to follow up changes suggested by the Board.</p> <p>Recommendation: That the Board note the progress on the NRM Plan. Progress noted by the Board.</p>	
<p>3.2. Climate science integration</p>	
<p>Penny gave the Board an update on Climate science integration which is a key component of the plan review process.</p> <p>As part of the update, Penny showed the Board a video produced by JCU media students showing their take on climate change. We will have a link on our website to the video and is another tool we can use.</p> <p>The Directors noted we don't want to get hung up on climate alone and thought it was more important to get the new plan used and valued.</p> <p>Penny also provided handout summaries of climate information applicable to the wet tropics plan.</p>	
<p>3.3 Web based NRM Plan; website and spatial portal</p>	
<p>Penny gave the Board an update on the look and feel of the new NRM Plan web site.</p> <p>The board gave feedback as follows –</p> <ul style="list-style-type: none"> • Make sure colours in graphics don't look like they match the map • Do not like the colours • Looks easy to use • Suggestion for map to be all same colour and colour changes for each regions as you click on a particular region • Need to show towns names on map north of Mossman • Big gap at bottom of the page • Might create confusion with WTMA plan • Suggest adding Wet Tropics World Heritage and Great Barrier Reef somewhere in tabs <p>Penny thanked the Board on their comments and is to follow up with web designers.</p>	
<p>MOU with QWALC Darryl Ebenezer from QWALC gave a short presentation to the Board and QWALC Board Member John Reghenzani and Terrain Chair Mike Berwick signed an MOU between Terrain and QWALC.</p>	
<p>4. Demonstrates Organisational Excellence</p> <p><u>Audit/Finance Risk Committee recommendations:</u></p> <ul style="list-style-type: none"> • That the Board note the Financial Report Card • That the Board approve the financial statements for the period ending 31 March 2015 <p>The Board resolved to approve.</p> <p><u>Risk Management recommendations:</u></p> <ul style="list-style-type: none"> • That the Board note the updated Risk Management Report Card • The Risk Management Plan is to be sent to the Board as an Out of Session paper for approval. <p>The Board resolved to approve the Risk Management Report Card</p>	

<p><u>Contract and Project Management recommendations:</u></p> <ul style="list-style-type: none"> That the Board note the Contract and Project Management Report Card and projects in brief <p>The Board resolved to approve</p> <p><u>Human Resource recommendations:</u></p> <ul style="list-style-type: none"> That the Board note the Workplace Report Card - Noted That the Board note the HRRC minutes and OHS report - Noted That the Board approve the OHS Manual – To go to Directors as Out of Session paper for approval That the Board discuss and agree on director remuneration – tfrd to Saturday Agenda That the Board nominate for all committee representative positions – tfrd to Saturday Agenda That the Board approve the process for Board Operations Manual review – to be added to August Board Meeting agenda for discussion <p><u>Business Excellence</u></p> <p>That the Board note the Business Excellence Report Card - Noted</p>	
<p>4.1 Financial Report Card & Detailed Financial Reports</p> <p>Keith noted the Financial Report Card and Financial Reports as presented and asked for any comments or questions from the Board. Keith asked if we had received outstanding funds from the Federal Government and Michelle advised we had not to date. She advised that once the contract is in place, the delay in payments is usually only few week.</p> <p>The Board agreed that this was not good enough from the Government and believed comments on the process should be sent to the Government possibly through the RGC. Terrain is able to sustain our business pending receipt of funding, but other regions are not in a position to do so.</p>	<p><i>Action Item 321 - Carole to follow up with RGC regarding comments on funding/payment and contracting process with the Australian government and report back to the Board</i></p>
<p>4.2 Risk Management Plan & Risk Report Card</p> <p>Keith noted that the Audit Committee had already reviewed the new plan and congratulated Michelle on her work on putting the new plan together. He also added it is important to keep the plan as a living document. Michelle advised that significant risks will be reported to the board quarterly.</p> <p>As the completed Risk Management Plan had not been sent to the Directors prior to the meeting, the plan will be sent out as an Out of Session Paper for Approval.</p>	<p><i>Action Item 322 - Colleen to send Risk Management Plan to Directors as Out of Session Paper for approval</i></p>
<p>4.3 Contract Report Card and details</p> <p>Report card noted by the Directors</p>	
<p>4.4 Workplace Report Card & HRRC minutes & WHS Manual</p> <p>The Board went through the Workplace Report Card. Carole and Michelle then provided a hard copy of the results of the Staff Satisfaction Survey recently completed as follows –</p> <ul style="list-style-type: none"> 26 staff members – all responded Responders could not be identified Survey done on organisation perspective 44 questions in total – rating 1 – 4 and in between Graph shown to Directors showing results 	<p><i>Action Item 323 - Mike to sign letters to recognised staff on behalf of the board regarding their exceptional performance.</i></p> <p><i>Board to send message to Staff in</i></p>

<ul style="list-style-type: none"> • Thought results very good – high level performance against the leadership attributes, but still some areas we need to improve • High level of satisfaction especially in flexibility of working conditions • Do not believe the flexibility compromises our delivery – we will be able to see if someone is not doing their work • Next steps – leadership team met on Monday and decision made to provide a summary to staff and each team to meet and come up with ideas on how we can improve • Suggestions will be collated and training and support provided where needed. • Plan to do survey yearly <p>The Board noted the results of the survey and congratulated the team on the results</p> <p>Carole added that one of the important tasks is to give recognition to people who have done excellent work. She added that all staff do good work but on occasions staff exceed this standard and it would be good to provide feedback from the Board to these staff, as additional recognition</p> <p>Carole produced a list of staff in this category and it was agreed for Mike to write to these staff members in recognition of the excellent work done by these individual staff members. The Board also agreed they should send a Board wide message to all staff around July yearly congratulating them on their work.</p>	<p><i>July. Colleen to follow up.</i></p>
<p>4.5 Business Excellence Report Card</p> <p>The Board noted the excellent progress against all improvement strategies, with 38 of the total 44 completed and the other 6 underway.</p> <p>The Board noted a change in wording required against 3.1.1 Rather than community “health” – maybe say sustainability or something similar.</p>	
<p>3.3. Community Consultation Process</p>	
<p>Penny Scott provided an update on the consultation process for the NRM Plan, providing hand outs of the evaluation of the consultation process and the results.</p>	
<p>3.6. Workshop with Board on NRM priorities</p>	
<p>Penny Scott conducted a workshop with the board to identify their priority projects for NRM in the Wet Tropics. This was based on the same model of consultation completed at the ten local landscape workshops held across the region.</p> <p>The results will be fed into the NRM Planning process.</p>	
<p>3.7. Traditional Owner Advisory Process</p>	
<p>Carole advised we are still waiting from a report from RAPA on what information should be included in the new NRM Plan from a Traditional Owner perspective. Allison advised that RAPA was holding a meeting next week at JCU that she is attending and will follow up. We have an ongoing need for some direct advice and for Traditional Owners to work with us so we deal with the information in the correct way. Perhaps we should all together a small handful of people who have the right knowledge and technical knowhow to see what they want in the plan with regards to Traditional Owners and our need to be respectful. Carole also noted that it was not Allison’s responsibility but would be good for her to follow up on our behalf.</p>	<p><i>Action Item 324 - Carole to send Allison “one page’ document on what information Terrain wants from RAPA and on what they want in the new Plan</i></p>

<p>Recommendation:</p> <p>That the Board arrive at a resolution on the way forward to assist Terrain with appropriate representation of Cultural NRM within the Wet Tropics Plan for People and Country</p> <p>The Board agreed to wait for the outcome of next week’s RAPA meeting.</p> <p>Note: Subsequent to this discussion, the Report has been received from RAPA but has not been read and results not included in this Board meeting.</p>	
<p>5.3 SISP Process Outcomes and report and follow up actions</p>	
<p>Carole spoke to the Board about the SISP process outcomes. Details and a report were provided in the papers. Carole noted it had been a very challenging job for the SISP and a job that they took very seriously. Information that came out of the process –</p> <ul style="list-style-type: none"> • The process was to find the best mix of people to get the best coverage of skills • SISP were happy with their decision • A matrix of skills of the current board from the EOI process was circulated and showed the gap in the skills • 2 areas missing – climate and fundraising/marketing • Suggestion that as we now don’t have Director Portfolios, we inform the community what skills each Director has, so we can show the Board can cover all areas needed. • Prior to the next SISP process, Directors to advise if they have attained any more skills. • SISP TOR to be revised and updated. Suggestion that process be included in case the scenario arose that the Members rejected a SISP nominee during the endorsement process. <p>The Directors agreed that it had been hard to limit their skills to 3 areas in the EOI process and each added another skill to the Matrix. Directors then revised their top three skills and added any additional skills based on the matix.</p> <p>Recommendations:</p> <p>That the Board note the SISP report to the board, noting the suggested actions</p> <p>That the Board consider listing the key NRM and Governance skills of each director for communications to members and on the website.</p> <p>The Board resolved to approve the recommendations.</p>	<p><i>Action Item 325 - SISP to look at process in review of TOR to include a process if members reject a SISP nominee</i></p> <p><i>Action Item 326 - Updated Directors skills matrix to be basis of communications on web site and to members on the skills of the board.</i></p>
<p>4.5. Board Policy Review & Remuneration, Committee Positions</p>	
<p>Discussed at HRRC meeting – decision made to go back to the Board for discussion rather than HRRC making decision. Table provided in papers.</p> <p>Carole ran through suggested possible cost savings measures – then opened to the meeting for discussion and recommendations -</p> <p>The Board agreed with most changes but agreed to leave Board remuneration for meetings at half day and full day sitting fees rather than hourly rates.</p> <p>Carole also noted that teleconferences can be used where ever possible to reduce travel costs and time.</p> <p>Nomination and Voting for Board Committee and Representative Roles</p>	

Role/Position	
Deputy Chair	Keith Noble
Audit - 2 Directors	Ken Atkinson and Ryan Donnelly
HRRC - 2 Directors	Peter Rowles and Allison Halliday
IAG - 1 Director	Keith Noble
Natural Capital Fund - 2 Directors	Ken Atkinson and Ryan Donnelly
RGC Representative – 2 meetings @ 2 days each	Keith Noble (back up Ken Atkinson)

Builds Beneficial Relationships	
<ul style="list-style-type: none"> • Report Card – Communications Report Card – due to time constraints this item was held over to August Board Meeting • RGC Report – included in Chair’s report • IAG Report – included in Community Consultation process report • Director’s Reports - nil <p>Meeting closed at 5.30pm.</p>	

Saturday 30 May 2015	
The Chair declared the meeting open at 8.35am.	
8. Board Business	
<p>8.1 Meeting of Directors Minutes – approved in Out of Session Paper – noted</p> <p>8.2 Board Meeting Action List –</p> <p>The Board queries the following action items –</p> <p>No 92. Recruitment of Investment manager. Carole advised the position was being advertised on line this weekend.</p> <p>No 206. Andrew Buckley to be invited to next Board Meeting. Carole advised that as we had invited QWaLC to this meeting, Andrew would be invited to the next meeting.</p> <p>Recommendation:</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.</p>	
<p>8.3 Correspondence/Matters of interest or concern</p> <p>Recommendations:</p> <p>That the Board approve the two new membership applications – board approved both applications.</p> <p>That the Board noted the correspondence as presented – noted.</p>	
8.4 Out Session Papers - noted	

<p>8.5 Chair's Report – provided in papers – taken a read. Mike added a report from the last RGC meeting as follows –</p> <ul style="list-style-type: none"> • Advised Reef Catchments have pulled out of the RGC. They wrote a letter outlining the reasons for their decisions and the RGC responded. They did not receive any sympathy from other NRM groups and it has not been well received especially by the Queensland or Federal Government. The RGC has not run them down, but is candid about them if asked. • All other Regions indicated they happy to stay in RGC • Mike advised that the Government prefers to talk to Reef Regions together and we have to think carefully about maybe needing restructure along the coast with regards to the reef. • Some of the inland Regions are struggling and the RGC is looking at a possible restructure of these groups which might include having one CEO and sharing services. • RGC to approach Government for an Act to be introduced in Parliament to recognise NRM Bodies in statute, but not as a regulatory body. • Mike said he had a good trip to Brisbane this week and felt a bit more encouraged after his meetings. Meetings included Tony Roberts, Minister Miles, his Chief of Staff and his Reef Advisor. • Mike has given Carole's name to the Government as a contact while he is away on leave • Mike updated the Board on the UNESCO decision announced overnight – they have listed the reef as not in danger and asked the Government to prove how they're going to reach their targets with regards to reef safety. This is a good result. 	<p><i>Action Item 327 - Mike to send RGC Business Plan to Directors</i></p> <p><i>Action Item 328 - Mike to circulate Vegetation management Act document that was sent to Minister</i></p> <p><i>Action Item 329 - Carole to send UNESCO link to Director</i></p>
<p>8.6 CEO's Report –</p> <p>Recommendation:</p> <p>That the Board note the progress against the CEO Work plan as at March 31 2015</p> <p>Carole gave the Board an update –</p> <ul style="list-style-type: none"> • Mike and Carole have not discussed her Work Plan – will have to follow up with Deputy Chair in Mike's absence. • Carole showed a printout of all meetings she has been attending – details kept on phone app. • Mike and Carole have had good meetings with all Local Members except Billy Gordon. They were very productive meetings and advised Rob Pyne suggested to get all Members together at his office for a presentation on the NRM plan. • Mike and Carole have had good meetings with all Councils except Wujal Wujal. Need to follow up Reef Guardians Councils – LGAQ meeting on week commencing 19/10 in Toowoomba might be a good place to start. • Carole has had feedback indicating that relations with Canegrowers has increased significantly. • Since Andrew Maclean has left WTMA, Carole has set up regular meetings with Scott Buchanan who has been appointed as acting CEO for 6 months. Scott's role is to deal with several critical issue including the re-establishing the Board. Allison noted that when she was on the WTMA Board she was not in favour of RAC and TOAC being disbanded and replaced with RAPA 	<p><i>Action item 330 - Colleen to follow up meeting with Billy Gordon</i></p> <p><i>Action item 331 - Colleen to follow up meeting with Wujal Wujal Council</i></p> <p><i>Action item 332 - Carole to follow up Reef Guardians Councils</i></p> <p><i>Action item 333 - Carole to go ahead with Press release and publish WQIP.</i></p> <p><i>Action item 334 - Colleen to follow up meeting with Warren Entsch for Keith Noble and</i></p>

<p>which does not appear to have worked. Carole said she and Scott are working on a model to engage with T.O.'s .</p> <ul style="list-style-type: none"> • We are waiting for Government approval to release the Water Quality Improvement Plan. Carole said we have done the required editing and does not think we can wait any longer for approval. This also forms part of the NRM plan. The Board agreed and approved for Carole to go ahead and publish without waiting for Government approval. • Keith asked if Mike and Carole had met with Warren Entsch and Carole advised they had not. Warren did not have a particularly good opinion of Mike. Keith said he has spoken to Warren recently on a different subject, that he had a good relationship with Warren and suggested that we set up a meeting for Keith, Carole and possibly Ryan to attend. <p>The Board noted Carole's work plan.</p>	<p><i>Ryan Donnelly and follow up meeting with Bob Manning.</i></p>
<p>5.1. Natural Capital Fund & Community Grants – process & discussion</p>	
<p>Carole updated the Board on the progress in the establishment of a process to run the Community Grants and Natural Capital Fund applications. Details as follows –</p> <ul style="list-style-type: none"> • Discussion at last AGM regarding running the NCW with the Community Grants process. • Workshop held in April – 23 people attended. • Advised the minimum criteria we have to meet – put everything else up for discussion and decision. NCF was included in this discussion. • Good discussions and fantastic community effort – Guidelines for Community Grants came out of the workshop. Feedback was that people felt empowered to establish a grants process. • Some concern on the night around the NCF – Directors felt they had discussed in a meeting thought they had agreed what the NCF should be used for. Carole thought it was important to let the meeting come up with ideas and not put up what Directors had discussed. Input has been included in the guidelines. • Discussion was held on the Assessment panel which will be Community Based with assistance from Terrain Staff. Groups were asked to nominate a representative to be on the panel, 7 nominees were received and these nominations will be sent out to the Members in an on line voting letter next week. • Nominations for Grants close 14 June. All funds must be expended by June 2108. • Terrain will have the role more as moderators, will do pre-work and applications will be checked prior to going to the panel for assessment. • How we give out the funds could impact on Terrain's reputation • The assessment panel will make the final decisions with Terrain staff guidance and technical support. • Assessment panel to give recommendations for use of NCF money. • Funding for projects can be between 1 week and 3 years, but all money cannot go out in the first year and has to match with our funding and cash flow. <p>The Board agreed the process is good, would be good to do a review after the first assessment round and thinks the process should be written up and given to the Government as a model for future grant's processes.</p>	
<p>5.1. Review of Strategic Plan, M & E</p>	
<p>Discussion on review of strategic plan.</p>	

<p>Views of directors –</p> <ul style="list-style-type: none"> • Focuses on the big picture – have to add People and Country • Perhaps could be simplified and modernised a bit but good compared to the first plan. Would be good to have in card form. Carole said it was our first effort and looking back a bit clumsy – things that sound obvious to us still need to be included. • No problem with the overall content – some wording could be changed. Membership charter to be revisited. Perhaps some pages could be reshuffled – Terrain’s Mission statement might be better on right hand side. • Map to include towns in Daintree/Mossman area. • Likes smaller Strategic Plan format (program logic on one page). Agree to simplify language and questioned if definitions page was in correct place • Easy to read, agree with moving Mission Statement and definitions. • Good to brand projects with Julia’s quote “Love where you live” Julia will follow up if we can use. • Some wording and actions a bit dated – looking at the actions in the plan – good so many things are done. • Think something Reef specific should be included • Formal review against the KPIs to happen at August meeting. 	
<p>8.7. Board only – reflection time (in camera Session)</p> <p>The Board held a short reflection time prior the close of the meeting. They were asked to give their thoughts on the new board structure and how they thought this meeting went. Comments from the Board –</p> <ul style="list-style-type: none"> • Ryan said he has always been an advocate of a smaller board, thought more functional. Ryan said he enjoyed the interactivity on the NRM Plan, which included workshop style discussions and real input from the Board. • Ken agreed with Ryan. Thought meeting was more efficient, they will possibly miss skills or points of view of the missing directors, but noted someone can always be appointed if necessary, to help fill any gaps. Ken felt there was more opportunity to speak. Very early days, but first indications were that the meeting had gone well. • Peter had not been an advocate for a smaller board but admitted this had worked well. Peter noted Russell had been very good at picking up the little things so the Board will now have to make sure they cover. Everyone appears to get more say and was quite happy with how things are now. Previously meetings had been each 2 months and Directors were more engaged, but can see the reasoning in moving to Quarterly meetings and thinks it is important for Directors to keep connected with Terrain between meetings. • Julia thought it was the best Terrain Board meeting she had attended and said she had enjoyed the meeting. Julia thinks the smaller board was more effective and worked well. Julia also liked the interactive session on the NRM Plan. Julia also noted it was important that Directors do not get bogged down in operational areas and congratulated Carole and the Staff – Terrain has a good reputation. • Allison enjoyed the Board Meeting (her first) She liked the interaction and thought maybe a few more ice breaker sessions could be included. Allison said the Strategic Plan is good and is one of the better ones she has seen – easy to read and connect the dots. She is looking forward to the next 3 years 	<p><i>Action Item 335 - Taking account of costs – look for opportunities to hold more meetings over 1.5 days.</i></p>

<p>and is looking forward to the next meeting and happy to work with everyone.</p> <ul style="list-style-type: none"> • Keith thinks the SISP got it right. Personally he is pleased to be back. Thought 4 board meetings a year is sufficient now with the sub committees meeting between Board meetings and thought the committees played a really important function for the Board. Great meetings – really enjoy. Keith felt that working of the meetings, he is making worthwhile contributions. • Mike likes smaller boards and thinks SISP made good decisions. Mike believes the Board has a good mix of skills. Mike liked the 2 day meeting and thought the dinner is important as well. Mike said he realises that the budget might not stretch to cover 2 day meetings all the time. Carole to check. Mike suggested the Board should tell more stories between the meetings. • Julia congratulated Mike on the good work he has been doing noting it has taken a big toll on his time and his health. Julia wished Mike a good holiday. <p>Overall lessons and considerations for future meetings:</p> <ul style="list-style-type: none"> • More interaction is good and helps increase the energy in the meeting (especially after lunch) • Look for opportunities for more information flow in between meetings • Look for more opportunities to have 1.5 day meetings (subject to budget) 	
<p>8.8. Confirmation of next meeting date – Friday 28 August – Cairns</p>	
<p>The meeting was declared closed at 12.00pm.</p>	

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

Signed.....

Mike Berwick, Chair Terrain NRM