Terrain NRM

Program Logic, Operational Plan and Project List

Assumptions connect each level of the logic, and explain the reason WHY we think these are the right Initiatives, Outcomes and Goals

Mission

Inspiring Effective Delivery on NRM Plan priorities

Pathways

*Strategic direction
*Relationships
*Organisational Excellence

Goals

The specific long-term difference our achievements will make

Five Year Outcomes

Specifically what we will achieve in the next 5 years through what we do

Operational Plan

Terrain's Annual "Operational Plan" comprising priority initiatives that will make progress towards the outcomes.

Activities

Individual annual work plans prepared in enquire, delivering on the Strategic Initiatives

Overview of the 4 main components of the Strategic Plan and Program Logic
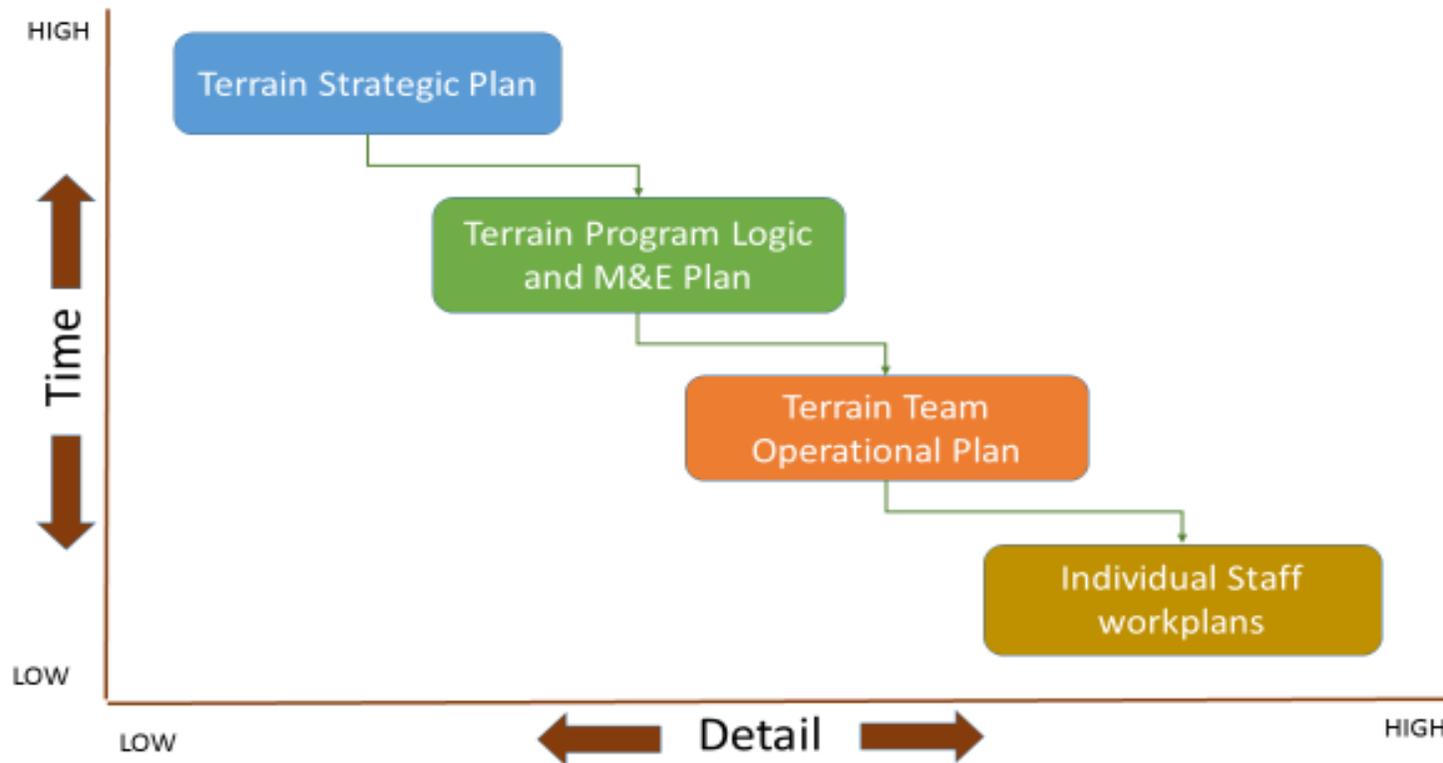
This document is designed to show clearly the connection between the high-level Strategic Plan and individual workplans. The purpose is to provide a clear line of sight between our long-term goals and the work we do on a daily basis.

Although lengthy and containing a lot of detail, this document is designed so that people can navigate to the detail that they need, but at the same time keep an eye on where that fits within the bigger picture.

The diagram below provides a simple overview of the components of Terrain's overall internal planning system, including individual work plans, which are developed in enQuire. The most important difference between the different components relates to the timeframe and the level of detail.

The table on the following page expands on the contents and purpose of these components of this system. The remainder of the document contains the detail within the top three components, providing a link to individual workplans through specifying the associated Projects and Initiatives.

Component…	Contains…	Purpose…
Overarching Strategic Plan	- Introduction and context to region and role of Terrain - Mission statement and high-level KPI - Strategic Pathways statement and high-level KPIs - 5-Year Goals within each pathway contributing to the Mission - The 5-year outcomes, KPIs and initiatives	To provide an overview of the role that Terrain plays in the region, and the areas of focus for the coming 5 years, as well as a snap shot of the sorts of measures that will indicate success.
Terrain Program Logic and Monitoring and Evaluation Plan	For each Strategic Pathway: - 5-year goals (as above) - 5-year Outcomes which together contribute towards achieving the goals (as above) - Assumptions – the statement that tells readers WHY that outcome is considered important in achieving the goal - Evaluation questions – the questions that we will need to answer over time to determine if we are achieving our outcomes, and also to test if our assumptions are in fact correct. - KPIs – the information that we will need to collect in order to answer the evaluation questions (as above) - Methods for data collection – the ways that we will collect the information, both ongoing and through evaluations.	To provide a detailed explanation of the **LOGIC** behind the Strategic Plan. This is the **WHY** behind our goals and outcomes – why we think that focusing effort in these areas is the best thing to do, in order to achieve our desired outcomes. The logic also describes the way we are going to track our progress towards this plan over the coming 5 years. This component of the Program Logic is **constant** over the lifetime of the Strategic Plan, although regular (e.g. annual) review may result in some small modifications should the M&E information indicate that our logic is flawed and we need to change the outcomes that we are aiming for.
Terrain Operational Plan -	For each Strategic Pathway - 5-year goals - 5-year Outcomes which together contribute towards achieving the goals - Evaluation questions – the questions that we will need to answer over time to determine if we are achieving our outcomes, and also to test if our assumptions are in fact correct. - Primary Contract deliverables against each of the Strategic Plan outcomes - Team Initiatives for the year, which inform individual workplans	To clarify the flow between the Strategic Plan, the Program Logic and individual workplans, as well as clarify in which areas we have specific contract deliverables. To demonstrate **HOW** we are collectively working towards our outcomes through the suite of initiatives for the year, and also remind ourselves of the specific evaluation questions that need to be answered through the M&E component of the initiatives. This Operational Plan component of the Program Logic is **valid for the specific year**. On an annual basis, this Operational Plan will be revised, and while the goals, outcomes and evaluation questions will remain largely constant, the contract deliverables and initiatives may change.
"Projects"	Projects are packages of work that are generally funded as a 'project' – examples include: - Matters of National Environmental Significance (which for our purposes is then divided into a number of projects, Mabi, Mahogany Glider, Cassowary) - Walking the Landscape - Emerging Weeds	The purpose of defining projects is to make a clear connection between the actual work we are contracted to undertake and our Corporate Plan. Investors commonly refer to projects, and the specifics are often driven by investor priorities, but clustering projects and their deliverables under our Strategic Plan helps us to retain the line of sight between what we as an organisation are hoping to achieve and what various investors are paying us to do. This is always challenging and there will never be perfect alignment.

	- Reef Trust III - Wet Tropics Report Card - Community NRM Groups These projects have unique codes in enquire and are clustered according to where they most logically fall under our Strategic Plan. The projects usually contain the outcomes we are trying to achieve.	However, trying to be clear about the connection helps us to report back to the Board and members about our progress with the Strategic Plan as well as where there are things falling through the gaps due to lack of funding. For these projects we have specific deliverables which are reflected in our initiatives and workplans.
"Initiatives" *These live inside the Operational Plan but are described here for clarity of terminology*	Initiatives are smaller, work packages – that have a very clear purpose and often a clear timeframe (although this is not always the case). In general, **Terrain initiatives are internal only** and provide the structure for the work we do as a regional body (versus the work that we contract out to others to do). Initiatives (in line with the initiative template) should include: - Purpose and outcomes - Link to the Strategic Plan - Resources that are required (for better $ planning) - Risks Monitoring and evaluation – evaluation questions and data collection tools (evaluation questions are to be drawn from Program Logic and M&E plan so that all initiatives are contributing information into the broader M&E strategy… for tracking change and impact)	The purpose of initiatives it to **provide clarity and focus around people's effort – the why behind what we do.** Importantly, initiatives maximise the alignment with specific project/contract deliverables, particularly for those projects that have a large component of 'facilitation', partnership building or providing technical or capacity building support. Initiatives are clear pieces of work that are purposeful and have been well thought out. An initiative is always smaller than a project (a sub-section of a project if you like) but could span across two projects if they are both funding a similar thing. For example, both the Community NRM Groups and TO projects from the NLP require us to provide training in the use of the NRM Plan and Knowledge Portal. In this case, when reporting on activities relating to this, the same initiative can be used across both projects. Initiatives can be short term and involve a lot of work (e.g. the National Biological Farming Conference) or long-term involving less regular effort – possibly small bursts and then a lag time before another burst of effort (e.g. Community Group Health). Some initiatives will be completed within the life time of a project, and others might be ongoing over multiple funding programs, if they are a core piece of work that Terrain believes is really important (e.g. initiatives relating to agricultural innovation… or emerging weeds). Initiatives provide a focus for workplanning, as well as a focus for reporting. Being clear about our initiatives enables us to tell the story about the work we are doing more concisely and in particular track the impact of our efforts over time.
Individual Workplans	These are generated within the enQuire Project Management system and for each individual including specific tasks (allocated according to initiative), timeframes and where useful, alerts.	To clarify the role that each individual plays in delivering on projects and initiatives for that year. It includes ongoing commentary between staff and their manager about progress and is the basis for annual performance review.

Terrain 5-Year Strategic Plan: 2015 - 2020

Terrain's Mission	To make a difference by inspiring and enabling action to improve the health, wellbeing and lasting value of the Wet Tropics landscapes and communities		

Strategic Pathways	**1. Focusing on the Big NRM Picture**	**2. Building beneficial relationships**	**3. Demonstrating Organisational Excellence**
	KPI: extent to which investment and policy making delivers on regional NRM priorities as a result of Terrain's influence.	*KPI: extent to which partnerships demonstrably results in increasing delivery of the Regional NRM Plan*	*KPI: level of improvement against the Business Excellence Framework*

Long-Term Goals			
	1.1 – NRM Planning The Wet Tropics Plan for People and Country influences NRM investment and action at different scales, and collaboratively tracks progress over time.	**2.1 - Community NRM groups** Prosperous and autonomous community-based NRM groups are effective mobilisers of NRM action and build NRM stewardship in the region.	**3.1 - Strategic Planning** Terrain's strategic plan is adaptive and has a strong underpinning logic which describes Terrain's role in implementing the NRM Plan and provides direction for Terrain investment and staff effort.
	1.2 -Knowledge brokerage The Wet Tropics Plan for People and Country brokers the best available scientific, cultural and local knowledge, and influences NRM decision making at a range of levels.	**2.2 - Traditional Owners** Traditional Owner communities are empowered and enabled to engage and collaborate in, and benefit from regional NRM initiatives.	**3.2 - Terrain Team** Terrain staff operate as a high performing team, and experience a high level of job satisfaction.
	1.3 - Strategic Influence Terrain influences levels of government as well as other non-government decision makers/investors on key regional NRM priorities, NRM investment and implementation of the NRM Plan.	**2.3 - Regional Bodies** Productive partnerships with neighbouring NRM groups delivers complementary aspirations in planning for, delivering and tracking the impact of regional NRM.	**3.3 - Business Effectiveness** Terrain demonstrates transparency, and continuous improvements and innovation in the management of its Business operations.
		2.4 - Strategic Partnerships Mutually respectful partnerships with all sectors involved with NRM result in effective implementation of the NRM Plan.	**3.4 -Collaborative Decision Making** Terrain's partners are active partners in key decision making processes about NRM in the region.
	1.4 - Targeted Action Terrain facilitates initiatives/projects that directly deliver on the priorities of the Wet Tropics Plan for People and Country.	**2.5 - Landholders** Wet Tropics landholders embody a culture of continuous improvement, innovation and environmental stewardship, contributing to the delivery of the NRM Plan while remaining profitable.	**3.5 - Corporate Social Responsibility** Terrain is recognised for is environmental, cultural and social leadership.

1   Focusing on the Big Picture

Long-Term Goal	5-Year Outcomes	Key Performance Indicators	Priority Initiatives: 2015-2020
1.1 - NRM Planning The NRM Plan (Wet Tropics Plan for People and Country) influences NRM investment and action at different scales, and collaboratively tracks progress over time.	**Value and use:** The NRM Plan reflects the values of a broad range of stakeholders and is increasingly used to influence decision making process for action and investment.	- No. and type of users of the Plan - Level of user/partner satisfaction. - Demonstrated influence the Plan has had over NRM decision making. - Level of contribution of partners.	- NRM Plan Development and Administration - Data Management - Map and Story Map Production - Plan Use Evaluation
	Cultural values: Traditional Owners are satisfied with the integration and recognition of cultural priorities of the NRM Plan, and benefits demonstrably from this integration.	- Level of Traditional Owner satisfaction - Progress on Traditional Owner priorities	- Regional TO Support - effective integration of TO interests into NRM Planning
	Adaptive Management: The NRM Plan remains current and credible due to robust monitoring and evaluation systems used to track progress and update priorities.	- Level of partner contribution to plan progress. - No/result of Plan review processes - Level of user satisfaction in plan currency.	- NRM Plan M&E strategy development - Partner Project Mapping - Paddock to Reef Practice Change - WT Water Quality Report Card
1.2 - Knowledge brokerage The Wet Tropics Plan for People and Country brokers the best available scientific, cultural and local knowledge, and influences NRM decision making at a range of levels.	**Knowledge:** Wet Tropic community has access to, and makes productive use of the knowledge brokerage services in NRM decision making processes.	- No. and type of use of Knowledge component of Plan - Level of user satisfaction - Demonstrated application of knowledge to decision making. - Examples of impact of knowledge services on decision making.	- NRM Plan and Knowledge Portal Training and Extension
1.3 - Strategic Influence Terrain influences levels of government as well as other non-government decision makers/investors on key regional NRM priorities, NRM investment and implementation of the NRM Plan.	**Enabling policy and planning:** Local, regional, state and national policy, plans and guidelines are supportive of, and delivering outcomes of the NRM Plan.	- Level of policy/plan alignment with priorities of NRM Plan as a result of Terrain investment. - Partner satisfaction with, and perception of Terrain and Terrain's influence role.	- Develop and Deliver Influence Strategy - Local Government partnerships for better policy, planning and investment
	Investor influence: The NRM Plan is perceived at a range of levels as the investment "plan of choice", serving as an effective, evidence-based decision support system for prioritisation of investment from Government and non-Government sources.	- Level and type of investment into the region to deliver on the Plan. - No. priority projects implemented.	- Influence Strategy - Future Reef Phase 3 - State-wide Program Logic and M&E
1.4 - Targeted Action Terrain facilitates initiatives/projects that directly deliver on the priorities of the NRM Plan.	**NRM Action:** Strategic NRM action through direct investment delivers excellent return on investment and demonstrable progress against the priorities of the NRM Plan.	- Level and nature of project delivery against NRM Plan priorities. - Level of partner investment in projects - Partner satisfaction with Terrain's NRM action initiatives/projects	- Terrain NRM grants support and management (MNES) - A stitch in time...tackling emerging weeds

2   Building Beneficial Relationships

Long-Term Goal	5-Year Outcomes	Key Performance Indicators	Priority Initiatives: 2015-2020
2.1 - Community NRM groups Prosperous and autonomous community-based NRM groups deliver are effective mobilisers of NRM action and build NRM stewardship in the region	**Local Planning and Action:** Community NRM groups agree on, and collaboratively deliver against, local priorities as included in the NRM Plan.	- Level of collaborative activity at the local level (incl. local planning, project delivery). - No. and value of local priority NRM projects secured by community groups. - Level of group satisfaction with Terrain support	- Local landscape planning - Terrain NRM grants support and management (Community) - Support to Green Army Teams to deliver effectively on local priorities
	Skills: Community NRM groups have, and apply, the skills required to run successful, sustainable groups that make an increasing contribution to National, State, Regional and Local NRM priorities.	- Examples of changes in group skills - Level of group satisfaction. - Value of Community Group contribution to NRM.	- Supporting Community Group Health - Supporting Groups in securing funding for, and implementing projects (general community)
	Connections: Community NRM groups are well networked, actively sharing knowledge/learnings with one another.	- No. and type of collaborative projects/initiatives. - Level of group satisfaction.	- Regional Community group network
2.2 - Traditional Owners Traditional Owner (TO) communities are empowered and enabled to engage and collaborate in, and benefit from regional NRM initiatives.	**Traditional Owner regional leadership:** Regional and sub-regional TO leadership and engagement arrangements for NRM result in the integration of TO interests into mainstream NRM business across the region.	- Examples of positive outcomes/benefits from strong regional leadership/engagement - Level and nature of influence that TOs have on policy processes - Extent of mainstream integration of TO interests - Level of TO Group satisfaction in arrangements.	- Regional TO support – engagement and integration
	Local partnerships and action: TOs are actively involved in the development and delivery of local projects focusing on working on country, securing demonstrable benefits from these projects.	- Number of local level projects demonstrating meaningful TO involvement and delivering benefits. - Level of TO satisfaction with local partnerships and project opportunities. - Level and nature of benefits for TOs and partners.	- Local partnerships to support TO integration and action. - Supporting Groups in securing funding for, and implementing projects (TO groups) - TO partnerships for policy and planning
2.3 - Regional Bodies Productive partnerships with neighbouring NRM groups delivers complementary aspirations in planning for, delivering and tracking the impact of regional NRM.	**Regional Planning:** New generation NRM planning is improved by working collaboratively with, and learning from other regional bodies.	- Level of resolution of common issues across NRM boundaries. - No. cross-regional "learning" initiatives on NRM Planning	- Cross-Regional Networks for NRM
	Collaborative delivery: Regional collaboration in program delivery results in improvements in the efficiency and effectiveness of regional delivery, and improvements in its reputation and ability to demonstrate return on investment.	- No. and nature of collaborative initiatives - Evidence of Investor perception - ROI outcomes from improved delivery, operating and/or M&E system	- Cross-regional mentoring – (Queensland Regional Delivery and efficiency and effectiveness)

2.4 – Strategic Partners Mutually respectful partnerships with all sectors involved with NRM result in effective implementation of the NRM Plan.	**Agricultural partnerships:** Industry partnerships, policy and plans at the regional, state and national levels provide an enabling foundation for promoting agricultural practices that deliver NRM outcomes.	- Change in awareness of industry partners about NRM impacts of agricultural practices - No./diversity of relevant partners actively participating in NRM initiatives - No. planning and policy issues addressed - Level of industry investment in NRM in the region - Level of industry partner satisfaction with Terrain	- Reef Partnerships - Agricultural Innovation Strategy
	Threatened species and ecosystems partnerships: Collaborative local and regional partnerships and engagement lead to delivery on recovery plans for Matters of National Environmental Significance (MNES), including Mabi Forest Mahogany Glider and Southern Cassowary.	- Level of improvement in the extent, condition and connectivity of MNES through partnerships - Level and nature of delivery on MNES recovery plans - Level of MNES partner satisfaction with Terrain - Level of MNES partner investment (leverage)	- Support for regional network of recovery teams - World Cassowary Day - 2016 - Cassowary Incident Solutions - Tame the Flame: habitat outcomes for Mahogany Gliders - Technical support to Recovery Groups for effective planning, monitoring and evaluation - Connecting the dots: habitat outcomes for Mahogany Gliders
2.5 – Landholders Wet Tropics landholders embody a culture of continuous improvement, innovation and environmental stewardship, contributing to the delivery of the NRM Plan while remaining profitable.	**Landholder practices:** Increased proportion of landholders in priority locations have adopted improved practices which enhance the long term sustainability of their businesses, communities.	- No. farmers sustaining targeted practice changes, (both funded and non-funded practice change) - No. farmers with improved knowledge - Changes in farm profitability - No. of farmers that have changed their approach to farm management to include considerations of environmental impacts. - Level of farmer satisfaction with Terrain support	- Evaluation of Practice Change - Training and Extension for Water Quality Outcomes - Reef Water Quality Grants
	Agricultural Innovation: An increasing proportion of Wet Tropics farmers trial and/or adopt high potential innovative practices, leading to these practices becoming increasingly perceived as mainstream and industry actively investing in their extension.	- No. successful practices progressing through the innovation cycle - Farmer satisfaction with impact of new innovations on farm business - No. of farmers that have changed the way they approach their farming system, including consideration of the impacts on the environment - Changes in industry perception about innovative practice - Level of industry investment in extension and promotion of innovation - Level of farmer/partner satisfaction with Terrain support to innovation.	- Agricultural Innovation Networking and Knowledge Sharing - Innovation Communications – telling the story - Expanding our horizons - National Biological Farming Conference 2016 - Support to innovative farmers (Game Changer, Project Catalyst, Innovation program) - Economics of innovative cane farming practices

2 Demonstrates Organisational Excellence

Long-Term Goal	5-Year Outcomes	Key Performance Indicators	Priority Initiatives: 2015-2020
3.1 – Strategic Planning Terrain's strategic plan is adaptive and has a strong underpinning logic which describes Terrain's role in implementing the NRM Plan and provides direction for Terrain investment and staff effort.	**Adaptive management:** Terrain's strategic plan is underpinned by a sound logic and monitoring and evaluation strategy, and is regularly reviewed and updated according to progress and new information.	- Level of progress towards Strategic Plan KPIs - Extent and nature of adaptation of Plan to reflect learnings - Results of OPE review - Member/partner satisfaction	- Strategic Plan review - Partner/member satisfaction survey - Team monitoring and evaluation
	Link from the big picture to the workplan: There is a clearly articulated and well understood connection between Terrain's Strategic Plan and the Operational Plan.	- Documentation of the connection between strategic goals and workplans - Level of staff understanding of the Strategic Plan and line of sight to their workplans	- Pulling all the work systems together
3.2 – Terrain Team Terrain staff operate as a high performing team, and experience a high level of job satisfaction.	**High performing team:** Terrain employees are high performing individuals and come together as high performing teams, excelling according to the "high performing teams" criteria.	- Level of staff satisfaction, individual and in relation to team work - Level of improvement against the High Performing Teams attributes - Staff retention rates	- Cross-team collaboration plan - Systems Development and training - Ideas Funnel – valuing Team innovation - Performance Management System Review - Healthy Terrain Team Plan
3.3 – Business Effectiveness Terrain demonstrates transparency, and continuous improvements and innovation in the management of its Business operations.	**Financial management:** Terrain's financial management is exemplary, innovative, continuously improving and ensures that Terrain remains solvent at all times.	- Changes in results of OPE review - Quarterly financial status - Documented efficiency improvement measures - Actions against risk management plan relating to finances	- Reckon One Cloud Accounting - Develop financial governance standards with other NRMs
	Legal compliance: Terrain meets all of its legal requirements through efficient, innovative and continuously improving policies and procedures.	- Change in results of OPE review - Actions against risk management plan relating to legal obligations - No. policies/processes fulfilling legal obligations	- HR Manual Review - Outgoing Contract Review - Auspicing Policy development
	Governance: Terrain demonstrates excellence in all aspects of corporate governance.	- Documented decision making processes - Level of improvement against the NLP governance standards - Up to date and appropriate policies	- Client Relationship Management system review Board Manual Review
3.4 –Collaborative Decision Making Terrain's partners are active partners in key decision making about regional NRM.	**Decision making:** Terrain is recognised by partners and investors as a leader in the area of collaborative, transparent and community-focused decision making.	- Level of satisfaction of Members/partners - No. policies/processes to ensure transparency - Demonstrated examples of benefits of collaborative decision making	- Corporate Communications Plan
3.5 – Corporate Social Responsibility Terrain is recognised for is environmental, cultural and social leadership.	**CSR Leadership:** Terrain has improving key performance indicators and recognised practices that demonstrate social consciousness and reductions in its environmental footprint.	- No. policies/processes/actions facilitating CSR - No and type of actions undertaken towards CSR - No. communication products about Terrain CSR - Partner/investor perception of Terrain	- Reconciliation Action Plan - Carbon footprint strategy - Donations plan - CSIRO Mosquito test site at our offices

Terrain Program Logic and Monitoring and Evaluation Plan

FOCUS ON THE BIG PICTURE: *KPI: The extent to which investment and policy making delivers on regional NRM priorities as a result of the NRM Plan and Terrain's effort.*					
Goals	**5-year Outcomes**	**Assumptions**	**Evaluation Questions**	**Key Performance Indicators**	**Methods for data collection**
1.1 – NRM Planning The Wet Tropics Plan for People and Country influences NRM investment and action at different scales, and collaboratively tracks progress over time.	**Values and usage:** The NRM Plan reflects the values of a broad range of stakeholders and is increasingly used to influence decision making process for action and investment.	A relevant, user friendly 'plan' that reflects what people care about and is actively contributed to by the community, will be of more value to a range of people and will therefore be used more regularly and rigorously in their decision making processes around NRM.	- What is the level and nature of stakeholder use of the plan (including both the prioritisation and the knowledge components)? - What is the level of stakeholder satisfaction with the plan, its accessibility and its value? - To what extent are regional community groups/partners contributing data and activities into the plan? - To what extent has the plan influenced NRM decision making - Do stakeholder and partners within the region and beyond have an increasing level of confidence in the credibility of the Plan?	- No. and type of users of the Plan - Level of user/partner satisfaction. - Demonstrated influence the Plan has had over NRM decision making. - Level of contribution of partners.	- Activity Tracker - Plan Feedback - Satisfaction Surveys - Impact Case study - Spatial Portal Mapping
	Cultural values: TOs are satisfied with the integration and recognition of cultural priorities of the NRM Plan, and benefits demonstrably from this integration.	For TO interests and aspirations to be realised in the long-term, meaningful integration of these interests, aspirations and priorities into the NRM plan is essential.	- What is the level of TO Group satisfaction with the integration of their interests into NRM planning? - What is the level of TO satisfaction of with the plan, its accessibility and its value? - Has progress been made towards TO priorities in the NRM Plan?	- Level of TO satisfaction - Progress on TO priorities	- Activity Tracker - Plan feedback - Satisfaction surveys - Impact Case study
1.2 –Knowledge brokerage The Wet Tropics Plan for People and Country brokers the best available scientific, cultural and local knowledge, and influences NRM decision making at a range of levels.	**Adaptive Management:** The NRM Plan remains current and credible due to robust monitoring and evaluation systems used to track progress and update priorities.	In order to ensure the NRM Plan remains credible, valued and influential, continuous monitoring of progress, review and updating is essential. This includes updating with new information as well as continuously updating region-wide progress towards the outcomes.	- What progress has been made towards the NRM priorities in the Plan? - How effective has M&E and adaptive management process been in ensuring the NRM Plan remains current? - How effective is the online platform for monitoring and evaluating NRM activities and outcomes?	- Level of partner contribution to plan progress - No/result of Plan review processes - Level of user satisfaction in plan currency	- Spatial Portal Mapping - Satisfaction Surveys - Impact Case study - Report Cards - National/State Environmental Accounts
	Knowledge: The Wet Tropic community has access to, and makes productive use of the knowledge brokerage services in NRM decision making processes.	Having ready access to up to date information and science is essential for good decision making at all levels, and a once-stop-NRM-shop will provide that service.	- To what extent has the plan influenced NRM decision making about NRM (including both the prioritisation and the knowledge)? -	- No. and type of use of Knowledge component of the Plan - Level of user satisfaction - Demonstrated application of knowledge to decision making. - Examples of impact of knowledge services on decision making	- Activity Tracker - Plan feedback - Satisfaction surveys - Impact Case study
1.3 – Strategic Influence Terrain influences levels of government as well as other non-government decision makers/investors on key regional NRM priorities, NRM investment and implementation of the NRM Plan.	**Enabling policy and planning:** Local, regional, state and national policy, plans and guidelines are supportive of, and delivering outcomes of the NRM Plan.	Well informed and supportive policy and planning instruments at local, regional, state and national levels will minimise perverse incentives and promote more effective on-ground outcomes for NRM.	- What is the level and nature of influence that Terrain staff investment has had on policies, plans and decision making processes at all levels? - How is Terrain perceived by government at all levels in terms of credibility and provision of valuable NRM advice? - Are Local, State and National policies and plans providing an improved foundation for delivery on the NRM Plan?	- Level of policy/plan alignment with priorities of NRM Plan as a result of Terrain investment - Partner satisfaction with, and perception of Terrain and Terrain's influence role	- Activity Tracker - Satisfaction Surveys - Impact Case study - Leverage Tracker
	Investor influence: The NRM Plan is perceived at the high level as the investment "plan of choice", serving as an effective, evidence-based decision support system for prioritisation of NRM investment from Government and non-Government sources.	Evidence-based content and tools in the NRM Plan as well as strategic advice from Terrain staff will inform and drive improved decision making processes about investment in NRM in the Wet Tropics.	- What is the level and nature of investment (local, regional, State and National; Government and non-Government) in delivering on regional NRM priorities? - To what extent has Terrain/the NRM Plan influenced investment within the region?	- Level and type of investment into the region to deliver on the Plan. - No. priority projects implemented.	- Activity Tracker - Leverage Tracker - Satisfaction Surveys - Impact Case study - Spatial Portal Mapping
1.4 – Targeted Action Terrain facilitates initiatives/projects that directly deliver on the priorities of the Wet Tropics Plan for People and Country.	**NRM Action:** Strategic NRM action through direct investment delivers excellent return on investment and demonstrable progress against the priorities of the NRM Plan.	While Terrain is largely an enabler, there are important strategic opportunities for directly funding action on the ground. This direct funding leverages significant partner investment and delivers targeted cost-effective outcomes against the NRM Plan.	- Has Terrain direct project investment delivered outcomes against the NRM Plan? - To what extent has Terrain direct project investment leveraged partner investment in delivering outcomes against the NRM Plan? - Are partners satisfied with the direct action support provided by Terrain?	- Level of partner investment in projects - Level and nature of project delivery against NRM Plan priorities. - Partner satisfaction with Terrain's NRM action initiatives/projects	- Project reports - Leverage Tracker - Satisfaction Surveys - Impact Case study - Spatial Portal Mapping

BUILD BENEFICIAL RELATIONSHIPS: *KPI: The extent to which partnerships demonstrably results in increasing delivery of the Regional NRM Plan*

Goals	5-year Outcomes	Assumptions	Evaluation Questions	Key Performance Indicators	Methods for data collection
2.1 - Community NRM groups Prosperous and autonomous community-based NRM groups are effective mobilisers of NRM action and build NRM stewardship in the region.	**Local-level planning and action:** Community NRM groups agree on, and collaboratively deliver against, local priorities as included in the NRM Plan.	Collectively agreed local priorities which align with regional, state, and national priorities, will contribute to the ability of groups to secure funding, leverage partnership contributions and deliver priority NRM actions on the ground.	- Have local level planning processes resulted in agreed local priorities? - To what extent have groups succeeded in accessing resources for, and delivering quality, priority projects? - How satisfied are Community NRM Groups with the value and results of Terrain's local-level planning and action support?	- Level of collaborative activity at the local level (including local planning, project delivery). - No. and value of priority projects secured by community groups. - Level of group satisfaction with Terrain	- Activity Tracker - Leverage Tracker - GIS Mapping - Satisfaction Surveys - Impact Case study - Grants outcomes - Project reports
	Skills/capacity: Community NRM groups have, and apply, the skills required to run successful, sustainable groups that make an increasing contribution to National, State, Regional and local NRM priorities.	Without a range of critical skills (e.g. governance, strategic planning and prioritisation, succession planning etc.) groups will struggle to become, and remain, healthy, and effective at delivering on NRM priorities.	- To what extent and in what way have Community NRM Groups benefitted from Terrain's capacity building support? - How satisfied are Community NRM Groups with the value and results of all aspects of Terrain's Skill Building Program? - What is the value of the contribution of Community Groups to NRM, above and beyond directly contracted deliverables?	- Examples of changes in group skills - Level of group satisfaction with Terrain - Value of Community Group contribution to NRM.	- Activity Tracker - Satisfaction Surveys - Impact Case study - Continuous feedback
	Connections: Community NRM groups are well networked and actively share knowledge/ learnings with one another.	Community groups will benefit from being part of a bigger network of groups with similar aspirations, and this will contribute demonstrably to their health, their understanding of the bigger picture and their ability to share information and experience. Well connected groups are able to deliver priority NRM outcomes on the ground through collective action.	- To what extent and in what way have Community NRM Groups benefitted from improved networking and collaboration? - How satisfied are Community NRM Groups with the networking and collaboration support Terrain has provided?	- No. and type of collaborative projects/initiatives. - Level of group satisfaction.	- Activity Tracker - Satisfaction Surveys - Impact Case study - Continuous feedback
2.2 – Traditional Owners Traditional Owner communities are empowered and enabled to engage and collaborate in, and benefit from regional NRM initiatives.	**Traditional Owner regional leadership:** Regional and sub-regional TO leadership and engagement arrangements for NRM result in the integration of TO interests into mainstream NRM business across the region.	For Traditional Owners to meet their aspirations at all levels, strong regional leadership and engagement arrangements are needed to ensure they have a meaningful voice in the regional, state-wide and national agenda. This must include the integration of TO aspirations and interests into mainstream government and community processes, for the long-term.	- Are regional and sub-regional TO leadership and engagement arrangements for NRM strong and effective? - How effectively are TOs interests and opportunities for benefits been integrated into mainstream NRM processes and policies? - What tangible benefits have been realised by TO groups as a result of stronger regional arrangements? - What is the level of TO Group satisfaction with Terrain's support around regional leadership and engagement?	- Examples of positive outcomes/benefits from strong regional leadership/engagement - Level and nature of influence that TOs have on policy processes - Extent of mainstream integration of TO interests - Level of TO Group satisfaction in arrangements.	- Activity Tracker - Satisfaction Surveys - Impact Case study - Continuous feedback
	Local partnerships and action: Traditional Owners are actively involved in the development and delivery of local projects focusing on working on country, and secure demonstrable benefits from these projects.	At the local level, the desire of TOs to be fully involved in the development and delivery of local NRM projects is not realised, and is essential to ensure that TOs secure the greatest possible level of benefits from work happening on their country. TOs have a much experience to bring to projects, and meaningful engagement offers a win-win outcome.	- How effectively have TOs been engaged in the development and delivery of local projects? - What is the level of TO Group satisfaction with the opportunities they have had to be actively engaged in local level planning and projects working on country? - Have all parties recognised benefits from stronger partnerships at the local level?	- Number of local level projects demonstrating meaningful TO involvement and delivering benefits. - Level of TO satisfaction with local partnerships and project opportunities. - Level and nature of benefits for both TOs and other partners.	- Activity Tracker - Satisfaction Surveys - Impact Case study - Continuous feedback - Spatial Portal Mapping - Project reports
2.3 – Regional Bodies Productive partnerships with neighbouring NRM groups delivers complementary aspirations in planning for, delivering and tracking the impact of regional NRM.	**Regional Planning:** The impact and effectiveness of NRM planning is improved by working collaboratively with, and learning from other regional bodies.	NRM issues cross boundaries and a shared approach to tackling issues across the landscape will yield better solutions and outcomes for communities.	- How have the state-wide and local partnerships with other NRM bodies improved NRM planning and delivery? - Do regions collaborating on planning perceive the benefits from this collaboration?	- Level of resolution of common issues across NRM boundaries. - No. cross-reginal "learning" initiatives on NRM Planning	- Activity Tracker - Satisfaction Survey - Continuous feedback - Impact Case Study
	Collaborative delivery: Regional collaboration in program delivery results in improvements in the efficiency and effectiveness of regional delivery, and improvements in its reputation and ability to demonstrate return on investment.	Strategic collaboration between regional bodies (e.g. streamlining and partnering on program delivery, sharing expertise, securing economies of scale, collectively demonstrating return on investment) is essential in ensuring that investors and partners recognise the effectiveness of the model in delivering NRM outcomes.	- How successful are collaborative initiatives in securing greater efficiencies and improved program delivery approaches? - How satisfied are participating regions in collaborative ventures initiated by, or heavily supported by Terrain? - Is regional delivery perceived as a preferred investment model?	- No. and nature of collaborative initiatives - Evidence of Investor perception - ROI outcomes from improved delivery, operating and/or M&E system	- Activity Tracker - Leverage Tracker - Satisfaction Survey - Continuous feedback - Impact Case Study

2.4 – Strategic Partnerships Mutually respectful partnerships with all sectors involved with NRM result in effective implementation of the NRM Plan.	**Agricultural Partnerships:** Industry partnerships, policy and plans at the regional, state and national levels provide an enabling foundation for promoting agricultural practices that deliver NRM outcomes.	Strong industry partnerships are critical in the development and delivery of technically sound and consistent information to landholders to support practice change adoption in the Wet Tropics; as well as to inform Terrain of policy and planning opportunities or barriers for improved agriculture outcomes.	- What are the demonstrable results of Terrain's investment in building industry partnerships (including contributions leveraged)? - What is the level and nature of active participation of industry in NRM initiatives? - What is the level of industry partner satisfaction with Terrain's support? - To what extent has Terrain's advocacy and policy influence effort resulted in improved industry policy/planning frameworks for NRM outcomes?	- Change in awareness of industry partners about the broader NRM impacts of agricultural practices. - Number/diversity of relevant partners actively participating in NRM initiatives. - Number of planning and policy issues addressed/ submissions made on behalf of industry groups. - Level of industry investment in NRM in the region.	- Activity Tracker - Leverage Tracker - Satisfaction Survey - Continuous feedback - Impact Case Study - Practice Change data
	Threatened species and ecosystems partnerships: Collaborative local and regional partnerships and engagement lead to delivery on recovery plans for Matters of National Environmental Significance (MNES), including Mabi Forest Mahogany Glider and Southern Cassowary.	Productive and collaborative partnerships, and facilitation that maximises alignment, collaborative effort and community engagement results in increased investment in on-ground works and improvements in the protection and conservation of MNES. A strong foundation of partnerships is crirtical to securing a long-term legacy of community action and commitment.	- What are the changes (positive and negative) in the condition, extent and connectivity of MNES as a result of Terrain's partnership building investment? - How effective has Terrain's partnership building effort been in leveraging partner investment and delivering tangible outcomes for MNES? - What is the level of partner satisfaction with the nature and quality of Terrain's facilitation and support for MNES? - Has Terrain investment left any legacy that will continue beyond the current investment period?	- Level of improvement in the extent, condition and connectivity of MNES through partnerships - Level and nature of delivery on MNES recovery plans - Level of MNES partner satisfaction - Level of MNES partner investment (leverage)	- Activity Tracker - Leverage Tracker - Project reports - Satisfaction Survey - Continuous feedback - Impact Case Study - Spatial Portal Mapping
2.5 – Landholders Wet Tropics landholders embody a culture of continuous improvement, innovation and environmental stewardship, contributing to the delivery of the NRM Plan while remaining profitable.	**Landholder practices:** Increased proportion of landholders in priority locations have adopted improved practices which enhance the long term sustainability of their businesses, communities.	A customised and flexible incentives approach (including grants, extension, demonstration days etc.) that delivers natural resource outcomes without compromising profitability has the best chance of invoking practice change among landholders and delivering NRM Plan priorities.	- To what extent have improved management practices been adopted in the region as a result of incentives, and if not, why not? - Have these practices impacted (negatively/positively) on farm profitability? - What are the primary drivers and barriers of change within the agricultural sector in the Wet Tropics? - To what extent has Terrain support influenced the way famers make decisions? - To what extent has Terrain support delivered unexpected practice change (additional or different)? - Do farmers in the Wet Tropics have a better understanding of the impacts of their farming practice on the environment and the stewardship role they can play? - Are partners (community, farmers and others) satisfied with the level of support that Terrain has provided?	- No. farmers sustaining targeted practice changes, (both funded and non-funded practice change) - No. farmers with improved knowledge - Changes in farm profitability - No. of farmers that have changed their approach to farm management to include considerations of environmental impacts. - Level of farmer satisfaction with Terrain support	- Activity Tracker - Leverage Tracker - Satisfaction Survey - Project reports - Impact Case Studies - Practice Change data
	Agricultural Innovation: An increasing proportion of Wet Tropics farmers trial and/or adopt high potential innovative practices, leading to these practices becoming increasingly perceived as mainstream and industry actively investing in their extension.	Agricultural innovation is the key to securing the long-term viability of the natural systems that underpin the region's economy and lifestyle (including water quality, biodiversity, soil health, climate resilience). Supporting innovative farmers to systematically trial their ideas, and then promoting the outcomes through demonstration and communication, is key to fast tracking the adoption of new innovations that deliver outcomes for the farmer, the community and the environment.	- How many of the innovation trials have progressed through the innovation cycle and why (or why not)? - What was the motivation of farmers to try something new and become involved in innovation (barriers/drivers)? - In what ways have the perception, attitudes and broader practices of participating farmers changed as a result of the trial? - What is the level of investment that the trials have leveraged? - Do participating trial farmers feel that their involvement in the innovation program has impacted on industry perception of their farming practices? - In what ways has industry opinion/perception about the value and potential of new innovative practices changed?	- No. successful practices progressing through the innovation cycle - Farmer satisfaction with impact of new innovations on farm business - No. of farmers that have changed the way they approach their farming system, including consideration of the impacts on the environment - Changes in industry perception about innovative practice - Level of industry investment in extension and promotion of innovation - Level of farmer/partner satisfaction with Terrain support to innovation.	- Activity Tracker - Leverage Tracker - Satisfaction Survey - Project reports - Impact Case Studies - Practice Change data -

DEMONSTRATES ORGANISATIONAL EXCELLENCE: *KPI: level of improvement against the Business Excellence Framework*

Goals	5-year Outcomes	Assumptions	Evaluation Questions	Key Performance Indicators	Methods for data collection
3.1 – Strategic Planning Terrain's strategic plan is adaptive and has a strong underpinning logic which describes Terrain's role in implementing the NRM Plan and provides direction for Terrain investment and staff effort.	**Adaptive management:** Terrain's strategic plan is underpinned by a sound logic and monitoring and evaluation strategy, and is regularly reviewed and updated according to progress and new information.	A strategic plan in a living document which requires constant review and adaptation. This review is based on both the progress being made towards the outcomes of the plan, but also any weaknesses identified in the underpinning logic and assumptions.	- Is progress towards the outcomes being regularly evaluated, documented and reported to the Board? - Is the Strategic Plan being updated in response to this evaluation? - Do members of Terrain know about and understand Terrain's Strategic Plan? - Is Terrain's performance reporting (to the Board as well as investors) delivered in a quality and timely manner, and clearly communicating Terrain's achievements? - Are the Board and investors satisfied with Terrain's performance reporting?	- Level of progress towards Strategic Plan KPIs - Extent and nature of adaptation of Plan to reflect learnings - Results of OPE review - Member/partner satisfaction	- Board reports - OPE review - Member satisfaction survey
	Link from the big picture to the workplan: There is a clearly articulated and well understood connection between Terrain's Strategic Plan and the Operational Plan.	A Strategic Plan is only effective if there is a clear line of sight from the desired long-term outcomes to the workplans of the individuals responsible for delivering the plan. It is important that staff are clear about the big picture and where they fit in that big picture, and can see the direct connection between the strategic plan and their own workplans.	- Is the connection between the Strategic Plan and the workplans of individuals in the organisation clearly articulated, with a sound underpinning logic? - Do staff understand the Strategic Plan and how their own individual workplans connect to the higher level goals?	- Documentation of the connection between strategic goals and workplans - Level of staff understanding of the Strategic Plan and line of sight to their workplans	- Staff Satisfaction survey - Workplans (enquire) - Activity Tracker - OPE review
3.2 – Terrain Team Terrain staff operate as a high performing team, and experience a high level of job satisfaction.	**High performing team:** Terrain employees are high performing individuals and come together as high performing teams, excelling according to the "high performing teams" criteria.	Terrain values team work and considers high performing teams to be critical to delivering successfully on the Strategic Plan. Quality team work is dependent on high performing individuals, and takes effort and ongoing review and improvement.	- Have there been improvements in the demonstration of team work within the organisation? - How do staff perceive the value and effectiveness of the Team Terrain and individual teams? - Has there been improvement in some of the priority areas of the High Performing Teams attributes? - To what extent are Terrain internal information management systems supporting staff to be effective in their role? - Is staff satisfaction increasing over time? - Has Terrain demonstrably and effectively addressed the areas of recommended improvement from staff? - What is the level of, and reason for, staff turnover?	- Level of staff satisfaction, individual and in relation to team work - Level of improvement against the High Performing Teams attributes - Staff retention rates	- Staff satisfaction survey - Impact Case studies - OPE review - HR records - Tracking against Healthy Team Plan.
3.3 – Business Effectiveness Terrain demonstrates transparency, and continuous improvements and innovation in the management of its Business operations.	**Financial management:** Terrain's financial management is exemplary, innovative continuously improving and ensures that Terrain remains solvent at all times.	As a not-for-profit company, it is essential that Terrain has effective and efficient financial management systems in place and is able – at any time – to report comprehensively and credibly to Directors and investors. (Financial management includes forecasting, workforce planning, payment systems, record keeping).	- Do the indicators of sound financial management (solvency, cash flow forecasting, budget planning and monitoring), demonstrate a financially sustainable organisation? - Have any issues identified through the external audits been resolved? - Are we meeting all of our financial reporting obligations?	- Changes in results of OPE review - Quarterly financial status - Documented efficiency improvement measures - Actions against risk management plan relating to finances	- OPE review - Documented efficiencies - Board reports - Community Financials - Audit results - Financial statements
	Legal compliance: Terrain meets all of its legal requirements through efficient, innovative and continuously improving policies and procedures.	As a not-for-profit company, it is essential that Terrain has effective and efficient legal compliance systems in place and is able – at any time – to report comprehensively and credibly to Directors and investors on any legal issues or risks.	- Are we aware of and meeting all of our statutory and other legal obligations? - Are we meeting all of our employment obligations? - To what extent have we improved our legal compliance?	- Change in results of OPE review - Actions against risk management plan relating to legal obligations - No. policies/processes fulfilling legal obligations	- OPE Review - Documented efficiencies - Board reports
	Governance: Terrain demonstrates excellence in all aspects of corporate governance.	Without sound, transparent governance and decision making processes, Terrain's credibility in the eyes of its partners, members and investors will be at risk, as well as the future viability of the organisation.	- To what extent has the implementation of improvement strategies enhanced Terrain's business efficiency/effectiveness? - To what extent do the results of the 2015 and 2018 Business Excellence Review demonstrate improvements? - Are the board provided timely and accurate information to ensure that they can meet their fiduciary responsibilities? - Is Terrain adequately protected from risk? - Does Terrain have effective and up-to-date policies and procedures which are well understood by board and staff?	- Documented decision making processes - Level of improvement against the NLP governance standards - Up to date and appropriate policies	- OPE review - Documented efficiencies - Board reports - Community Financials - Audit results - Member survey - NLP self-assessment results
3.4 –Collaborative Decision Making Terrain's partners are active partners in key decision making processes about NRM in the region.	Terrain is recognised by partners and investors as a leader in the area of collaborative, transparent and community-focused decision making.	As a community-based not-for-profit organisation, it is essential that Terrain is fully transparent about its investment decision making processes, and the way it spends public resources, demonstrating maximum return on investment in all areas. This is essential for maintaining credibility with partners and investors both within the region and beyond	- Has Terrain developed communication products and processes that provide transparency around decision making processes and resource allocation? - Do partners and investors consider Terrain a transparent and trustworthy organisation? - Does Terrain's transparency contribute to Terrain's credibility in the eyes of partners and investors?	- Level of satisfaction of Members/partners - No. policies/processes to ensure transparency - Demonstrated examples of benefits of collaborative decision making	- OPE review - Member/investor satisfaction survey - Terrain policies - Board reports - Community Financials - Website stats/feedback
3.5 – Corporate Social Responsibility Terrain is recognised for is environmental, cultural and social leadership.	Terrain has improving key performance indicators and recognised practices that demonstrate social consciousness and reductions in its environmental footprint.	Terrain is measured by its partners not only by what it delivers but also by how it behaves. As an NRM group we should be leading and demonstrating social and environmental behaviours fundamental to NRM, as an organisation, practising what we preach.	- Is progress towards the outcomes being regularly evaluated, documented and reported to the Board? - Is the Strategic Plan being updated in response to this evaluation? - Do members of Terrain know about and understand Terrain's Strategic Plan?	- No. policies/strategies facilitating CSR - No and type of actions undertaken towards CSR - No. communication products about Terrain CSR - Partner/investor perception of Terrain	- OPE review - E-newsletters/articles - Member/investor satisfaction survey - Terrain policies - Website - Website stats/feedback

Terrain Program Logic and Operational Plan 2016-2017

FOCUS ON THE BIG PICTURE: *KPI: The extent to which investment and policy making delivers on regional NRM priorities as a result of the NRM Plan and Terrain's effort.*	

Goals	5-year Outcomes	Evaluation Questions	Projects/Contract deliverables	2016/17 Initiatives (some deliver on multiple goals)
1.1 – NRM Planning The Wet Tropics Plan for People and Country influences NRM investment and action at different scales, and collaboratively tracks progress over time. + **1.2 –Knowledge brokerage** The Wet Tropics Plan for People and Country brokers the best available scientific, cultural and local knowledge, and influences NRM decision making at a range of levels.	**Values and usage:** The NRM Plan reflects the values of a broad range of stakeholders and is increasingly used to influence decision making process for action and investment.	- What is the level and nature of stakeholder use of the plan? - What is the level of stakeholder satisfaction with the plan, its accessibility and its value? - To what extent are regional community groups/partners contributing data and activities into the plan? - To what extent has the plan influenced NRM decision making - Do stakeholder and partners have an increasing level of confidence in the credibility of the Plan?	***NRM Planning*** *AG: NLP Community Groups, MNES* - Provide capacity building support to community groups to access, use and contribute to the NRM Plan Knowledge Portal.	- NRM Plan finalisation and ongoing refinement - NRM Plan Outreach - Spatial Portal Management - NRM Plan Evaluation and Review
	Cultural values: TOs are satisfied with the integration and recognition of cultural priorities of the NRM Plan, and benefits demonstrably from this integration.	- What is the level of TO Group satisfaction with the integration of their interests into NRM planning? - What is the level of TO satisfaction with the plan, its accessibility and its value? - Has progress been made towards TO priorities in NRM Plan?	***Integration of Traditional Owner interests*** *AG: NLP Traditional Owner Capacity:* - Provide training and support to 4 TO groups to access and use the NRM Plan Knowledge Portal.	- Integration of Rainforest Aboriginal People's interests into NRM Plan
	Adaptive Management: The NRM Plan remains current and credible due to robust monitoring and evaluation systems used to track progress and update priorities.	- What progress has been made towards the NRM priorities in the Plan? - How effective has M&E and adaptive management process been in ensuring the NRM Plan remains current? - How effective is the online platform for monitoring and evaluating NRM activities and outcomes?	***Reef Trust III*** *AG: Reef Program:* - Monitoring and Evaluation of practice change (ARC GIS as data collection tool) *QG: QNRM water quality: (P2R and wetlands monitoring)* ***Healthy Waterways Report Card*** *QG: Healthy Waterways Partnership and Report Card*:	- NRM Plan Evaluation and Review - Partner Project Mapping - Paddock to Reef Practice Change Data - Wet Tropics Water Quality Report Card
	Knowledge: The Wet Tropic community has access to, and makes productive use of the knowledge brokerage services in NRM decision making processes.	- To what extent has the plan influenced NRM decision making about NRM (including both the prioritisation and the knowledge)?	***NRM Planning*** *AG: NLP Community Groups:* - Provide capacity building support to community groups to access, use and contribute to the NRM Plan Knowledge Portal. *AG: NLP Traditional Owner Capacity*: - Provide support to 4 TO groups to access/use the Knowledge Portal. ***Walking the Landscape*** *QG: Walking the Landscape* - 4 catchments, 4 story maps, comms products	- NRM Plan Outreach - Spatial Portal Management - Spatial Data Management - Walking the landscape
1.3 – Strategic Influence Terrain influences levels of government as well as other non-government decision makers/investors on key regional NRM priorities, NRM investment and implementation of the NRM Plan.	**Enabling policy and planning:** Local, regional, state and national policy, plans and guidelines are supportive of, and delivering outcomes of the NRM Plan.	- What is the level and nature of influence that Terrain staff investment has had on policies, plans and decision making processes at all levels? - How is Terrain perceived by government at all levels in terms of credibility and provision of valuable NRM advice? - Are Local, State and National policies and plans providing an improved foundation for delivery on the NRM Plan?	***MNES Policy:*** *AG: NLP Matters of National Environmental Significance- strategic partnerships* - *(no specific deliverable as depends on opportunity)*	- Influence Strategy - Local Government partnerships for better policy, planning and investment
	Investor influence: The NRM Plan is perceived at the high level as the investment "plan of choice", serving as an effective, evidence-based decision support system for prioritisation of NRM investment from Government and non-Government sources.	- What is the level and nature of investment (local, regional, State and National; Government and non-Government) in delivering on regional NRM priorities? - To what extent has Terrain/the NRM Plan influenced investment within the region?	***Strategic Influence*** *No dedicated funding for this project – part of what we do.*	- Influence Strategy - State-wide Program Logic
1.4 – Targeted Action Terrain facilitates initiatives/projects that directly deliver on the priorities of the Wet Tropics Plan for People and Country.	**NRM Action:** Strategic NRM action through direct investment delivers excellent return on investment and demonstrable progress against the priorities of the NRM Plan.	- Has Terrain direct project investment delivered outcomes against the NRM Plan? - To what extent has Terrain direct project investment leveraged partner investment in delivering outcomes against the NRM Plan? - Are partners satisfied with the direct action support provided by Terrain?	***NRM Grants (MNES)*** *AG: NLP Matters of National Environmental Significance (grants)* ***Reef Trust III*** *(detail to be determined)* ***Invasive Species: Emerging weeds*** *QG: QNRM Pests and weeds projects* - control over 1,000 ha; 6 comms products; 4 events ***Walking the Landscape*** *QG – Walking the Landscape* - 4 ha of restoration, 500 metres of streambank; 1 ha of pest control	- Terrain NRM grants support and management (MNES) - A stitch in time...tackling emerging weeds - Walking the Landscape priority projects

BUILD BENEFICIAL RELATIONSHIPS: *KPI: The extent to which partnerships demonstrably results in increasing delivery of the Regional NRM Plan*				
Goals	**5-year Outcomes**	**Evaluation Questions**	**Projects; Contract deliverables/Activities**	**2016/2017 Initiatives**
2.1 - Community NRM groups Prosperous and autonomous community-based NRM groups are effective mobilisers of NRM action and build NRM stewardship in the region.	**Local-level planning and action:** Community NRM groups agree on, and collaboratively deliver against, local priorities as included in the NRM Plan.	- Have local level planning processes resulted in agreed local priorities? - To what extent have groups succeeded in accessing resources for, and delivering quality, priority projects? - How satisfied are Community NRM Groups with the value and results of Terrain's local-level planning and action support?	***Community NRM Groups*** *AG: NLP Community Groups:* - Provide direct technical and capacity building support to 10 Community NRM Groups (*focusing on local partnerships and getting funding for local projects*).	- Local landscape partnerships for planning, prioritisation and action (*this is anything that involves bringing the local groups together for NRM*) - Support to Green Army Teams - Terrain NRM Grants support -
	Skills/capacity: Community NRM groups have, and apply, the skills required to run successful, sustainable groups that make an increasing contribution to National, State, Regional and local NRM priorities.	- To what extent and in what way have Community NRM Groups benefitted from Terrain's capacity building support? - How satisfied are Community NRM Groups with the value and results of all aspects of Terrain's Skill Building Program? - What is the value of the contribution of Community Groups to NRM, above and beyond directly contracted deliverables?	***Community NRM Groups*** *AG: NLP Community Groups:* - 1 region-wide training event per period - 1 case study and 1 good news article on groups - Capacity building support provided to 10 individual groups (*focusing on skills*)	- Capacity Building for Community Groups (general) - Supporting Groups to secure funding for projects – (*Community NRM Groups*)
	Connections: Community NRM groups are well networked and actively share knowledge/ learnings with one another.	- To what extent and in what way have Community NRM Groups benefitted from improved networking and collaboration? - How satisfied are Community NRM Groups with the networking and collaboration support Terrain has provided?	***Community NRM Groups*** *AG: NLP Community Groups* *(specific activity to be determined in upcoming negotiations with AG)*	- Regional Community group network
2.2 – Traditional Owners Traditional Owner communities are empowered and enabled to engage and collaborate in, and benefit from regional NRM initiatives.	**Traditional Owner regional leadership:** Regional and sub-regional TO leadership and engagement arrangements for NRM result in the integration of TO interests into mainstream NRM business across the region.	- Are regional and sub-regional TO leadership and engagement arrangements for NRM strong and effective? - How effectively are TOs interests and opportunities for benefits been integrated into mainstream NRM processes and policies? - What tangible benefits have been realised by TO groups as a result of stronger regional arrangements? - What is the level of TO Group satisfaction with Terrain's support around regional leadership and engagement?	***TO Leadership and Mentoring*** *AG: NLP Traditional Owner Capacity:* - 4 region wide TO skills building and mentoring events - 4 communication products telling good news story about TO group achievements. - Capacity Building support to individual TO groups/individuals	- Regional TO support – Governance and engagement - TO mentoring and skills sharing - Communications for promoting RAP
	Local partnerships and action: Traditional Owners are actively involved in the development and delivery of local projects focusing on working on country, and secure demonstrable benefits from these projects.	- How effectively have TOs been engaged in the development and delivery of local projects? - What is the level of TO Group satisfaction with the opportunities they have had to be actively engaged in local level planning and projects working on country? - Have all parties recognised benefits from stronger partnerships at the local level?	***Support for TO group capacity*** *AG: NLP Traditional Owner Capacity:* - Provide capacity building support to 5 TO groups to develop and deliver project and build partnerships	- From Strength to Strength – capacity building for Traditional Owner Groups and individuals - Local partnerships to support TO integration and action. - Supporting Groups to secure funding for projects – (*TO Groups*) - Opportunities for Influence – supporting TO partnerships for policy and planning
2.3 – Regional Bodies Productive partnerships with neighbouring NRM groups delivers complementary aspirations in planning for, delivering and tracking the impact of regional NRM.	**Regional Planning:** The impact and effectiveness of NRM planning is improved by working collaboratively with, and learning from other regional bodies.	- How have the state-wide and local partnerships with other NRM bodies improved NRM planning and delivery? - Do regions collaborating on planning perceive the benefits from this collaboration?	***No defined project***	- Cross-Regional Networks for NRM
	Collaborative delivery: Regional collaboration in program delivery results in improvements in the efficiency and effectiveness of regional delivery, and improvements in its reputation and ability to demonstrate return on investment.	- How successful are collaborative initiatives in securing greater efficiencies and improved program delivery approaches? - How satisfied are participating regions in collaborative ventures initiated by, or heavily supported by Terrain? - Is regional delivery perceived as a preferred investment model?	***No defined project***	- Cross-regional mentoring – (Queensland Regional Delivery and efficiency and effectiveness)

2.4 – Strategic Partnerships Mutually respectful partnerships with all sectors involved with NRM result in effective implementation of the NRM Plan.	**Agricultural Partnerships:** Industry partnerships, policy and plans at the regional, state and national levels provide an enabling foundation for promoting agricultural practices that deliver NRM outcomes.	- What are the demonstrable results of Terrain's investment in building industry partnerships (including contributions leveraged)? - What is the level and nature of active participation of industry in NRM initiatives? - What is the level of industry partner satisfaction with Terrain's support? - To what extent has Terrain's advocacy and policy influence effort resulted in improved industry policy/planning frameworks for NRM outcomes?	*Reef Industry Partnerships* *AG: Reef Trust III: (detailed workplan and deliverables to be determined including in relation to innovation)* *Innovative Agriculture* *AG: Agricultural Innovation* - Support to innovation network - Development and delivery of innovation strategy	- Reef Partnerships - Agricultural Innovation Strategy - (others in relation to Reef Trust III)
	Threatened species and ecosystems partnerships: Collaborative local and regional partnerships and engagement lead to delivery on recovery plans for Matters of National Environmental Significance (MNES), including Mabi Forest Mahogany Glider and Southern Cassowary.	- What are the changes (positive and negative) in the condition, extent and connectivity of MNES as a result of Terrain's partnership building investment? - How effective has Terrain's partnership building effort been in leveraging partner investment and delivering tangible outcomes for MNES? - What is the level of partner satisfaction with the nature and quality of Terrain's facilitation and support for MNES? - Has Terrain investment left any legacy that will continue beyond the current investment period?	*MNES – Mabi (14 Ha), Mahogany Glider (50 Ha), Cassowary (14 Ha)* *AG: MNES (see above Ha to be "improved" by 2018)* - Support 3 local action (recovery) groups/period - Support 3 TO groups to be actively involved/period - 3 communication products AND 3 communication events/period - Fire management for Mahogany Glider habitat	- Support for regional network for recovery teams - World Cassowary Day - 2016 - Cassowary Incident Solutions - Tame the Flame: habitat outcomes for Mahogany Gliders - Technical support to Recovery Groups for effective planning, monitoring and evaluation - Connecting the dots: habitat outcomes for Mahogany Gliders
2.5 – Landholders Wet Tropics landholders embody a culture of continuous improvement, innovation and environmental stewardship, contributing to the delivery of the NRM Plan while remaining profitable.	**Landholder practices:** Increased proportion of landholders in priority locations have adopted improved practices which enhance the long term sustainability of their businesses, communities.	- To what extent have improved management practices been adopted in the region as a result of incentives, and if not, why not? - Have these practices impacted (negatively/positively) on farm profitability? - What are the primary drivers and barriers of change within the agricultural sector in the Wet Tropics? - To what extent has Terrain support influenced the way famers make decisions? - To what extent has Terrain support delivered unexpected practice change (additional or different)? - Do farmers in the Wet Tropics have a better understanding of the impacts of their farming practice on the environment and the stewardship role they can play? - Are partners (community, farmers and others) satisfied with the level of support that Terrain has provided?	*Reef Trust Delivery* *AG: Reef Trust I* - Trust grant management *Reef Trust III – specific projects to be finalised* *AG: Reef Trust III*	- Reef Trust I - ==Reef Trust III – details of initiatives to be determined.==
	Agricultural Innovation: An increasing proportion of Wet Tropics farmers trial and/or adopt high potential innovative practices, leading to these practices becoming increasingly perceived as mainstream and industry actively investing in their extension.	- How many of the innovation trials have progressed through the innovation cycle and why (or why not)? - What was the motivation of farmers to try something new and become involved in innovation (barriers/drivers)? - In what ways have the perception, attitudes and broader practices of participating farmers changed as a result of the trial? - What is the level of investment that the trials have leveraged? - Do participating trial farmers feel that their involvement in the innovation program has impacted on industry perception of their farming practices? - In what ways has industry opinion/perception about the value and potential of new innovative practices changed?	*Innovative Agriculture* *AG: NLP Industry Innovation:* - Support 20 farmers (total) in strategic planning, facilitation, capacity building, trials - Facilitate adoption of innovation by 50 additional farmers) - Establish and support Innovation Network - Gather and synthesise data from trials *AG: NLP Regional Landcare Facilitator:* - 2 demonstration days per period on innovation - 1 case study and 2 good news stories on innovation per period. *Game Changer and Project Catalyst* *Reef Catchments: contracts for above* *QDAFF: variable rate technology trial* *Reef Water Quality Grants* *AG: Innovation grants*	- Agricultural Innovation Networking and Knowledge Sharing - Innovation Communications – telling the story - Expanding our horizons - National Biological Farming Conference 2016 - Innovative Farmer support – Tier One - Innovative Farmer support – Tier Two - Economics of innovative cane farming practices Details of the innovation initiatives to be finalised once full innovation team in place.

DEMONSTRATES ORGANISATIONAL EXCELLENCE: *KPI: level of improvement against the Business Excellence Framework*				
Goals	**5-year Outcomes**	**Evaluation Questions**	**Projects/Contract deliverables**	**2016/2017 Initiatives**
3.1 – Strategic Planning Terrain's strategic plan is adaptive and has a strong underpinning logic which describes Terrain's role in implementing the NRM Plan and provides direction for Terrain investment and staff effort.	**Adaptive management:** Terrain's strategic plan is underpinned by a sound logic and monitoring and evaluation strategy, and is regularly reviewed and updated according to progress and new information.	- Is progress towards the outcomes being regularly evaluated, documented and reported to the Board? - Is the Strategic Plan being updated in response to this evaluation? - Do members of Terrain know about and understand Terrain's Strategic Plan?	*AG: Governance expectations*	- Strategic Plan review - Partner/member satisfaction survey - Team monitoring and evaluation (including activity and leverage tracking)
	Link from the big picture to the workplan: There is a clearly articulated and well understood connection between Terrain's Strategic Plan and the Operational Plan.	- Is the connection between the Strategic Plan and the workplans of individuals in the organisation clearly articulated, with a sound underpinning logic? - Do staff understand the Strategic Plan and how their own individual workplans connect to the higher level goals?	*AG: Governance expectations*	- Pulling all the work systems together – from the strategic plan to workplans, and all the systems that are involved.
3.2 – Terrain Team Terrain staff operate as a high performing team, and experience a high level of job satisfaction.	**High performing team:** Terrain employees are high performing individuals and come together as high performing teams, excelling according to the "high performing teams" criteria.	- Have there been perceptible improvements in the demonstration of team work within the organisation? - How do staff perceive the value and effectiveness of Team Terrain and individual teams? - Has there been improvement in some of the priority areas of the High Performing Teams attributes? - To what extent are Terrain internal information management systems supporting staff to be effective in their role? - Is staff satisfaction increasing over time? - Has Terrain demonstrably and effectively addressed the areas of recommended improvement from staff? - What is the level of staff turnover, and what are the core reasons for staff leaving the organisation?	*AG: Governance expectations*	- Cross-team collaboration - Systems Development and Administration - Systems Training (internal) - Ideas Funnel – valuing innovation and ideas - Review of Performance Management System - Evaluation of Communication systems - Staff Satisfaction Survey - Healthy Terrain Team Plan - Training Plan
3.3 – Business Effectiveness Terrain demonstrates transparency, and continuous improvements and innovation in the management of its Business operations.	**Financial management:** Terrain's financial management is exemplary, innovative continuously improving and ensures that Terrain remains solvent at all times.	- Are the indicators of sound financial management such as solvency, cash flow forecasting, budget planning and monitoring, showing a financially sustainable organisation? - Have the external audits identified any irregularities or issues? - Are we meeting all of our financial reporting obligations?	*AG: Governance expectations*	- Reckon One Cloud Accounting - Develop financial governance standards with other NRMs
	Legal compliance: Terrain meets all of its legal requirements through efficient, innovative and continuously improving policies and procedures.	- Are we aware of and meeting all of our statutory and other legal obligations? - Are we meeting all of our employment obligations? - To what extent have we improved our legal compliance?	*AG: Governance expectations*	- HR Manual Review - Outgoing Contract Review (with other Regional Bodies) - Auspicing Policy development
	Governance: Terrain demonstrates excellence in all aspects of corporate governance.	- To what extent has the implementation of improvement strategies enhanced Terrain's business efficiency/effectiveness? - To what extent do the results of the 2015 and 2018 Business Excellence Review demonstrate improvements? - Are the board provided timely and accurate information to ensure that they can meet their fiduciary responsibilities? - Is Terrain adequately protected from risk? - Does Terrain have adequate policies and procedures which are regularly reviewed/updated and well understood by board and staff?	*AG: Governance expectations*	- Client Relationship Management system review Board Manual Review
3.4 –Collaborative Decision Making Terrain's partners are active partners in key decision making processes about NRM in the region decision making.	Terrain is recognised by partners and investors as a leader in the area of collaborative, transparent and community-focused decision making.	- Has Terrain developed communication products and processes that provide transparency around decision making processes and resource allocation? - Do partners and investors consider Terrain a transparent and trustworthy organisation? - Does Terrain's transparency contribute to Terrain's credibility in the eyes of partners and investors?	*AG: Governance expectations*	- Corporate Communications Plan (not sure if this is yet an initiative… and if it includes the website and the Annual Report… they could be different initiatives in the end)
3.5 – Corporate Social Responsibility Terrain is recognised for environmental, cultural and social leadership.	Terrain has improving key performance indicators and recognised practices that demonstrate social consciousness and reductions in its environmental footprint.	- To what extent is Terrain demonstrating behaviours that reflect good environmental business practice? - To what extent is Terrain demonstrating behaviours which reflect a positive social responsibility? - How is Terrain perceived by members on its practices and behaviours?	*AG: Governance expectations*	- Reconciliation Action Plan - Carbon footprint strategy? - Corporate Communications Plan?? - Donations plan - CSIRO Mosquito test site at our offices

Overview of Terrain Projects – contracted and non-contracted – for 2016 – 2017

Contracted "Projects" (including delivery projects where relevant)	Enquire alignment/ codes	Terrain internal initiatives	Funder	Total value	Timeframe	Reporting timeframes/ systems	Brief Description	Terrain Lead	Other Terrain project delivery staff	Specific Delivery Partners
Matters of National Environmental Significance: • Mabi, • Cassowary • Mahogany Glider • MNES Policy • MNES Community Grants	MNES – CASS MNES – MABI MNES – MGLIDER Community NRM Grants 2015 - external projects	- Support for regional network for recovery teams - World Cassowary Day - 2016 - Cassowary Incident Solutions - Tame the Flame - Technical support to Recovery Groups - Connecting the dots - Grazing for Gliders - Rainforest Trust Investment in Habitat Protection - Smith's Gap connections - Green Army for Mabi - Mabi Habitat protection prioritisation - MNES policy influence	AG – NLP TSC	$1,202,738 + $30,000 for TSC	January 2015 – June 2018	January July Into MERIT Narrative prepared TSC – paper based	To build productive partnerships and community capacity to deliver on priorities from recovery plans, including where possible leveraging partner investment. Also includes Community grants focusing on MNES. Threatened Species Commissions money used for MG landholder incentives.	Bart Dryden	Tony O'Malley Evizel Seymour Jacqui Richards Vanessa Drysdale Gary Searle	
Community NRM Groups: • Community group capacity building • Local Community Grants	CGRP – CBULD Community NRM Grants 2015 - external projects	- NRM Plan and Knowledge Portal Training and Extension - Partner Project Mapping - Cairns Urban connections - Daintree – building a community voice - Southern Atherton Tablelands – planning and partnerships - Supporting Community Group Health - Supporting groups to secure funding for, and implement, projects. -	AG – NLP QPAF	$985,062 +$4,500 from QPAF for weeds workshop	January 2015 – June 2018	January July MERIT +Narrative	To provide capacity building and facilitation support to community NRM groups, as a means of securing region-wide engagement in priority NRM activities. Also includes Community grants focusing on local priorities. NB: NRM Plan deliverables for Community Groups appear against the contract, but in enquire are against the NRM Plan (NRMP-CO). This is an example of creative alignment of Terrain priorities with investor priorities. *NB: some of these activities contractually fall under the RLF Project – historical reasons.*	Bart Dryden	CP Staff Sharlene Blakeney Bronwyn Robertson	
Traditional Owner Engagement NRM Action	TOEN-INTEG	- Regional TO mentoring program - TO good news stories communication - Local partnerships to support TO NRM action - Opportunities for TO influence	AG - NLP	$800,465	January 2015 – June 2018	January July MERIT +Narrative	This project aims to strengthen the leadership and capacity of Traditional Owner groups across the Wet tropics region to effectively plan for and deliver Traditional Owner aspirations for Working on Country. Key components of the project are supporting and facilitating meaningful engagement and participation, capacity building and mentoring and supporting communicating good news stories. Includes $ out the door for training, capacity building, mentoring.	Bart Dryden	CP staff	WTMA
Innovative Agriculture	INN-IAGR	- Agricultural Innovation Strategy - Innovation communications - Innovative Farmer support – Tier one - Innovative Farmer support – Tier two - Practice Change Evaluation	AG - NLP	$676,095	January 2015 – June 2018	January July MERIT +Narrative	Terrain NRM will provide a leadership role with partners to drive the regional agenda toward healthy, productive and resilient agricultural landscapes. Emphasis is on promoting and supporting the trialling, promotion and increased adoption of innovative practices for improved NRM. This project is supported by complementary	Bart Dryden	CP Staff	

Contracted "Projects" (including delivery projects where relevant)	Enquire alignment/ codes	Terrain internal initiatives	Funder	Total value	Timeframe	Reporting timeframes/ systems	Brief Description	Terrain Lead	Other Terrain project delivery staff	Specific Delivery Partners
		- Innovation Forum – Speed dating with benefits					activities through the Regional Landcare Facilitator.			
Regional Landcare Facilitator	SUSA-RLF	- National Biological Farming Conference - Agricultural Innovation Networking and Knowledge Sharing - Innovation communications - Innovation Bus Tour 2017 - Regional Community Group network - Community Group Good News Stories - RLF Network -	AG - NLP	$420,000	January 2015 – June 2018	January July MERIT +Narrative	The RLF provides a key strategic regional linking role that maintains and strengthens partnerships to support knowledge sharing and dissemination. The RLF facilitates workshops, field days and knowledge sharing opportunities for farming, fishing and community NRM networks. The outcomes and impacts of these activities will be evaluated and promoted through a range of communications activities.	Fiona George	CP Staff	
Emerging Weeds	INVS-EMERG	- A Stitch in Time – tackling emerging weeds	QLD NRM Program	$220,000	July 2016 – June 2017	January July enQuire +Narrative	This project focuses on building partnerships, capacity and supporting communications on priority emerging weeds in the region. Current priorities include Hiptage and Siam (in Douglas Shire), and Stevia and Fireweed on the Tablelands.	Bart Dryden	Evizel Seymour Vanessa Drysdale ?	
Walking the Landscape	WATQ-WTL+	- Walking the Landscape – workshops - Walking the Landscape – projects - Walking the landscape – story maps	QLD NRM Program	$232,222	July 2016 – June 2017	January July enQuire +Narrative	This project delivers Walking the Landscape workshops to the Russell, Herbert, Johnstone and Tully catchments to build a common understanding of catchment function. Priorities identified through this process are followed up and works plans developed. Some projects receive works funding. Story maps are prepared to capture and communicate the knowledge.	Bart Dryden	Penny Scott Sharlene Blakeney Tony O'Malley Jacqui Richards Rowan Shee Fiona Barron	DEHP
Queensland Government P2R	REEF-P2R	- Paddock to Reef Practice Change Data - Wetlands Monitoring	QLD NRM Program	$117,000	July 2016 – June 2017	January July enQuire +Narrative	P2R is the reef-wide initiative for modelling the WQ outcomes using both paddock based WQ monitoring as well as practice change data from reef investment to model outcomes. Provision of data for P2R is an integral part of the AG Reef Trust III program, but is also funded through the Qld NRM Program for 2016-2017.	Deb Bass		
Cassowary habitat offsets money	MNES-CASS	Not yet confirmed		$50,000 $800,000			Secure NR in Cassowary Coast - value add to $1M are applying for through Rainforest Trust.	Tony		
Mangrove offsets	External contract not yet in enQuire		DAFF	$55,000 + $70,000??	June 2019	Paper based to QDAFF (Rowan)	Richter's Creek restoration for mangrove offsets. Contract will go out to Dawul Wuru to delivery. Support from CP staff. ($7,346 for Terrain HR over 3 years)	Rowan		Dawul Wuru
Project Catalyst	INN-CATALY	- Innovative Farmer Support	Reef Catchments	$120,000	July 2016 – June 2017	Reporting to Reef	Funded through Reef Catchments, this project provides funding for Michael Waring for 3 days a week to support cane farmers to undertaken innovation trials. Additional $$	Michael Waring	Bart Dryden (oversight)	Reef Catchments

Contracted "Projects" (including delivery projects where relevant)	Enquire alignment/ codes	Terrain internal initiatives	Funder	Total value	Timeframe	Reporting timeframes/ systems	Brief Description	Terrain Lead	Other Terrain project delivery staff	Specific Delivery Partners
						Catchments (Bart)	directly from RC provide operational support to these farmers.			
Extension - Regional Coordination	REEF-REERC	*(delivered by Caroline Coppo – not an internal Terrain initiative)*	QDAFF –	$50,000	June 2017	Through WTSIP	To coordinate agricultural extension activities in the Wet Tropics region. This investment is now being delivered by Reef Trust III Extension Coordinator and will offset some of RTIII budget.	Caroline Coppo (non Terrain)		WTSIP
Reef Trust I	REEF-TRUST-1		AG Reef Program		Sep 2014 – June 2018	January June MERIT	First Reef Trust reverse auction for nutrient reduction. Our role is to administer the EOI process and to track farmer compliance as well as prepare communications.	Fiona Barron		
Reef Trust Phase III – extension and incentives	To be entered and developed	- Extension Network Training - RT III grants - Practice Change Strategy - Technical advice and support to WTSIP - Reef Trust M&E and Data Management - Water Quality Improvement Plan review and refinement - Reef Trust Comms	AG Reef Trust Phase III	$10M (check)	August 2016 - June 2019	Through WTSIP, to QFF	Through contract with QFF, deliver the Wet Tropics component of the Reef Alliance project (extension, grants, innovation). Delivery through WTSIP. Terrain's role is to provide the M&E, admin and communications support (direct contract) as well as host several positions. Carole is a primary player on the Management and Partnership committees.	Carole Sweatman	Deb Bass Elaine Seager Maureen Colgrave Bruce Corcoran Michael Nash Suzette Argent	WTSIP
Reef Trust IV Reverse Auctions	To be entered and developed	Reef Trust tender initiatives to be defined	AG Reef Trust Phase IV	$1.1M fixed Additional per contract	July 2016 - June 2022		Provision of tender-based financing for the reduction of nitrogen application on farm. Application process run by AG, with Terrain's role to support process in Wet Tropics and then enter into and administer successful tenderees. This is a joint Wet Tropics and Burdekin region project with farmers competing in the same funding process.	Fiona Barron	Project manager (1.0 until June) Project support (0.5 until June) Comms: (0.5 until June)	NQDT; WTSIP
WT Waterways report card	NRMP-WQRC	- Wet Tropics Pilot Report Card 2016 - initiatives being finalised		variable	June 2017 (at present)	To WTHW Partnership investors – quarterly	This project is hosted by Terrain, but involves a wide range of partners (Wet Tropics Healthy Waterways) in the development of an annual Water Quality Report Card.	Sue Jenkins	Richard Hunt, Elaine Seager	
Major Integrated Project (Johnstone and Tully)	Not yet confirmed	MIP Design Phase – initiative details not fully finalised, but process driven by very detailed project plan which can be found in Project Site on Sharepoint.	QLD Office of Great Barrier Reef	Share of $33M btwn Wet Tropics and Burdekin	3.5 years from Dec 2016		Terrain is the Consortium leader on behalf of 40 partners. At this time of reporting, this final outcome of the tender process was unknown.	Carole	Project Manager (1.0 until June) Comms: (0.5 until June). Project support (1.0 until June)	multiple
Threated Species – Grazing for Mahogany Gliders	Funding now confirmed.	- Grazing for Gliders	TSC	$55,000	March 2017-June 30 2018		Focus will be on grazing management for MG habitat outcomes. Final delivery details not yet determined. Will involve some contracting out of services. A project in enquire will be developed once details finalised.	Jacqui		

Contracted "Projects" (including delivery projects where relevant)	Enquire alignment/ codes	Terrain internal initiatives	Funder	Total value	Timeframe	Reporting timeframes/ systems	Brief Description	Terrain Lead	Other Terrain project delivery staff	Specific Delivery Partners
DNRM fire management	Funding now confirmed	- Tame the Flame	DNRM	$14,000	2017/18	Direct report to DNRM.	This project relates to the outgoing contract to Girringun to undertake cultural burning. Terrain internal support reported under NLP Projects (MNES and TO). Our internal involvement is recorded through Tame the Flame.	Jacqui		Girringun
Greening Australia Wetlands investment	Funding now confirmed		GA	$43,500	2017/18		Focus on grazing extension in wetlands at Mungalla and Allingham – funding to Terrain to support engagement; incentives directly from GA in second Stage.			
Reef Trust IV-Streambank and Gully Erosion	Application submitted, Funding un-confirmed		AG	$3 million	2017-2022		Stream banks and Gully repair project focussing on high priority sites for sediment loss in the Herbert River catchment.	Bart		
Threatened Species Prospectus – Mahogany Gliders/Cassowaries	Application submitted, Funding un-confirmed		Various	$1.5 million (Mahogany gliders)	2017-2020		National prospectus for investment in in Threatened species recovery, strong focus on securing philanthropic funding.	Tony/Jacqui	Evizel	Cassowary/Mahogany glider recovery teams
NCCARF – Community biodiversity connectivity prioritisation	Application submitted, Funding un-confirmed		NCCARF	$15,000	To May 2017		Through two key events, this project will bring together science and community to identify the best areas of the landscape within which to invest to deliver multiple benefits.	Penny	Tony, Gary, Evizel	
Citizen Science Program	Application submitted, Funding un-confirmed		AG	$500,000	2017		Auspicing of grant for Dolphin surveys of the wet tropics coast. The project will engage Traditional Owners in the survey.	Vanessa		Land and Sea Rangers, Science partners
NOT FUNDED BY SPECIFIC PROJECTS – no specific contract in relation to these										
NRM Plan development and use evaluation	NRMP-CO	- NRM Plan Development and Administration - NRM Plan extension/outreach - Data Management - Value-add spatial decision support tools - Story Maps production - NRM Plan Use Evaluation - NRM Plan M&E Strategy	Not directly funded		June 2014 - ongoing	Reporting to Board	This project is not directly funded through any specific project, but is an important part of Terrain's Corporate Plan, and provides a multitude of services to various projects as well as the regional community. NB: review of WQIP normally lives here, but is being resources through RT III.	Penny Scott	Bronwyn Robertson Sharlene Blakeney Gary Searle	
Corporate Communications	CORP-COMMS	- Communications Planning and Reporting - Communications products and systems					Overarching corporate communications including comms planning and corporate products – project communications funded through range of projects under this overarching umbrella			
Cross Regional Partnerships	LEAD-CROSS REGION	- Cross-regional networks and mentoring - Three-way Joint Venture - Queensland State-wide Program Logic	*Not directly funded*			Reporting to Board	This 'project' involves working towards a number of cross-regional partnerships around specific outcomes, including the formation of a Joint Venture between Terrain, Cape York and Northern Gulf and more effective reporting on the value of regional delivery.	Penny Michelle Carole	CS staff Gary Searle Jorg Edsen	

Contracted "Projects" (including delivery projects where relevant)	Enquire alignment/ codes	Terrain internal initiatives	Funder	Total value	Timeframe	Reporting timeframes/ systems	Brief Description	Terrain Lead	Other Terrain project delivery staff	Specific Delivery Partners
							Also includes cross-regional networks for REEF.			
AUSPICED PROJECTS										
EEG insulator creek	Not in enquire			$91,310	March 2018	Paper based to EHP (Jacqui)	Auspicing project only – Terrain's role is only to pay the bills on behalf of Hinchinbrook Wetlands Alliance.	Jacqui		HWA

Overview of 2016/2017 current Initiatives (NB – these initiatives relate to *Terrain staff WORKPLANS*. They do not include works that we contract out to other organisations to deliver.)

🟢 No known issues or risks   🟡 Worth noting. Not yet considered to be a major issue.   🔴 A risk that is being proactively addressed.   ✓ Initiative completed

	Initiative Title	Funding Project/s	Terrain Staff	Short Description	Includes things like…(for reporting purposes)	Status	Notes
Matters of National Environmental Significance	Support for regional network for recovery teams	NLP - MNES	Tony, Jacqui, Evizel	Providing strategic support to the Recovery Teams of the Wet Tropics in building a strong voice and operating effectively both within and beyond their species or ecosystem of focus.	Bringing the recovery teams together for an annual workshop, liaising with the AG on their involvement, following up on any actions that arise from these meetings.	🟢	
	Cassowary Incident Solutions	NLP - MNES	Tony	Addressing the major issue of cassowary vehicle and dog strike through strategic partnerships (e.g. DTMR, council), and supporting strategic actions (e.g. signage, data collection tools) and evaluation of effectiveness of interventions	Includes partnerships with DTMR, signage, development of tools/strategies for collecting data on sightings/animal movement and behaviour, evaluation of effectiveness of interventions	🟢	
	Tame the Flame	NLP - MNES	Jacqui	Building partnership with DNRM for investment in fire for Mahogany Glider habitat outcomes, with key delivery mechanism through partnership with Girringun (including capacity building).	Negotiations with DNRM on $$ for fire investment, collaborative development of fire management plan, capacity building for Girringun to undertake fire management.	🟢	
	Technical support to Recovery Groups	NLP - MNES	Tony, Jacqui, Evizel	General advisory, technical and logistic support to Mabi, Cassowary and Mahogany Glider recovery teams.	Support can include facilitating workshops, providing technical advice to meetings, preparing maps or other support materials.	🟢	
	Connecting the dots	NLP - MNES	Jacqui	Support for the engagement and coordination aspects of the Connecting the Dots works contract through the Threatened Species Commissioner for Mahogany Glider.	All aspects of delivering the Connecting the Dots contract… including landholder engagement and support.	✓ Jan 2017	Project successfully completed, over delivering on targets.
	Grazing for Gliders	NLP – MNES + (possible TSC)	Jacqui	Facilitation and partnership building to support improved grazing techniques in MG habitat with incentives and training investment expected through TSC grant.	The internal coordination/partnership building role Terrain plays to secure investment and partnerships to support improved grazing practice in Mahogany Glider habitat – includes preparation of funding proposal to TSC and Green Australia.	🟢	TSC grant has now been confirmed!!! Green Australia investment now confirmed.
	MNES policy influence	*NLP - MNES*	Tony, Jacqui, Evizel	General role Terrain plays in influencing policy in relation to MNES – largely responsive and according to opportunity.	Anything that we do to try and influence policy to get a better MNES outcome. There is no specific NLP Outcome or activity associated with this as it is largely responsive, but when it happens we definitely report it.	🟢	
	Rainforest Trust investment in habitat protection	NLP - MNES	Tony, Jacqui,	Working with community partners and Rainforest Trust to secure philanthropic/ corporate investment in the cassowary and MG habitat purchase and Nature Refuge incentives.	Negotiation with all partners, provision of technical support for prioritisation, preparation of application and any required logistical follow up and coordination.	🟡	Trust investment not yet confirmed
	Walter Hill Ranges Connections	NLP - MNES	Tony	Strategically working to build landholder and community action for connectivity in the Smith's Gap area, including agreeing on priorities for investment.	Community engagement, organising field days and cross-area visits; landholder engagement and support, facilitation of prioritisation and planning activities.	🟢	
	Mabi Habitat protection prioritisation	NLP - MNES	Evizel, Gary	Bringing together Mabi stakeholders to coordinate delivery of the Mabi Recovery Plan– including use of spatial decision support tool for prioritisation.	Partner and community engagement; planning and prioritisation (e.g. using Walking the Landscape type of approach); seeking investment in priorities.	🟢	
	Support for Mabi Green Army Team	NLP - MNES	Evizel	Provision of technical and coordination support for Green Army teams focusing on Mabi restoration.	Site visits, technical advice, training, support for planning, coordinating with community partners	✓ Dec 2016	
Community Groups	NRM Plan and Knowledge Portal Training and Extension	NLP - CGroups + TOs	Bronwyn core CP staff	Delivery of the Outreach Plan, aimed at building community expertise and interest in using the NRM Plan and mapping portal.	Anything we do in demonstrating the NRM Plan to the community. If this is to a Traditional Owner Group then it is reported under TO project but under this initiative.	🟢	
	Partner Mapping	NLP - CGroups + TOs	Sharlene, core CP staff	The preparation of project mapping portals for community NRM and Traditional Owner groups.	This relates to the preparation of project mapping portals for community groups and Traditional Owner groups. If it is a TO group, it goes under the TO project but with this initiative.	🟡	Some glitches in the system now being addressed

Category	Initiative	Program	Lead	Description	Notes	Status	Comments
	Cairns Urban connections	NLP - CGroups	Rowan	Focus of effort in the Cairns area for the coming year will be on bringing groups together for prioritisation through a walking the landscape process in an urban area.	Community engagement, event coordination, planning and prioritisation, seeking investment opportunities.		
	Daintree – building a community voice	NLP - CGroups	Vanessa	Focus of effort in the Daintree area is on supporting groups and individuals to have a stronger and more cohesive voice, and progress priorities in the Daintree area.	Community engagement, planning and prioritisation, technical advice, seeking investment opportunities.		Delay due to staff turnover
	Southern Atherton Tablelands – planning and partnerships	NLP - CGroups	Evizel	Focus of effort in the Southern Atherton Tablelands area on the development of a value add spatial decision support tool to assist collective prioritisation for habitat restoration.	Community engagement, design and delivery of planning and prioritisation workshop (first cab off the rank will be for biodiversity and connectivity).		Delay due to focus of effort on Cassowary Coast
	Supporting Community Group Health	NLP - CGroups + RLF	Bart, core CP staff	Partnership with QWALC to develop process for measuring and monitoring CG health, 2 region-wide capacity building events/year and capacity building and technical advice support provided to groups according to need.	This is a catch all initiative for the responsive support we provide to community groups when requested. It is general support (usually technical) for the group to operate more effectively or address issues/challenges they face. Includes region-wide training events.		
	Supporting groups to secure funding for, and implement, projects.	NLP - CGroups	Core CP	Support to groups more specifically in preparing project proposals, delivering quality projects and satisfying the requirements of grants.	Includes assisting with the Community NRM grants delivery, as well as other project proposals and project delivery.		
	Regional Community Group network	NLP – RLF	Bart	Providing support regionally to community NRM groups.	Could be through an email list used to let them know about funding/training opportunities etc.		
	Community Group Good News Stories	NLP – RLF	Core CP staff	Proactively promoting the good work that Community NRM groups undertake, Including case studies and good news stories from the Community NRM Grants.	Including case studies and good news stories from the Community NRM Grants. Also other good news stories of what the groups are doing… making the link between these case studies and the NRM Plan is key component of this initiative.		
Traditional Owners	Regional TO mentoring program	NLP - TOs	Vanessa, core CP staff	Providing capacity building support to TO groups and individuals, including through capacity building events, mentoring and exchange programs. This initiative is being undertaken in collaboration with WTMA.	Includes the workshops we have been supporting (Jaragun and through Girringun) but also the mentoring program that is in development.		Some initial delays but now getting on track
Traditional Owners	TO good news stories communication	NLP - TOs	All CP	Communications of good news stories about some of the great work that TO groups are doing… or some of the inspirational things that individual TOs are doing.	Includes case studies, media articles, social media posts, e-newsletter stories and any other opportunity to promote success stories. Also includes support partner products with WTMA (e.g. Rainforest Aboriginal News and annual calendar).		
Traditional Owners	Local partnerships to support TO action	NLP - TOs	All CP	Building partnerships and creating opportunities to support local TO groups to connect with others (e.g. council, state government, other NRM Community groups, farmers) and get things happening on country.	Anything that supports local groups to connect with others (e.g. council, state government, other NRM Community groups, farmers) to get things happening on country.		
Traditional Owners	Opportunities for TO influence	NLP - TOs	All CP	Proactively providing opportunities for TO groups and individuals to participate in policy review, planning and decision making processes – at any level.	Can be largely responsive to opportunities, but is mostly about being proactive about supporting TOs in whatever way possible (including simple things like picking them up and giving them a lift).		
Innovative Agriculture	Agricultural Innovation Strategy	NLP - Innovative Ag Reef Trust	Fiona G, Suzette	The development, and implementation of an Ag Innovation Strategy – including talking to people about it, getting broader input, buy in and ownership over its implementation.	The whole process of developing the strategy, including engaging stakeholders, communicating it to partners, overseeing its implementation, reviewing its progress.		
Innovative Agriculture	Agricultural Innovation Network	NLP - Innovative Ag	Fiona G	Facilitating less formal opportunities for information sharing, feedback and collaboration – not only between farmers but also others (e.g. extension staff, researchers).	Includes things that bring farmers together, but also help farmers to stay in contact with what is going on (e.g. an email network, an ideas forum, information platform on the NRM Plan).		
Innovative Agriculture	Innovative Farmer support – Tier 1	NLP - Innovative Ag + Project Catalyst	Fiona G, Michael Waring,	One-on-one support for 20 (or so) innovative farmers trying new ideas, in particular assisting with the documentation of the results.	Includes farmer visits, connecting farmers with technical expertise, provision of information/publications etc.		
Innovative Agriculture	Innovative Farmer support – Tier 2	NLP - Innovative Ag + GA (wetland grazing)	Fiona G, Suzette, Bart, Jacqui	Support to engage 'early adopters' to further test high potential innovative practices that are demonstrating positive business and water quality outcomes.	Includes similar to above. Possible also to include innovative approaches to grazing in wetlands for multiple outcomes including water quality, wetland health and biodiversity.		

	Project	Funding	Lead	Description	Scope	Status	Comments
	Practice Change Evaluation	NLP - Innovative Ag + RT III	Deb B	Have not quite finalised the details around how this will be undertaken across the many projects that are involved in practice change. Large part of this will be the use of the new RT III data collection tool, as well as evaluations that are being developed through this project.	To be determined.	(amber)	Some delays in finalising approach
	Innovation Forum – Speed dating with benefits	NLP - Innovative Ag + RLF	Fiona G	Innovation forum to be held in Babinda, the forum will focus on linking up farmers with technical service providers to discuss opportunities for progressing ideas through the innovation cycle.	Includes the effort in organising the workshop, securing sponsors and partners and the event itself. There will be event media and evaluations. There will be follow-up evaluations with participants following the event.	(green)	
	National Biological Farming Conference	NLP - RLF	Fiona G	A ground breaking initiative in this region, with Terrain's role including the primary coordination, facilitation and logistical arrangement of the events, including securing sponsors and partners.	Includes the effort in organising it, support to WETS, securing sponsors and partners and the event itself.	✓ Dec 2016	Extremely successful event!
	Ag Innovation Knowledge Sharing	NLP - RLF	Fiona G	Facilitating and coordinating events such as field days, workshops for farmers to share knowledge and experience on innovation.	All aspects of coordination, securing supporters and partners, facilitation, logistics etc.	(green)	
	Ag Innovation communication	NLP - RLF	Fiona G	Ongoing production of communications products about the great work that is happening within the agricultural industries of the Wet Tropics.	Case studies, communication products such as media releases, articles, e-news stories, face book posts, flyers or brochures, radio interviews.	(green)	
	Innovation Bus Tour 2017	NLP - RLF	Fiona G	Building on the success of the 2016 bus tour, this initiative will involve hosting the 2017 tour – with a likely focus on the Wet Tropics region itself this time. There is already interest expressed in this tour.	Will involve all aspects of preparing for the 2017 tour, getting sponsors etc. and coordinating the tour itself.	(green)	
	RLF Network	NLP - RLF	Fiona G	The things that are required of the RLF such as participating in state and national workshops		(green)	
Invasive species	A Stitch in Time – tackling emerging weeds	QNRM - Emerging weeds	Evizel, Vanessa	Facilitating, building partnerships and supporting collective planning and action to tackle priority emerging weeds (currently Stevia Hiptage and Fireweed)	Working with partner organisations like council and Biosecurity Queensland on planning and prioritisation, assisting with organising task forces, managing the works delivery contracts, community engagement	(green)	
NRM Planning	Walking the Landscape – *workshops*	QNRM - Walking landscape	Rowan, Tony, Jacqui	Workshops to fully understand the catchment function and the cause/effect of WQ issues as well as identify priority actions to address causes (Herbert, Tully, Johnstone and Russell) – in partnership with Queensland Wetlands Program	Coordination, community participation, logistics, pulling things together before and after, supporting Queensland Wetlands Program.	✓ Dec 2016	
	Walking the Landscape – *projects*	QNRM - Walking landscape	Rowan, Tony, Jacqui	Developing the site-specific plans for the top 3 priorities from the WTL process, including negotiations with partners, costings etc. Implementation of the top priorities in Russell and Herbert.	Partner negotiation, preparing project scope (in line with format for NRM Plan priority projects), seeking investment for priority actions, overseeing contracts for ones funded under QNRM funding.	(green)	Investment already secured for some priorities
	Walking the landscape – *story maps*	QNRM - Walking landscape	Sharlene, Kath, Fiona B	Building the story maps which bring together the outcomes from the WTL process but also the information from the WQIP and other water/catchment related processes.	All aspects of building story maps, including content, videos, mapping.	(amber)	Short delay in finalising first story map
	NRM Plan Development and Administration	Various	Bronwyn Sharlene	The ongoing management of the website and spatial portal including content and function. Includes ongoing refinement of priorities.	Website function, refining content, new content, data.	(green)	
	NRM Plan extension/outreach	Various	Bronwyn, Kathryn	Actively getting out there and telling the community and partners about the plan, including receiving feedback about content and function.	Includes community workshops, engaging with Local Government, Traditional Owner groups, NRM Plan comms.	(green)	
	Data Management	Various	Sharlene, Gary	Ensuring that the data (in particular GIS data) is up to date and functioning.	All things 'data'.	(green)	
	Value-add spatial decision support tools	NLP – MNES + CGroups	Gary	The development of value add spatial products which enable community partners to make evidence based, highly defendable decisions on spatial priorities for investment.	Developing tools, sourcing data, engaging with technical experts, engaging with community, as required.	(green)	

	Project	Program	Lead	Description	Details		Status
	NRM Plan Use Evaluation	Various	Bronwyn	Evaluating the extent to which people are actually using the plan – all aspects of it.	Web analytics, user surveys (annual).	💡	
	NRM Plan M&E Strategy	Various	Penny, Bronwyn	Development of a monitoring and evaluation plan for the Wet Tropics Plan for People and Country, attempting to pull together whatever information is available to track progress towards the plan itself, including any progress on landscape improvement (difficult to track without significant investment)	Includes development of the plan, going out and reviewing progress with community and partners as well as collecting data (or working with partners to collect data) which enables some level of tracking of progress. Big component is the mapping portal.	💡	Some delays in development of M&E Plan – next big job.
Reef Water Quality Projects	Paddock to Reef Practice Change Data and workshops	QNRM - P2R	Deb B, Fiona B	This is the provision of the data that is collected through the AG RT III and IV projects for modelling… also the P2R workshops.	Includes the workshops we have been supporting (Jarragun and through Girringun) but also the mentoring program that is in development.	💡	Some initial delays but now getting on track
	Wetlands Monitoring	QNRM - P2R	Bart and CP staff	Supporting DSITI to undertake the wetlands monitoring – helping out in the field.	For Details see the WTSIP workplan	💡	
	Practice Strategy	AG-RT III	Bruce	The WHAT: A simple, logical strategy bringing together current knowledge about cane practices, and the impact of these practices on water quality, based on the most current SWQRF.	For Details see the WTSIP workplan	💡	
	Landscape Prioritisation	AG-RT III	Michael	The WHERE: Based on latest water quality science/knowledge (e.g. WQIP, hotspot mapping, Walking the Landscape).	For Details see the WTSIP workplan	💡	
	Extension Strategy	AG-RT III	Caroline (not Terrain staff member) Suzette	The HOW/WHO: Identification of most effective engagement pathways/tools to promote improved land management practices and guide WTSIP extension activities as well as having regional application, including identifying potential for grower engagement.	For Details see the WTSIP workplan	💡	
	Extension Officer Training	AG-RT III	Caroline, Bruce, Michael, Suzette, Deb	Ongoing training/support to equip Extension Team with the skills and knowledge to deliver high quality extension services to deliver on the Practice Strategy.	For Details see the WTSIP workplan	💡	
	Extension Strategy Coordination and Delivery	AG-RT III	Caroline, Suzette	Based on the what, where and how, delivery of coordinated, consistent and purposeful extension to growers.	For Details see the WTSIP workplan	💡	
	RT III grants	AG-RT III	Bruce, Maureen	Designing and then delivering the grants component of the	For Details see the WTSIP workplan	💡	
	Innovation Coordination	AG-RT III	Suzette	Providing a coordination and collaboration service across the region with regard to cane innovation, what is happening, who is doing what, how to improve communication, collaboration and learning.	For Details see the WTSIP workplan	💡	
	Innovation Grants	AG-RT III	Suzette	Providing financial support for grower's trialling new practices or adopting recently verified new practices. Primary purpose is to progress practice through the Innovation Cycle.	For Details see the WTSIP workplan	💡	Delayed due to lengthy negotiations with other regions. Timing now imperative
	Reef/water quality/WTSIP Comms	AG-RT III	Elaine	Providing wide range of communication about the achievements of the program as well as the link between practice change, water quality outcomes and reef health.	For Details see the WTSIP workplan	💡	
	Support for WTSIP water quality projects		Carole, Maureen	Providing governance, secretarial, project management and administrative support to WTSIP partnership arrangements, including project implementation.	For Details see the WTSIP workplan	💡	
	Strategic support for WTSIP	AG-RT III	Carole	Providing strategic planning and integration support to WTSIP Partnership/Management arrangements, identifying new opportunities for strategic collaboration, integration and investment.	For Details see the WTSIP workplan	💡	
	Reef Trust M&E and Data Management	AG-RT III + RT IV	Deb	Development of the MERI Plans and overseeing all aspects of data collection and management for monitoring and reporting.	For Details see the WTSIP workplan	💡	

	Initiative	Program	People	Description	Details	Status	Comments
	Water Quality Improvement Plan review and refinement	AG-RT III	Michael, Bruce	Proactively using the WQIP to inform the investment and effort, and ensuring WQIP is kept up to date with new science and project outcomes.	For Details see the WTSIP workplan	🟢	
	Reef Trust Tender	AG – RT IV and I	Fiona B, Jenny	Facilitating the expression of interest process as well as managing contracts for successful applicants.	All aspects of administering EOI stage and then administering successful contracts. This does not involve the application process nor the selection of successful tenderers.	🟢	
	MIP Design Phase	OGBR - MIP	Carole, Tania, Marin	Facilitating the community-based, bottom up, collaborative approach to the design of the Major Integrated Projects for Tully and Johnstone.	Includes all aspects of design process (workshops, documentation, partner feedback, support to Project Panel and final design).	🟢	
WQ Report Card	Wet Tropics Pilot Report Card 2016 initiatives	WT Report Card	Sue, Richard and Elaine	There are a number of initiatives under this project that have not yet been included here. To be finalised.	Includes the workshops we have been supporting (Jarragun and through Girringun) but also the mentoring program that is in development.	🟢	
Regional Bodies	Cross-regional networks	Various	Various	Various programs/projects have cross-regional networks. These include for RT III, NRM Plan, communications, Corporate services, operations.		🟢	
	Three-way Joint Venture	Corporate	Carole, Michelle, Penny	Supporting, and where appropriate providing leadership, in the development of a 3-way Joint Venture between Terrain, Cape York and Northern Gulf.		🟢	
	Queensland State-wide Program Logic	Corporate	Penny, Jorg	Progressing discussions and reporting against the Queensland Statewide Program logic. Recent assistance provided to the RGC to synthesise the 14 NRM plans		🟡	Varied RB interest, staff changes and new situations have delayed progress.
Corporate Comms	Comms Planning and Reporting	Various	Kath + Monika	Planning for communications, including corporate and project-based. Also includes board reporting for comms as well as preparation of Annual report.		🟢	Some initial delays but now getting on track
	Communications products and systems	Various	Kath, Elaine, Monica	Includes annual report and other regular communications products such as e-news, keeping the website up to date.		🟢	

NB: the detail around Corporate Services initiatives has not yet been included in this table.

Business Excellence	Systems Development			Sharepoint as well as other systems that focus on capturing, tracking and reporting on business.		
	Contract Service Delivery	NGNRM		Service delivery to partner NRM organisations.		