

**FNQ NRM Ltd Directors' Meeting
Friday 17th February 2006
The Mountains Institute, Ravenshoe**

DRAFT MINUTES

Attendance:

Directors:

Ken Atkinson	(Upper Herbert)
Cr Mike Berwick	(Chair)
Cr Ray Byrnes	(Local Government)
Caroline Coppo	(Catchment & Community)
Chris Gloor	(Coastal & Marine)
Bill Shannon	(Industry/Company Secretary)
Peter Stanton	(Conservation)
Troy Wyles-Whelan	(Indigenous)

Staff:

Rebecca Clear	(Manager Programmes and Partnerships)
Allan Dale	(Chief Executive Officer)
Kathryn Dryden	(A/Manager Community Engagement)
Margaret Freeman	(Indigenous Support Officer)
Fiona George	(Contracts and Project Management Coordinator)
Elsie Go Sam	(Indigenous Support Member)
Michaela Groenestyn	(Communications Officer)
Mark O'Donahue	(Manager Planning)
John Reghenzani	(Program Leader Sustainable Agriculture)
Steve McDermott	(Program Coordinator – Coastal and Marine)

Guests/Presenters:

Bryony Barnett	(TREAT)
Doug Taylor	
Terence Cansdale	(Ravenshoe and Millstream Water Group)
Lillyan Freeman	(Jiddabul)
Saeed DeRidder	(Upper Herbert River Catchment Group Inc)
Kate Waddell	(Upper Herbert River Catchment Group Inc)
Peter Waddell	(Upper Herbert River Catchment Group Inc)
Roz Burtenshaw	(Upper Herbert River Catchment Group Inc)
Bernie English	(Department of Primary Industries)
Andrew McKenzie	(McKenzie Community Relations)
Damien Burrows	(James Cook University)
Moni Carlisle	(Education Resource Officer, FNQ NRM Ltd)
John Reghenzani	(Program Leader Sustainable Agriculture, FNQ NRM Ltd)
Rowena Grace	(Biodiversity Coordinator, FNQ NRM Ltd)

1. Welcome and Apologies

Lillian Freeman gave the Traditional Owner Welcome on behalf of the Jiddabul people.

Mike Berwick welcomed members of the public. He also welcomed FNQ NRM Ltd's new employees: Kathryn Dryden; Mark O'Donahue; and Margaret Freeman. Apologies were received from Peter Valentine (Director World Heritage), Maisie Barlow (Jiddabul) and Geoff MacDonald (CSIRO).

2. Previous Minutes

2.1 Directors' Meeting October 11, 2005

*Moved Ray Byrnes, seconded Ken Atkinson. **That** the draft minutes of the October 11, 2005 Directors' Meeting are adopted as presented. Carried.*

2.2 Draft Minutes AGM November 18, 2005

*Moved Ken Atkinson, seconded Caroline Coppo. **That** the minutes of the FNQ NRM Ltd AGM November 18, 2005 be approved. Carried*

3. Business Arising

3.1 Ratification of Ordinary Members

A list of organisations, as set out below, to be ratified as Ordinary Members of the Company was presented to directors at a workshop prior to the AGM on November 18, 2005.

- o Douglas Shire River Improvement Trust
- o North Queensland River Trust Association
- o Malanda Chamber of Commerce Inc
- o Birds Australia North Queensland Group
- o Babinda district Cane Growers Organisation Ltd
- o Wanyurr-Majay Aboriginal Incorporated

*Moved Ken Atkinson, seconded Bill Shannon. **That** the Board ratify the above organisations as Ordinary Members of FNQ NRM Ltd. Carried*

3.2 Chair's Update – Cr Mike Berwick

3.2.1 Regional NRM Groups' Collective Update

Mike gave an update on the RGC's activities since it appointed its new CEO, Andrew Drysdale. He indicated that there has been an increased budget for state-wide projects including administrative assistance.

3.2.2 National NRM Working Group

Mike talked about the role of the newly formed National NRM Working group, including the preparation of messages to bring to the Ministers at National Forums. He said that Tasmania, Western Australia, New South Wales, and South Australia all agree on the need for a body to represent NRM groups in Australia. The National Working Group is going to look at the terms of reference to form national partnerships and national representation for NRM bodies, at their next meeting.

Mike briefed the Board of his meeting with Landcare and his meeting with ministers in Canberra.

3.2.3 Sea Change Taskforce

The Sea Change Taskforce is made up of representatives from 50-70 Local Governments across the state. It was formed from Councils' desire to address rapid development on the coastline. Sea Change is proposing that NRM groups on the coastline form an alliance with the Sea Change taskforce.

4. Correspondence

Allan gave an update on the Pig Management project in Mission Beach mentioned in the letter from Ian Campbell to Paul Smith (13.10.05). This project will be lodged (along with Ecosystem Services) for the \$2M remaining in the Strategic Reserve.

The Weed Menace program proposals were noted.

Ray Byrnes suggested that something be developed to help people understand the programs FNQ NRM Ltd is facilitating and how these programs are funded. He said this would help avoid confusion and misinterpretation regarding FNQ NRM Ltd's role and expenditure. Allan advised that the newsletter and website will help to provide people with this information.

It was noted that the issue of funding fragmentation should be raised with the RGC to ensure it is communicated through to the national forum in April.

*Moved Ray Byrnes, seconded Peter Stanton. **That** FNQ NRM Ltd recognises the Aboriginal Week (from 27th February) as special duties for the Directors. Carried.*

The directors noted the Correspondence as tabled.

5. Financial Committee Report - September to December 2005

Bill emphasised that the Company is traveling well financially. Allan stated that the budget is healthy and that budget management arrangements are working well. It was noted that the small loss currently recorded is more than covered by company reserves.

*Moved Chris Gloor, seconded Bill Shannon. **That** the Financial Committee Report, September to December 2005 is adopted as presented. Carried.*

6. Decision Items

6.1 Strategy Mapping – Corporate Strategy and Communication - Chris Gloor, Director Coastal and Marine

Reference: Strategy Mapping – Corporate Strategy and Communication, Supplementary Board Papers, Directors' Meeting February 17, 2006.

Chris Gloor presented the idea of a 'corporate strategy' (or business plan) for FNQ NRM Ltd that will:

- Provide a framework for the Board, Staff and other relevant people to construct a corporate strategy that addresses the key elements of financial,

- stakeholder, internal perspective, and learning and growth perspectives, monitoring and reporting
- Provide a framework and easily understood means of communicating the strategy both internally and externally

This strategy will also outline how FNQ NRM Ltd can support itself financially beyond NHT funding and engage partners in the company's business.

(Examples and usages of strategy maps are included in the Supplementary Board Papers, 17.02.06.)

Recommendations:

1. That the Board resolve to develop a corporate strategy that includes a business plan specific to earning money beyond NHT2 and extending the life of the company beyond 2008, as well as a means of monitoring and reporting on effectiveness of the strategy.
2. That the Board resolve to include a commitment and means of communicating the corporate strategy to all stakeholders as a key component of the strategy.
3. That the Board resolve to investigate the concept of strategy mapping as a framework and communication mechanism for the corporate strategy.
4. That, as a first step in considering this mechanism, the Board resolve to endorse strategy map development in some key business areas, for review at the earliest appropriate date.

*Moved Ray Byrnes, seconded Ken Atkinson. **That** the Board endorses Chris Gloor to progress foundation work for the development of a corporate strategy. Carried.*

*Moved Ray Byrnes, seconded Ken Atkinson. **That** the strategy map be progressed through the Funding Committee. Carried.*

Action: *That the following documents be circulated to the Directors.*

- Norbert and Vocal Performance Indicator
- Benchmarking of Performance Improvement

6.2 Magdeburg Environmental Forum 2007 – Chris Gloor, Director Coastal and Marine

Reference: Magdeburg 2005 & 2007, Supplementary Board Papers, Directors' Meeting February 17, 2006.

Chris Gloor briefed the Board on the Fourth Environmental Forum in Magdeburg, Germany, November 15 - 17, 2005 where he represented FNQ NRM Ltd.

Chris relayed the benefits of his attendance at the fifth Environmental Forum in 2007.

Recommendations:

- That the Board resolve to endorse Chris Gloor in his endeavours to form business-to-business relationships with DaimlerChrysler and other companies including, but not limited to, those specifically concerned with the 2007 Environmental Forum.

- That the Board resolve to monitor progress in this project with a view to providing funding for participation in the 2007 Forum, based on 'return on investment criteria' as current in 2007.

*Moved Peter Stanton, seconded Bill Shannon. **That** the Board accepts the above recommendations. Carried.*

Allan emphasised the need for investment targets before relationships with participants of the forum are progressed.

6.3 FNQ NRM Ltd Operational Policies and Procedures Manual – Rebecca Clear, Manager Programmes and Partnerships

Rebecca Clear presented the draft FNQ NRM Ltd Operational Policies and Procedures Manual to the Board. Significant time has been spent reviewing FNQ NRM Ltd's existing policies and procedures and updating them to reflect the company's current operational needs. The draft manual covers the following sections:

1. Introduction to FNQ NRM Ltd
2. Purpose of the Operational Policies and Procedures manual
3. Structure and Function of FNQ NRM Ltd
4. Frameworks for Decision Making within FNQ NRM Ltd
5. Board Operation
6. Human Resource Management
7. Operations management
8. Financial Management
9. Public Relations
10. Risk Management – Business Continuity and Disaster Recovery

Action: *Rebecca Clear to continue work on the FNQ NRM Ltd Operational Policies and Procedures Manual and send out a final for approval at the end of February 2006.*

7. Information Items

7.1 CEO Report and Updates – Allan Dale

The CEO provided a detailed update of FNQ NRM Ltd's activities since the last Directors' meeting. Some of the key points Allan touched on include:

- Secured State Government core funding.
- Partnerships process with CSIRO and JCU.
- FNQ NRM Ltd membership body – database to be in place prior to launch of Supporting Member Program.
- Introduction of Mark O'Donahue, Manager Planning.
- GIS arrangements including the appointment of GIS officer, Bob Peevers.
- Marine and Tropical Science Research Facility (MTSRF) arrangements
Mike Berwick declared a potential conflict of interest as he chaired the board of Tropical Landscape Joint Venture Partnership. In JCU determining its representation in management of integrated NRM planning partnerships, the Board noted that JCU would assess any risk associated with potential conflict of interest.

- There has been confusion on the availability of funds for the wetlands project
Action: *Mike Berwick to inquire about on the status of funds for the Wetlands project.*
- The Carbon project in the Douglas Shire. Mike Berwick declared a conflict of interest as he is the Mayor of the Douglas Shire. He left the meeting whilst the matter was discussed and determined.
- Niko Jendrich – international investment relating to mixed species farm forestry and biodiversity outcomes. An investment prospectus and Terms of Reference is to be established.
- Managing Risk:
*Moved Chris Gloor, seconded Bill Shannon. **That** in the event that Douglas Shire does not accept the risk of costs of contract and legal advice in the AGO Farm Forestry Proposal (post June 2005), the Board accepts the liability of up to \$15 000 of Board Discretionary Funds to meet these costs on the basis that the expenditure has been legitimately incurred and in the knowledge that if the project is undertaken the company will make full cost recovery. Carried.*
- General Budget amendments:
*Moved Ray Byrnes, seconded Ken Atkinson. **That** the Board approves in principle allocation of the following budget amendments to achieve outcomes within existing contracted milestones:*
 - *Potential allocation of up to \$25 000 RIS or Administration Surplus funds to support development of TOR and investment prospectus for Farm Forestry Industry*
 - *Potential allocation of up to \$30 000 RIS per annum for Russell Catchment Coordinator*

Carried.

It was noted that potential allocation of up to \$15 000 per annum RIS for trial stewardship payments in sugar-forestry conversions – pending more detailed proposal to be presented to the Board.

7.2 Performance Reporting – Fiona George, Contracts and Project Management Coordinator

Fiona George spoke of FNQ NRM Ltd's Performance Report for the six-month period ending December 31, 2005. She also gave a presentation outlining the reasons for reporting, the reporting process, challenges with reporting, and the lessons that have been learnt. The Directors expressed their satisfaction with the Performance Report.

7.3 Tilapia and Other Pest Fish Regional Competitive Component – Dr Damien Burrows, James Cook University

Damien Burrows gave an update on the Tilapia and Other Pest Fish Regional Competitive Component. It appears that the Australian Invasive Animals CRC are likely to contribute funds to DPIF to begin ground work on developing fish control technologies. The amount of funding likely to be forthcoming is uncertain at this stage.

An issue of great concern in the region is tilapia infestation in the Herberton town weir. The weir is in the upper headwaters of the Wild River, a major tributary of the Herbert River system. There is potential for tilapia to move downstream and colonise the entire Herbert catchment. Being the town drinking water supply, eradication methods are limited.

Damien has approached the Burdekin Dry Tropics NRM Board for an additional \$300K in cross-regional funding to deal with this situation. Eradication of tilapia from the weir will not only prevent tilapia spreading south from the Herbert system to the Burdekin coastal catchments, but the capture techniques trialed and developed during the process will be of benefit in removing populations elsewhere.

It was agreed that the Board form a small action group to seek an urgent resolution to potential spread of tilapia from weirs servicing Herberton. This group will include Ken Atkinson, Peter Stanton and Damien Burrows. The group has the mandate to co-opt other participants as necessary and to progress potential solutions.

It was agreed that a letter be drafted and sent to the DPIF Minister regarding direct actions in relation to managing tilapia and seeking investment.

7.4 SAVANNA Plan in the Upper Herbert – Bernie English, DPI

Bernie English gave an update on the GLM+ program to date. The program aims to minimise the downstream impacts of grazing in the Upper Herbert and Upper Burdekin areas. Program staff have advocated a one-on-one approach to engaging landholders which has to date proven effective. The program will continue to expand to all interested/willing landholders in the area.

7.5 Communications Strategy Update – Andrew McKenzie, McKenzie Community Relations

Andrew McKenzie outlined his progress on the FNQ NRM Ltd Communication and Community Engagement Strategy to date. He gave the Board a list of all the management action targets in the Wet Tropics Regional NRM Plan that have key community engagement focus. He also outlined some of the topics that will be addressed in the strategy. The strategy will be developed in the style of a discussion paper that can then be taken to a branding company upon Board resolution in the future.

The Board endorses Andrew to continue to develop a draft Communication and Community Engagement strategy to be presented to the Board on completion.

During discussion, Mike suggested that we have a presentation/display (photographs, media articles etc) at each AGM of what the Company has achieved through the year.

7.6 Introduction to Program Coordinator – Coastal and Marine – Steve McDermott

Steve McDermott introduced himself to the Board and summarised his background. He also gave a brief overview of the work he has commenced since his employment with FNQ NRM Ltd. The role of the Program Coordinator – Coastal and Marine is to deliver the FNQ NRM Ltd Coastal and Marine Program and facilitate the involvement of the community in the management of coastal and marine resources. The position

also supports regional implementation processes in coordination with the State and Commonwealth Agencies, Local Government, and the broader NRM network.

7.7 K12 Education Program Work Plan – Kathryn Dryden, A/Manager
Community Engagement & Moni Carlisle, Education Resource Officer

Kathryn and Moni gave an update on the K12 Education Program to date. This included:

- program delivery structure
- approach
- focus of the pilot program
- future funding opportunities and potential project expansion

The directors agreed that there must be a production/conservation balance in the information and support given to participating schools.

There is interest from Cairns State High School to send students to the next Directors' meeting to make a presentation. It was decided that this will be included on the agenda.

7.8 Progress Update - Local Area Planning Approach to Mission Beach Cassowary Conservation – Stage 1: Framework – Rowena Grace,
Biodiversity Coordinator

Rowena provided an update on the progress of the local area planning study and highlighted a number of identified issues relating to the design and roll-out of activities at Mission Beach. The study is well advanced and is due for completion by the end of February 2006. A need was expressed for councils to be supportive and involved in the program if it is to be successful.

Action: *Rowena Grace to circulate Nigel Weston's full report to Directors.*

7.9 Update on Sugar Nitrogen Fixation - John Reghenzani, Program
Leader Sustainable Agriculture

John presented background information on the project and the recent data on sugarcane nitrogen (N) fixation, together with the potential for this advance to revolutionise sugarcane farming and environmental outcomes in the tropics. John addressed the benefits and risks of N fixation by sugarcane and the potential for N fixation to be incorporated within a practical farming system. He also spoke of the future direction, scope and funding opportunities for N fixation research, potential research partners and expected time frames for the project.

**7.10 Note Only – FNQ NRM Ltd Industry Advisory Group Meeting
Minutes - December 9, 2005**

8 Next Meeting

The next meeting of the directors will be held on Friday April 28, 2006 in Cairns.

There being no further business the meeting terminated at 5pm.