

Position Context and Capability Statement

About Terrain NRM

Terrain NRM is an independent, not for profit and community-based environmental stewardship management organisation. We think innovatively and act collaboratively to protect and restore the water, soil, biodiversity, and landscapes of the Wet Tropics region from the Daintree in the north, down to Ingham in the south and across the Atherton Tablelands.

We work with our partners and local communities to:

- Identify and communicate the **most pressing natural resource challenges** facing our region.
- Lead the development of **pro-active and inclusive solutions**.
- Source, interpret and **provide trusted advice** to policy and funding decision-makers.
- **Secure funding and finance** to pilot and rapidly scale-up transformative solutions for our environment, community, and economy.
- Provide independence, balance, and science-based objectivity.

Our external vision:

A thriving and sustainable Wet Tropics.

Our vision for ourselves:

To be a world leader in community-based tropical natural resource management.

Our mission:

Empowering communities to solve our region's environmental challenges, together.

Our values:

- Integrity: We are honest, transparent, and fair.
- Respect: We treat individuals and communities with respect, value diverse knowledge systems and act in culturally informed ways.
- Innovation: We build upon lessons learnt, embrace diverse thinking and search for new ideas and solutions.
- Collaboration: We achieve long lasting change by partnering with others and building strong relationships.
- Courage: We are bold, transformative, and ambitious with a long-term vision for our region.

How we work – The Terrain Way

- We are strategic.
- We harness our collective intelligence.
- We build trust and confidence.
- We empower our communities and partners.
- We actively seek new ideas and innovations.

- We establish and develop strategic partnerships.
- We amplify our impact.

Strategic plan guiding principles:

To deliver multiple outcomes in each of our NRM focus areas that simultaneously contribute to a vibrant economy, healthy ecosystems, and empowered communities.

POSITION DESCRIPTION

Position:	Project Management & Impact (PMI) Leader
Reports to	Chief Executive Officer
Role Summary	As a member of the Executive Leadership Team this role supports the CEO to lead and manage the organisation. It is responsible for the establishment, strategic direction, stewardship and the successful financial performance, operation and continuous improvement of the Project Management and Impact Office (PMIO).
Executive Leadership Team (ELT) Role	To provide strategic and operational oversight of Terrain NRM’s people, resources and its operations. This requires the ELT to be responsible for the successful implementation of Terrain NRM’s strategic plan by securing resources as well as guiding and supporting staff and partners to achieve the goals and outcomes outlined in the plan.
Supervises	Project Support Officers, GIS & Information Management Leader; Indigenous Partnership Officer, and Other Staff depending on team arrangements.
Location	Based from any Terrain NRM office.
Classification	Band 4, level 1
Employment terms	Permanent Full Time. Part-time or job share arrangements would be considered for successful candidate/s.
Salary Range	The 2024-2025 salary range will be \$\$126,519 to \$136,948 full time equivalent (72.5 hrs per fortnight). (Please refer to the Terrain Single Enterprise Agreement)

POSITION PURPOSE

This is a new and dynamic role focused on growing our internal capacity to enable us to increase our impact and strengthen our value to stakeholders through the:

- Development and implementation of best practice project management frameworks across the organisation.
- Continuous improvement of our data collection systems, processes and tools.
- Effective and efficient data analysis to track and report on progress, outcomes and impact for various stakeholders. Increased alignment and coordination of new programs and projects.

The key components of the role include:

Primary Drivers

- Establish the PMIO function and team within Terrain NRM.
- Review and refine existing and establish best practice project and program management, monitoring and evaluation frameworks, systems, processes, and tools. These will support efficient and quality outcomes and continuous improvement and innovation.
- Develop systems, processes, reporting frameworks and tools to capture and analyse program and project data.
- Provide data and information in a format that enables the organisation to effectively communicate outcomes, benefits and outcomes to a range of different stakeholders.
- Build the capability and capacity and provide the necessary support and technical expertise to our program and project managers to successfully, plan, execute, monitor and evaluate its programs and projects.
- Ensure that the regional NRM plan (Wet Tropics Plan for People & Country), Terrain NRM's Strategic Plan, and other strategic initiatives such as the Community and Indigenous Participation Plans are considered and integrated into the scope and design of new programs and projects by program and project directors and managers.
- Oversee the implementation of Terrain NRM's strategic initiatives e.g., Community Participation Plan and Indigenous Participation Policy and Plan.
- Ensure program managers are collaborating with and aligning new programs with existing programs and projects to maximise efficiencies, benefits, and outcomes.
- Ensure the PMIO team is highly functioning and their wellbeing is supported in line with Terrain NRM's policies, values and culture.

Enabling Drivers

- Lead organisational change and implement improvements in line with the objectives of the role.
- Assess and establish the training and development, technology, systems, and processes necessary to increase the organisation's capability to successfully, plan, execute, monitor and evaluate its programs and projects.
- Identify and support the organisation to secure investment to progress the implementation of its strategic plan.

KEY ACCOUNTABILITIES

Authority & Accountability (Organisation-Wide)

- **Positive culture:** Actively promote and foster a positive and safe culture whereby all leaders, managers and employees contribute to taking personal responsibility to create a safe working environment, where our people are protected from physical and psychological harm.
- **Environmental footprint:** Actively promote and support the reduction of Terrain's environmental and carbon footprint. Terrain is committed to ensuring activities are undertaken in an environmentally sustainable manner in line with relevant legislation and polices as a minimum and is striving for best practice through adopting continuous improvement.
- **Strategic Plan:** Tracking and reporting progress against Terrain NRM's strategic plan. Providing input into Terrain's future direction and investment priorities.
- **Investment:** Identify and secure investment that is strategic and will deliver on Terrain's Strategic Plan and the Wet Tropics Plan for People and Country, through supervising/preparing proposals and submissions, and directly negotiating investment partner opportunities within the delegation of the role.
- **Organisational performance:** Oversee, monitor and continuously improve the performance of the organisation, including:
 - Contributing to the development of annual corporate budgeting and workforce planning
 - Leading and/or supporting strategically important corporate improvement initiatives and policy development;
 - Developing and reviewing organisation-wide policies and procedures;
 - Leading the development of and contributing to, utilising and improving Terrain's knowledge, information systems including monitoring, evaluation, review and reporting processes;
 - Ensuring infrastructure and facilities enable efficient and high levels of staff performance;
 - Leading organisational initiatives that require change to adopt new systems and processes; and,
 - Participating in organisational performance reviews (external and internal).
- **Investor relationships:** Support Terrain NRM Key Account Managers to provide the necessary information to agree, monitor and report progress against agreed KPI's, to maintain and grow positive investor relationships.
- **Corporate responsibilities:** Manage and monitor specific corporate portfolios e.g. WHS, Environment, HR, Indigenous Participation, NQ NRM Alliance, NRM Regions Queensland, NRM Regions Australia etc as nominated and agreed with the CEO.
- **CEO support:** Provide high-level professional and technical advice and guidance to the CEO, Board and stakeholders/partners on systems, policies, programs and NRM implementation to achieve quality regional NRM outcomes.

Management Skills

- **Business performance:** Ensure successful overall business performance of respective strategy unit/s, including financial performance.
- **Strategic Plan Portfolio Leadership:** To support the Strategic Focus Area Leaders operationalise and implement the of one or more strategic focus areas of the Terrain Strategic Plan. May undertake primary responsibility for the leadership of one or more strategic focus areas.
- **External expert advice:** Ensure that the wide range of technical expertise required for program and project delivery is sourced (either internally or externally) to ensure high quality delivery and investment outcomes, including negotiating satisfactory financial and contractual arrangements.
- **Planning and delivery:** Oversee the effective and efficient delivery, financial and contract management and monitoring, evaluation and reporting of programs and projects, within the role's portfolio and across the organisation by:
 - delivering on the funder/investor's brief and expectations;
 - providing cost efficient and value for money delivery;
 - securing and allocating the necessary resources;
 - achieving Terrain NRM's financial and strategic objectives;
 - maximising ongoing opportunities for ongoing future work; and,
 - maximising benefits and participation opportunities flowing to key regional partners.
- **Team leadership:** Provide effective leadership and management of staff, supporting and actively fostering a high-performing team culture consistent with the values of Terrain, including:
 - staff recruitment and succession planning;
 - mentoring/coaching, as well as professional development and training opportunities for staff; and,
 - overseeing performance management and well-being considerations for direct-report staff.

Specialist Knowledge & Skills

- **Specialist knowledge:** Maintain a wide range of specialist knowledge and skills, including relevant legislation and policies and other areas of precedent relevant to the strategic focus area.
- **NRM matters:** Maintain a good understanding of contemporary natural resource management matters, together with an understanding of Australia's system of regional NRM, and relevant legislative frameworks and government policy priorities. Extensive knowledge and experience in the field of community engagement.

Interpersonal Skills

- **Strategic Partnerships:** Establish and maintain high-level, strategic, mutually beneficial collaborative partnerships/ relationships at the regional, state and national levels, including participating in and supporting relevant partnership forums, working groups etc.
- **Communications:** Pro-actively identify and support the production and delivery of appropriate marketing and promotional material, and application of tools and systems, needed to promote the Terrain NRM brand and the outcomes and impact being delivered through our programs, projects and organisational initiatives.

- **Professional conduct:** Present and promote a professional and corporate image of Terrain NRM to staff in all forums, and communicate professionally and effectively with Directors, funders/investors, collaborators, stakeholders and suppliers, modelling Terrain values and behaviours at all times.
- **Key Relationships:** Pro-actively identify, develop and maintain constructive, collaborative and mutually beneficial long-term relationships with, as a minimum:
 - CEO and other members of the Executive Leadership Team;
 - Direct staff reports and program/project team members;
 - Program/project directors and managers;
 - Communication and People & Culture Managers;
 - Terrain Board Directors;
 - Strategic partners including other NRM organisations;
 - Delivery collaborators; and
 - Funders/ investors.

Judgement & Problem Solving

- **Conflict resolution:** Lead and/ or participate in conflict resolution both within Terrain and between Terrain and external parties, as required.
- **Problem solving:** Provide high-level advice and support in corporate, program and project problem solving, applying a high-level of independence in determining direction and approach to issues.

Qualifications & Experience

- Apply knowledge gained through tertiary qualifications and/ or industry experience to establish and develop the PMIO.

Additional Factors

- 'C' class drivers' licence is required.
- Perform all duties in accordance with Terrain's Policies and Procedures and code of conduct.
- Demonstrated commitment to cultural diversity and a working knowledge of equity and WHS principles in the workplace.
- You must be eligible to work in Australia (you are an Australian citizen or a permanent resident of Australia or New Zealand or have a valid visa that provides work rights).

SELECTION CRITERIA

Authority and Accountability
<ul style="list-style-type: none">▪ Ability to work collaboratively and constructively within a senior leadership team and manage multiple organisational and business priorities to support the delivery of Terrain’s strategic plan.▪ Strong commercial acumen and financial awareness with an ability to weigh investment versus benefits within the context of overall organisational capabilities and objectives.▪ Understanding of funders/investors needs and a strong ability to effectively develop constructive relationships within a ‘for purpose’ commercial environment and develop long-term win-win outcomes.
Management Skills
<ul style="list-style-type: none">▪ Demonstrated ability to generate innovative approaches to deploy resources, meet changing circumstances and improve services more effectively.▪ Highly developed and practiced management skills to establish and/or monitor goals and objectives, manage employees, budgets, work programs or major projects.▪ Proven ability and commitment to providing leadership in driving and supporting a collaborative and results focused approach to delivery internally and with external partners.▪ Demonstrated ability to support, mentor and grow staff and create a high-performing collaborative team culture.
Specialist Knowledge & Skills
<ul style="list-style-type: none">▪ Specialist knowledge, experience and skills related to Project and Program Management of complex programs and projects, and monitoring, evaluation and reporting frameworks within environmental, natural resource management sectors or related sectors, including relevant legislative frameworks and government policy priorities.▪ Establishment and operation of a PMIO, or similar initiative.▪ Ability to provide technical leadership and direction to the PMIO.▪ Knowledge and experience in the field of stakeholder engagement and change management.
Interpersonal Skills&
<ul style="list-style-type: none">▪ Highly developed interpersonal skills to influence, persuade, negotiate and/ or motivate others to achieve objectives critical to Terrain and to resolve complex conflict situations.▪ Demonstrated high level experience, skills and motivation in developing and maintaining effective networks, relationships and partnerships with key stakeholders.
Judgement & Problem solving
<ul style="list-style-type: none">▪ Proven ability in making high level decisions under delegated authority.▪ Extensive experience in resolving problems which require a high level of analytic reasoning and integration of wide-ranging and complex information.▪ Demonstrated ability to work at a high level of independence in determining direction and approach to issues.

Qualifications and experience

- Tertiary qualifications in Natural Resource Management, Environment, Science, Engineering or Project Management or equivalent experience in senior leadership and management roles.
- Registered Project/Program Manager with understanding of PMBOK and Managing Successful Program fundamentals and experience delivering projects using both methodologies.
- Professional membership with relevant professional institutions.
- Advanced Computer Literacy (Microsoft Office, Project, Outlook, Word, Excel, PowerPoint) essential.



Stewart Christie

12 July 2024

CEO Approval

Signature

Name

Date