

# Terrain NRM's Emerging Leader 2025 Applicant Information Pack



This applicant information pack contains information for young leaders interested in applying for the Emerging Leader position on the Board of Terrain NRM for the November 2025 – November 2026 period.

## 1. Position Overview

<b>Position</b>	<b>Emerging Leader</b>
<b>Reports to</b>	Chair - Terrain NRM Board of Directors
<b>Location</b>	Applicants are expected to reside within the Wet Tropics region (Daintree to Hinchinbrook channel).
<b>Sitting term</b>	1-year tenure November 2025 to November 2026
<b>Remuneration</b>	Sitting Fees: Full Day \$400 Part Day \$200 (Non-salaried positions) Plus \$1,000 in professional development allowance
<b>Opening Date</b>	Friday 26 September 2025
<b>Closing Date</b>	Monday 27 October 2025 (4.30pm)

## 2. Terrain NRM's Board of Directors

The Terrain NRM Board is skills-based, with Directors responsible for overseeing the strategic direction, governance, and performance of community-based natural resource management across the Wet Tropics region. Directors also play a critical role in safeguarding the organisation's reputation, overseeing risk, and ensuring compliance with legal and ethical standards.

Terrain NRM's Board of Directors brings a wealth of experience across environmental science, sustainable finance, Indigenous land management, agriculture, and regional development, offering strategic insight and deep sector knowledge. This presents a valuable opportunity for aspiring directors to learn directly from a broad range of professionals who are committed to inclusive governance and intergenerational leadership. Directors can provide guidance on board processes, leadership development, and stakeholder engagement, while fostering a supportive environment where fresh ideas and diverse perspectives are welcomed and encouraged.

The organisation's current Directors are listed on Terrain NRM's website - [Our People - Terrain](#)

## 3. Terrain NRM's Emerging Leader Program

According to the 2025 Board Diversity Index published by the Australian Institute of Company Directors (AICD), the average age of board directors in Australia is 61. However, it is widely recognised that having young people on boards is important because young people can bring fresh perspectives, renewed energy, and digital fluency, helping boards future-proof their governance and better reflect generational diversity.

Terrain NRM started its Emerging Leader Program in 2018 to create opportunities for young leaders in the Wet Tropics region to gain real-world governance experience and to bring youth perspectives into board-level decision-making. The program invites aspiring directors to join the organisation's board in a two-way learning dynamic over a 12-month fixed term designed to benefit both parties.

The program has a strong focus on diversity and values input from individuals from all personal and professional backgrounds. Over the past seven years, Emerging Leaders have represented a wide range of sectors including business, tourism, agriculture, conservation, and local government. The thing all past Emerging Leaders have had in common was a strong interest in governance and a desire to understand the inner workings of a skills-based board.

*"Being recognised as Terrain's Emerging Leader was truly a personal and professional milestone. The experience challenged me to grow my leadership capacity, strengthened my ability to communicate and engage across industries, and deepened my commitment to my home region. What made this opportunity particularly powerful was the hands-on governance experience it provided, which is something rare to access as a young person. I'd always been interested in contributing to boards but had no prior practical experience. Sitting at the table allowed me to learn by doing, build confidence in the boardroom, and see first-hand how good governance shapes outcomes for our environment and communities."*

**Kara Worth 2023 Emerging Leader, current Director, and current Program Lead – Transformational Agriculture Innovation at James Cook University's TNQ Drought Hub**

*“If you have ever considered applying for a Board or an Advisory Committee you will be aware that you often need experience to get into those roles. Becoming the next Terrain NRM Emerging Leader will give the skills and experience you need to apply for other roles. The Terrain Board has, from time to time, also appointed previous Emerging Board Leaders as Directors.”*

**Mel Sherrin, Terrain NRM Company Secretary**

For Terrain NRM, it's not just about providing opportunities to young people. The benefits of Terrain NRM's Emerging Leader Program to the organisation include strategic renewal through new ideas and energy, succession planning by developing future board-ready talent, enhanced community engagement and credibility, and mutual learning between experienced directors and early-career professionals. This contributes to stronger and more effective governance, ultimately supporting Terrain's mission to foster resilient landscapes and thriving communities across the Wet Tropics region.

#### **4. Terrain NRM's Next Emerging Leader**

Terrain NRM is in a period of growth, driven by strong ongoing projects, new funding, and expanded delivery of natural resource management projects across the region. With the current Strategic Plan (2021–2026) approaching renewal, it's an exciting time for the organisation, and a unique opportunity for an aspiring director to contribute meaningfully to its future direction and impact.

Terrain NRM is looking for a young leader (18-35yrs) who has a strong interest in gaining board experience, and an awareness of why this experience is important to their individual leadership journey. Applicants from all backgrounds are encouraged to apply.

To be eligible for the role, the applicant must:

- Have the right to work in Australia for tax purposes
- Be a young person (18-35yrs)
- Reside within the Wet Tropics region (Daintree to Hinchinbrook channel)
- Have the capacity to meet time commitments, including the attendance of meetings and events during business hours
- Demonstrate a strong desire to learn and provide insights, particularly on youth matters in the Wet Tropics region

This role is appointed as an advisor to the Board. As an advisor, the Emerging Leader may make recommendations to the board, but no recommendation is binding and unlike Directors, Emerging Leaders are not legally liable for any decisions made by the organisation. For more information about the general duties held by Directors, interested applicants can download the AICD's toolkit [here](#).

#### **5. Time Commitment**

Terrain NRM understands that many young professionals are in a demanding stage of their careers and may also be subject to restrictions around secondary employment. The Emerging Leader Program is designed with flexibility in mind and can be tailored to individual circumstances wherever practical. However, to gain the most value from the experience, the Emerging Leader will need to commit regular time and engagement throughout the program.

The successful applicant will be expected to be available to attend the following activities throughout the 12-month period:

Activity	Expected Duration	Frequency	When
New starter induction with CEO Stewart Christie	2hrs	Once	Upon commencement in November 2025
Skills and Strengths Assessment	1hr	Once	Upon commencement in November 2025
Position Entry Survey (online)	1hr	Once	Upon commencement in November 2025
Terrain NRM Annual General Meeting (in person)	2hrs	Twice	November 2025; November 2026
Board Planning meetings (online)	1.5hrs	Monthly	Fridays each month, as required
Finance, Audit, and Risk Sub-committee meeting (online)	1.5hr plus pre-reading (2-3hrs)	Five meetings per year	January - October
Sustainability Sub-committee meeting (online)	1.5hrs plus pre-reading (2-3hrs)	Five meetings per year	January - October
Human Resources Sub-committee meeting (online)	1.5hrs plus pre-reading (2-3hrs)	Five meetings per year	January - October
Board meetings (in person preferred)	8hrs plus pre-reading (4-5hrs)	Five meetings per year	January - October
Director's Dinner (in person)	2hrs	Five evenings per year	Throughout the year, following board meetings.
Mentor session (in person/ online)	1hr	Five sessions per year	Throughout the year, prior to board meetings.
Position Exit Survey (online)	1hr	Once	Upon completion in November 2026
Recruitment of next Emerging Leader	5hrs	Once	November 2026
<b>Total</b>	<b>109.50hrs plus pre-reading (50 – 70hrs)</b>		

In addition to the activities mentioned above, the Emerging Leader is expected to complete self-directed governance learning, participate in various events, networking opportunities, media releases, and monitor emails on a regular basis (at least weekly).

## 6. Remuneration

An advisor is a non-salaried position. Advisors receive sitting fees (\$400 per day and \$200 half day for preparation and attendance at Board and subcommittee meetings).

Additional superannuation payments apply to the sitting fees, based on the current superannuation guarantee rate.

Advisors may claim a mileage allowance in line with the ATO cent per kilometer rate (currently \$0.88 per km) for using a private vehicle to attend board related commitments and advisors are encouraged wherever possible to pool car with directors.

Accommodation and meals are provided and paid for by Terrain NRM in association with overnight travel, in line with Terrain NRM's HR Manual.

## 7. Professional Development Allowance

Each Emerging Leader has access to a professional development allowance of \$1000 to be used at any time for training purposes or professional memberships relating to the role. This may include membership fees for those wanting to join the Australian Institute of Company Directors. All expenses must receive prior approval from Terrain's CEO and Chair of the board.

## 8. Applying for the Role

To apply for this role, please ensure this Applicant Information Pack is read in full and all required documents are included in your application. Only complete applications received on time will be considered.

Please submit the following documents via email to [people@terrain.org.au](mailto:people@terrain.org.au) by **4:30pm on Monday 27th October 2025**:

- Completed Application Form
- Cover letter addressing the selection criteria
- Resume

Applicants will be shortlisted for interviews in early November. Interviews will be completed by a selection panel, typically comprised of Terrain NRM's Chair or Vice Chair, one Director, and the incumbent Emerging Leader. Interviews will take approximately 1 hour and will be held in person or online. Questions will not be provided to applicants prior to the interview.

## 9. Further Information

Terrain NRM will host a casual online information session on Thursday 16th October at 4pm. This information session will be led by Terrain NRM's past Emerging Leaders and offers an opportunity to ask any questions relating to the role or learn about how it has helped others on their leadership journey. To register in advance for this information session:

<https://zoom.us/meeting/register/EMJlo0eiS5aIIkks8F4rQ>

**General Enquiries**

For general enquiries related to the position, please contact:

Gabrielle Gleeson

[Gabrielle.Gleeson@terrain.org.au](mailto:Gabrielle.Gleeson@terrain.org.au)

For more information about Terrain

[Terrain NRM: Natural Resource Management in the Wet Tropics](#)