STRATEGIC PLAN
2021-2027

LOCAL SOLUTIONS FOR PEOPLE AND COUNTRY

TERRAIN
NATURAL RESOURCE MANAGEMENT

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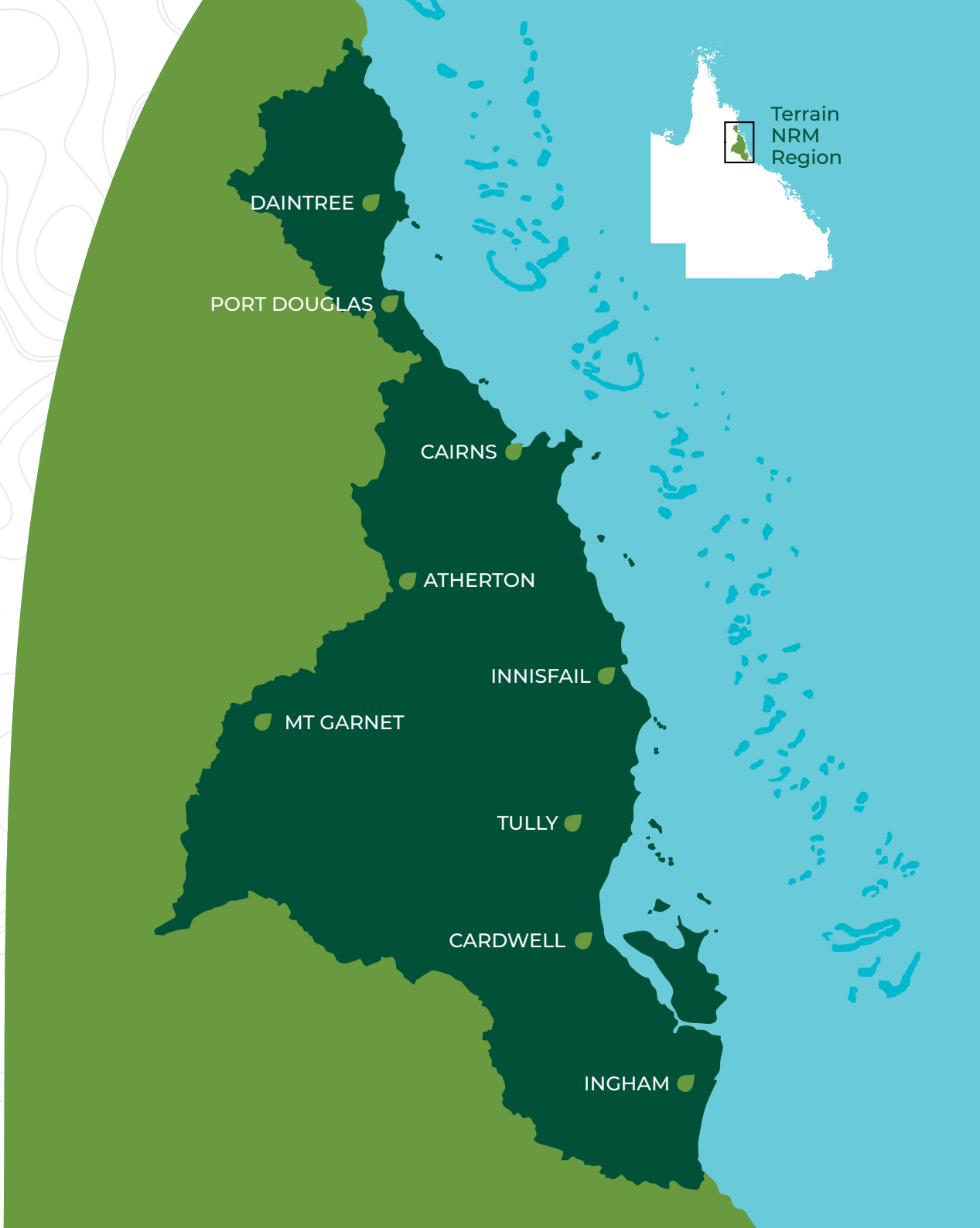
OUR REGION

Located in Far North Queensland, the Wet Tropics region spans 2.2 million hectares between the Daintree River in the north, Ingham in the south and the Atherton Tablelands in the west. It is a colourful and complex environment. The Wet Tropics is the only place on Earth where two World Heritage Areas exist side by side - the world's oldest living tropical rainforests and the Great Barrier Reef.

The Wet Tropics has more species of plants and animals than any other region in Australia, with over 150 listed as endangered and many particularly vulnerable to the impacts of climate change. Every summer, our landscapes and waterways are flushed by intensive rainfall rushing to the Great Barrier Reef.

More than 250,000 people live in the Wet Tropics including the Rainforest Aboriginal Peoples who are culturally diverse and comprise over 20 language groups. The region's prosperity relies on the health of its natural assets with key industries including tourism, agriculture, forestry, fishing and research.



OUR ORGANISATION

Like everyone who lives in the Wet Tropics, we are proud of the natural resources in our backyard. For nearly 20 years, we've been working with over 50 organisations and thousands of landholders to strengthen the health and resilience of the reefs, rainforest and landscapes that people travel from all around the world to see.

We've reconnected patches of endangered rainforest. Restored important wetlands. Planted green corridors so mahogany gliders can soar from tree to tree. Inspired farmers to love the bugs and microbes in their soil. Stabilised creekbanks to keep our rivers clean and improve the quality of water flowing to the Great Barrier Reef. Empowered Indigenous groups to take the lead in caring for country.

We bring people together and build partnerships. We combine science, technical expertise, local and traditional knowledge to solve our most pressing environmental challenges. We think strategically, we push boundaries, and we search for innovative solutions.

Our vision is for a thriving and sustainable Wet Tropics with healthy ecosystems, vibrant economies and empowered communities. If we work together, we can make it happen.

MISSION & VALUES

OUR VISION

A thriving and sustainable Wet Tropics

OUR MISSION

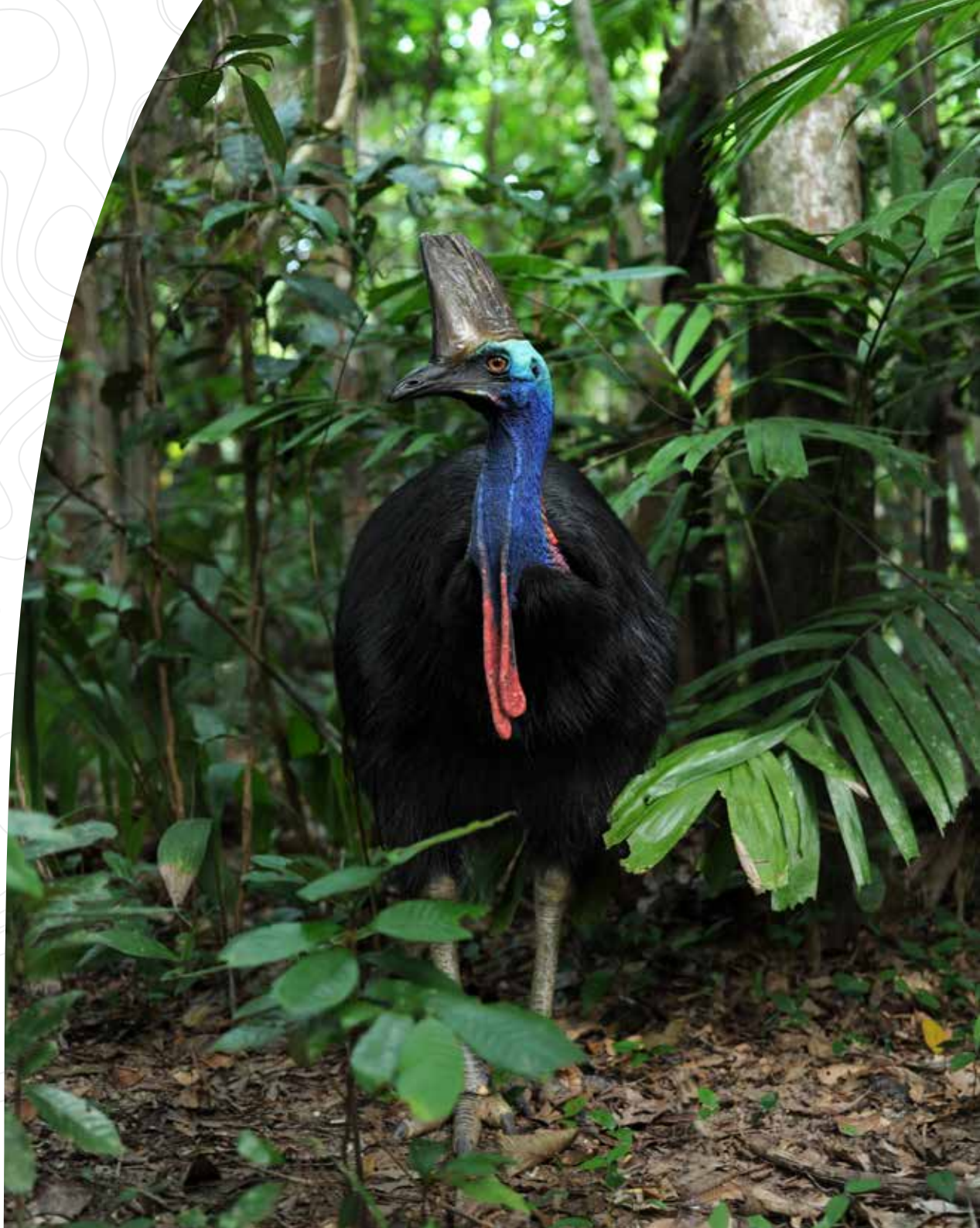
Empowering communities to solve our region's environmental challenges, together

OUR VALUES

Collaboration, Integrity, Innovation, Courage, Respect

HOW WE WORK

- We build trust and confidence
- We actively seek new ideas and innovations
- We are strategic
- We empower our partners and communities
- We establish and develop strategic partnerships
- We harness collective intelligence
- We amplify our impact



STRATEGIC LOGIC

VISION

A thriving and sustainable Wet Tropics

Climate	Soil Health	Waterway Health	Biodiversity	Regenerative Economy	Organisational Excellence
Climate-positive future	Productive agricultural systems	Healthy and resilient waterways	Healthy and resilient ecosystems	Thriving in balance with nature	Strong effective performance

CROSS CUTTING THEMES

Traditional Owner partnerships

Economic opportunities

Community engagement

CLIMATE FOCUS AREA

GOAL

The Wet Tropics community is knowledgeable on climate change, and actively working towards a climate-positive future.

THEME 1

Leading on climate action in the NRM sector

DESCRIPTION: Terrain is providing leadership on climate action to our partners and stakeholders in the Wet Tropics.

OUTCOME 1: We are a highly respected leader on climate adaptation and mitigation in the NRM sector.

OUTCOME 2: Terrain is proactive and explicit about its own action and impact in relation to climate change.

THEME 2

Knowledge for planning and action

DESCRIPTION: The community is supported to access locally relevant information on climate change and facilitate collaborative planning to mitigate and adapt to the risks and opportunities.

OUTCOME 3: Climate action planning in the region is supported and underpinned by locally relevant climate change science (in relation to implications, adaptation and mitigation options)

OUTCOME 4: Regional stakeholders have aligned objectives and are taking action.

THEME 3

Climate resilient land and sea management

DESCRIPTION: Land and sea managers are supported to understand and plan for climate change impacts and to maximise the opportunities in shifting towards a climate-positive economy.

OUTCOME 5: Land managers in the Wet Tropics are supported to build resilience to climate implications and have access to practical and relevant information and opportunities.

OUTCOME 6: First Nations People have access to practical and relevant information about climate change implications and opportunities and are supported in their aspirations for country.

SOIL HEALTH FOCUS AREA

GOAL

Soils in agricultural systems in the Wet Tropics are healthy and productive.

THEME 1

Awareness, knowledge and skills

DESCRIPTION: Awareness of the importance of soil health is high and farmers, extension professionals and rural industries have the knowledge, skills and capacity to improve soil health.

OUTCOME 1: Wet Tropics farmers, agricultural industries and extension practitioners have greater understanding of soil health principles and constraints and can make decisions to apply practices on farm that improve soil health.

OUTCOME 2: The Wet Tropics farming community is actively engaged in soil health action, locally testing and adapting soil health approaches.

THEME 2

Advocacy, partnerships and collaboration

DESCRIPTION: The Wet Tropics has a strong culture of soil health. Industry and community stakeholders collaborate positively on soil health policy.

OUTCOME 3: Policy makers and investors recognise the value of improving soil management practices as a key factor in economic sustainability, empowering soil innovation and stewardship at the local level.

OUTCOME 4: Relevant community, industry groups and stakeholders collaborate to promote attitudinal change, joint action and efficient use of resources in soil health management in the Wet Tropics.

Soil health describes the state of the physical, chemical and biological properties of soil.

WATERWAY HEALTH FOCUS AREA

GOAL

Priority waterways in the Wet Tropics are healthy and resilient.

THEME 1

Waterway protection and restoration

DESCRIPTION: Waterways have pristine water quality and are protected, restored and connected.

OUTCOME 1: The fundamental structure and function of waterways are protected and restored.

OUTCOME 2: The connectivity and condition of riparian and in-stream habitat is improved.

OUTCOME 3: Pollutant runoff into waterways and the Great Barrier Reef lagoon is reduced.

OUTCOME 4: An integrated waterway health knowledge management system informs decision making and planning across the region.

OUTCOME 5: Traditional Owners are engaged in waterway health improvement.

THEME 2

Water conservation and security

DESCRIPTION: Regional, community and individual decision making on these issues considers environmental perspectives.

OUTCOME 6: Terrain is an integral partner in regional water conservation and infrastructure decisions to achieve better environmental, cultural, economic and social outcomes.

OUTCOME 7: Water management, water use efficiency and water conservation is improved in the Wet Tropics.

THEME 3

Awareness raising, capacity building and collaboration.

DESCRIPTION: Awareness and stakeholder collaboration on waterway health in the Wet Tropics is strong.

OUTCOME 8: There is improved awareness, understanding and knowledge by the community and stakeholders of the connections between actions and waterway health.

OUTCOME 9: Community and stakeholders have a better appreciation of the values of our waterways and engage in collaborative action that contributes positively and actively to improving waterway health.

OUTCOME 10: Effective relationships with partners are established and enhanced in relation to waterway policy, planning and waterway management.

BIODIVERSITY FOCUS AREA

GOAL

The unique ecosystems of the Wet Tropics are protected and resilient to threats.

THEME 1

Ecosystem resilience in a changing climate

DESCRIPTION: Biodiversity is maintained and ecosystems are restored, reconnected, buffered and protected to build climate resilience.

OUTCOME 1: Biodiversity values are restored in priority areas with a focus on connectivity and climate refugia.

OUTCOME 2: The degradation of remnant priority ecosystems has been halted or reversed.

OUTCOME 3: The protection status of intact remnant habitat and regrowth vegetation in agreed priority areas has increased.

OUTCOME 4: The trajectory of priority threatened species and ecological communities has improved.

THEME 2

Supportive policies, plans and regulations

DESCRIPTION: Systems are in place to enable effective, strategic delivery of biodiversity initiatives.

OUTCOME 5: Regional, collaborative prioritisation and adaptive management planning tools are effectively guiding the protection of biodiversity.

OUTCOME 6: Sustained and diverse resourcing has been identified and increased to scale up eco-system resilience priority initiatives.

OUTCOME 7: Policies and regulations are in place that ensure biodiversity values are protected.

THEME 3

Engaged communities and strong partnerships

DESCRIPTION: The community values the biodiversity of the region and is working collaboratively to improve the resilience of its ecosystems.

OUTCOME 8: Traditional Owners are supported, involved in and benefitting from biodiversity actions in the region.

OUTCOME 9: The community is actively involved in the stewardship, protection and restoration of biodiversity.

OUTCOME 10: Information on priority biodiversity actions is available to make informed decisions.

REGENERATIVE ECONOMY FOCUS AREA

GOAL

Economic development in the Wet Tropics is environmentally and socially sustainable.

Thriving in balance with nature

The Wet Tropics economy is underpinned by its natural resources, but they are finite and under pressure.

We need a paradigm shift, a new approach to economic development that regenerates rather than depletes our environment, community and culture, while supporting quality jobs, businesses and the prosperity of our region.

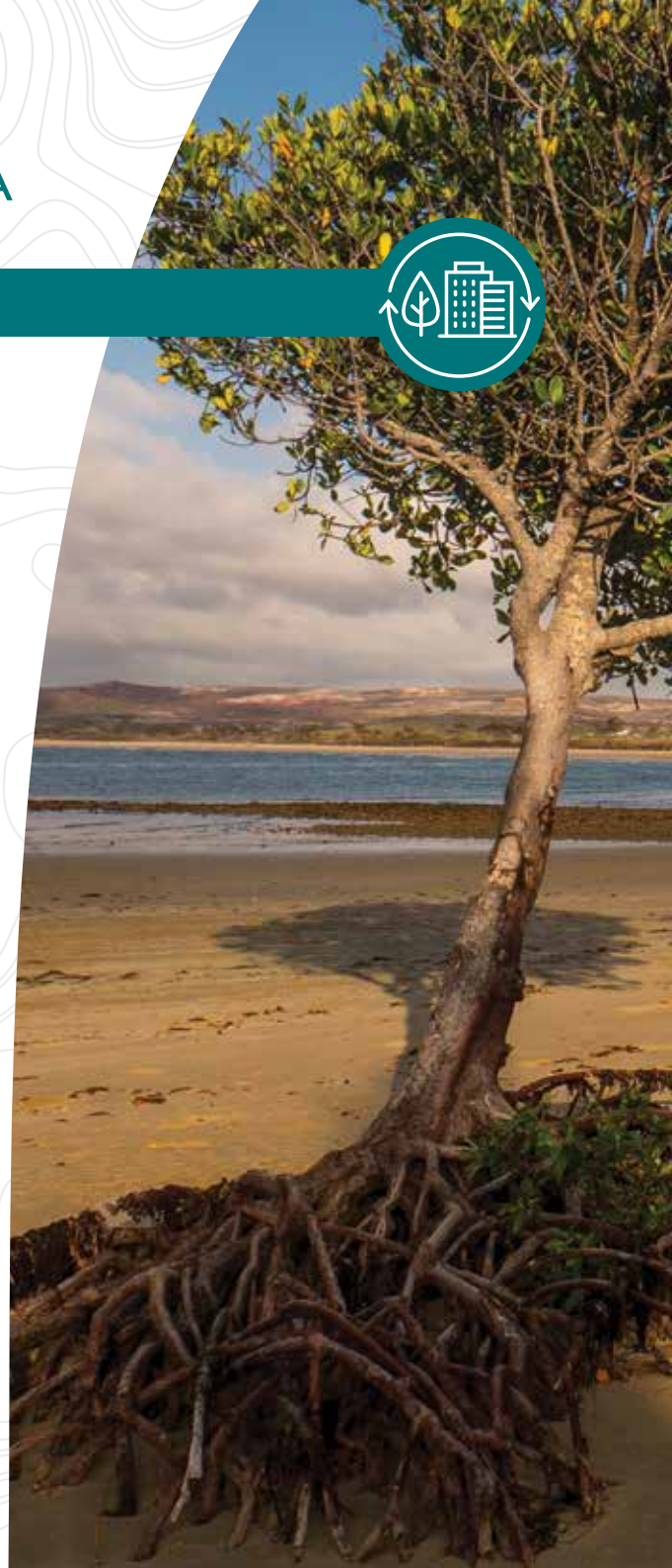
THEME 1

Influencing and advocating for regenerative economic development

DESCRIPTION: Terrain is the leader on regenerative economic development in the Wet Tropics and influences policy and investment into the region.

OUTCOME 1: Key influential organisations in the Wet Tropics understand and accept that regenerative economic development should be business as usual.

OUTCOME 2: Regenerative economic development policy and investment frameworks for the Wet Tropics are established.



ORGANISATIONAL EXCELLENCE FOCUS AREA

GOAL

Terrain has excellent governance, leadership and business performance, enabling effective delivery of NRM in the Wet Tropics.

THEME 1

People and culture

DESCRIPTION: Our staff feel valued and supported, enabling them to contribute positively to achieving our mission.

OUTCOME 1: High performing individuals and teams.

OUTCOME 2: A diverse and inclusive workplace, across the organisation.

OUTCOME 3: A positive supportive culture that enables staff to feel included and valued as part of our team.

OUTCOME 4: A safe and healthy workplace that promotes positive staff wellbeing.

THEME 2

Systems and processes

DESCRIPTION: The systems and processes in our business operations are efficient and effective, enabling us to implement our mission.

OUTCOME 5: Continuous demonstrated improvement in the effectiveness and efficiency of business systems and processes.

OUTCOME 6: All staff understand, value and use our business systems and processes.

OUTCOME 7: The strategic plan is embedded in our systems and processes.

THEME 3

Strategy and future proofing

DESCRIPTION: Our funding to implement our strategic plan into the future is secure.

OUTCOME 8: The future NRM needs of the Wet Tropics have been investigated and we've created opportunities for new investment models.

OUTCOME 9: Funding and investment continues to be secured from existing funders.

OUTCOME 10: Increased funding has been attracted from more diverse income streams to maximise the delivery of our strategic plan.

ORGANISATIONAL EXCELLENCE FOCUS AREA

THEME 4

Partnerships

DESCRIPTION: We amplify our impact by building partnerships with other NRM stakeholders.

OUTCOME 11: We have established strategic and mutually beneficial partnerships.

OUTCOME 12: Traditional Owner organisations are involved and empowered in NRM in the Wet Tropics.

THEME 5

Walking the Talk – Greening Terrain

DESCRIPTION: We are a credible advocate for sustainability - our own operations are fully sustainable.

OUTCOME 13: Terrain is carbon neutral and uses resources efficiently and responsibly (waste, water, energy, material, and equipment).

OUTCOME 14: Our project supply chains are sustainable.