

# MINUTES OF PHCC STRATEGIC MEETING

Held on Thursday 18 February 2021

in the Lakeside Room, The Cut Golf Course, 69 Country Club Drive, Dawesville



The Chairman opened the meeting at 9.00 am

## Attendance

### Present:

Caroline Knight	Chairman
Darralyn Ebsary	Deputy Chair
Paddi Creevey OAM	Secretary
Bob Pond	Executive Committee (DWER)
Sue Fyfe	Community Member
Andy Gulliver	Community Member
Claire Reid	Community Member
Mark Cugley	DBCA
Rob Summers	DPIRD
Adrian Parker	PDC (proxy for Andrew Ward)
Nicholas Dufty	DPLH, Mandurah (Observer)

### In Attendance:

Jane O'Malley	Chief Executive Officer
Mel Durack	Program Manager Hotham-Williams
Steve Fisher	Program Manager Science & Waterways
Leanne Greene	Office Manager & Executive Support (Minutes)
Janine Neeling	Administrative Officer

### Guests:

Prof Peter Newman, AO	Professor of Sustainability at Curtin University (Presenting - Minute S.8/2/21 refers)
Jacqueline Campbell	Arca Morai (Facilitating Strategic Directions Review)
Andrew McKenzie	Tangents TV (Filming Professor Newman's presentation)

### Apologies:

Marilyn Gray	Treasurer
Howard Mitchell	Community Member
David Prattent	Community Member
Andrew Ward	PDC
Cr Eliza Dowling	Local Government Member (Inland)
Cr Brad Cardilini	Local Government Member (Coastal)
Suzanne Brown	Water Corporation (observer)

### S.1/2/21 Acknowledgement of Country [Agenda Item 1]

The Chairman opened the meeting at 9.00 am, acknowledging the Noongar people as Traditional Custodians of this land and paying her respect to all Elders past and present.

### S.2/2/21 Welcomes [Agenda Item 2]

The Chairman welcomed everyone to the PHCC Strategic Meeting, acknowledging the attendance of Jacqueline Campbell who would be facilitating the Strategic Directions Review, and Adrian Parker (who was acting as proxy for Andrew Ward). She advised that Professor Newman would be joining the meeting later in the morning in order to provide his presentation.

### S.3/2/21 Board Performance Evaluation (BPE) Survey Report, and 2-Year Board Work Plan [Agenda Item 4]

In January, 2021 the Board Performance Evaluation survey was completed by 12 of 18 Members (or Observers), [67%] enabling the PHCC to understand where we are meeting the needs of members of the Board, and where to focus attention for change, discussion, or understanding.

#### What we discovered

Results reinforce that PHCC is tracking well, with no obvious concerns from a Board perspective, either on Board matters, or the operations team. Results are detailed in the report (circulated to Board Members), with a summary of areas where there suggestions for responses provided below. Comments are paraphrased and grouped, noting that each item represents views of 1 or 2 members (not overwhelming):

- Members like the **mentoring/buddy system**. Would be good to entrench this a bit more
- It would be good to have more time for **strategic planning and development** and guidance
- Would like to see **reference back to Strategic Plan**
- Request for information provided to give enough **time to review/assess** etc. appropriately
- Members indicated they wanted to take more responsibility for **self-improvement and training**, noting that their attendance at PHCC workshops/events/activities will assist, and that the PHCC have a training budget for the Board. Some suggestions were provided
- **Membership mix** is excellent, good dynamics, constructive and respectful. Good to get more diversity (age and noongar reps).

#### Improvements (Board)

- Strategy Development, including regional catchment strategy
- Risk management and compliance
- Inadequate performance by board members is addressed appropriately
- Board disagreements are appropriately resolved
- Extent of the Board's access to senior management
- Effective and appropriate mechanisms in place to review and monitor CEO's performance
- Identify what topics are for noting only (make clear)
- Further support for the work of the CEO
- Greater connection to land managers/decision makers
- Succession planning and diversity (age/noongar)
- Keep topics on track and high order

- Different locations for meetings
- Succession planning for board positions
- Greater connection with Agency representatives.

#### Opportunities for Change

- Review agendas to ensure enough time (some meetings are rushed / too much on agenda)
- Ensure appropriate cultural awareness on an annual/bi-annual basis
- Keeping more informed on operations with visits and making contact with appropriate staff (in accordance with Board policies regarding contact with staff)
- Formal performance feedback be provided by Chairman to members

Following discussion, it was suggested that consideration be given to:

- Changing the language used when referring to the frequency of the BPE survey , as the term 'biannual' had multiple meanings. It would be much clearer to state that the survey was conducted every two years.
- The timing of the survey be modified to better align with the annual Governance Committee meeting held in September.

In response to feedback, a Board Work Plan for 2021 and 2022 has been prepared, the aim of which is to clearly identify for Board Members what's coming up so they are aware and can plan accordingly. Sue Fyfe suggested that modifications be made to the work plan to reflect the earlier discussion regarding changing the timing of the BPE survey to better align with the Governance Committee meeting.

#### **ACTIONS:**

- **The CEO to ensure that the terminology used for the 2023 Board Performance Evaluation is changed from 'biannual' to 'conducted every two years'.**
- **The CEO to modify the timing of the 2023 Board Performance Evaluation survey to better align with the Governance Committee's annual meeting held in September.**
- **The CEO to ensure that the Board Work Plan is modified to reflect the changes made to the timing of the Board Performance Evaluation Survey, so that it better aligns with the Governance Committee's annual meeting held in September.**

Moved: Rob Summers

Seconded: Claire Reid

#### **That the Board notes:**

- 1. The findings of the 2021 Board Performance Evaluation Survey and there are no pressing issues.**
- 2. That the Governance Steering Committee will review the survey in detail at its annual meeting.**
- 3. That the CEO and Chairperson will start to initiate some suggestions, as detailed in the summary of the evaluation (eg cultural training).**
- 4. The Board Work Plan for 2021 and 2022.**

CARRIED

#### S.4/2/21 Organisational Structure – Financial Implications [Agenda Item 5]

The Chief Executive Officer reported on recent organisational structure changes, and the resultant financial implications.

Moved: Andy Gulliver                      Seconded: Bob Pond

**That the Board notes the financial implications associated with the new Organisational Structure.**

CARRIED

#### S.5/2/21 NRM Strategy Review [Agenda Item 6]

The Board was reminded of the PHCC's obligations under the Regional Land Partnership Agreement. The first NRM Strategy for the Peel-Harvey Region *Binjareb Boodja Landscapes 2025* had provided the framework for natural resource management across our patch since April 2015. A review had been carried out, with a view to delivering a revised Strategy, in an online/web-based format, which was due to be delivered by 19 July 2021. The Board noted the extent of work required to prepare the revised Strategy and supported the proposed structure and consultation process.

Moved: Bob Pond                              Seconded: Darralyn Ebsary

**That the Board endorses the proposed structure and consultation process for the revision of the Bindjareb Boodja Landscapes (NRM Strategy for the Peel-Harvey).**

CARRIED

#### S.6/2/21 Review of 2-year Key Achievements 2019 – 2021 (status) [Agenda Item 7a]

A detailed report setting out the progress made against each of the Strategic Directions '2 year key achievements planned' was provided to Members of the Board prior to the meeting (Members Page).

Jane provided a presentation on the following overview of the PHCC's progress against the key achievements set in as our Strategic Directions 2019-2026:

G1 Governing, Leading & Managing the PHCC

Governance, Leadership & Management

- **Goal 1.1.1 Develop and implement an effective Strategic Project Reporting System:** We have implemented a new framework for budgeting and finance management at various levels and tracking deliverables. The team are gradually shifting to this and it has been used for reporting to some steering committees. It is not yet something that can be used for across the organisation reporting, but is progressing towards this. We are also trialling a Project Management System (Monday.com) to plan, organise and track workflows for the Healthy Waterways team. Although this tool is more to assist project delivery, it should make it easier for us to extract progress against outcomes and outputs needed to support an outward-looking reporting system.
- **Goal 1.1.2 Meet performance expectations of all Funding Bodies:** This is ongoing and we are meeting this very well. Challenges with the Peel Main Drain have required variations to extend time and following the extension and adjustment of milestones through a contract variation the State NRM-funded project "Saving Lake McLarty" which was behind last year is now on-track.

- Goal 1.1.3 **Attract a diversity of Board Members, providing mentoring and support with a view of succession planning:** We have one community member vacancy that enables us to expand to meet any skill gaps. David Prattent and Claire Reid have joined the Board.
- Goal 1.1.4 **Introduce and maintain an effective contact database:** The Access database is complete. A recent survey of the staff show that across the team we are not utilising this as it was intended (ie 14 of 22 or 64% are not using it to store contact details at all, and others rarely or sometimes; 10 people don't use it to find contacts, others only sometimes, 6 rarely and only 2 always). 15 people use other means to store contacts. We need to analyse people's reasons for not using the system and determine if we will modify, move to different system, increase training or other.

## G2 Securing our Future

### Business Model

- Goal 2.1.1 **Review our suite of products and services to determine feasibility of alternative revenue streams:** We have supported Stage 1 of the Special Purpose Vehicle (Pty Ltd) company with NRM WA and we have also re-considered trying for DGR status. It has been suggested we consider e.g. managing covenants, maintenance of land or other. The team is at capacity at the moment delivering on current projects and this has not been prioritised for commencement. The funding from our projects has enabled us to receive payment for activities that we previously did not fully recover our costs e.g. school, excursions, and helped us to build capacity to undertake new activities e.g. water quality monitoring.
- Goal 2.1.2 **Advocate for an institutional funding framework for Catchment Management:** We continue to advocate for institutional funding framework, e.g. advocacy for SAPPR.
- Goal 2.1.3 **Review and Update our NRM Strategy:** We are required to have this complete by 19 July, 2021 (Aust Govt tender). We are on track to meet required timeframe, noting that the revised Strategy will be an interactive online system (if PHCC approves this framework)
- Goal 2.1.4 **Market the PHCC brand and value add across a broad audience:** We continue to do this with a broader "economic value" of the environment, e.g. Chamber of Commerce & Industry "Business After Hours" held at PHCC, presentations and engagement with PDC and various politicians. We regularly present to non-NRM community groups such as Rotary and Probus, schools and local government to promote our brand as well as engaging with the broader community through festivals and events such as the Wetland Weekender and the WA Wetlands Management Conference. We are being sought out for comment/engagement and similar more and more as our value becomes more widely recognised. Our communications play an enormous part in this – across various forms of media. We have a great reputation and we need to work hard to maintain it across project delivery, advice, advocacy etc. Our project delivery outcomes and evidence based advocacy are our most valued brand.

### Workforce Plan

- Goal 2.2.1 **Provide a safe and effective work environment to secure and maintain quality staff, providing resources and development opportunities as well as flexibility to support work/life balance:** We continue to provide WHS support systems, training and awareness with no incidents resulting in injury occurring. Our CEO and Operations Managers attended a WH&S Training Day for Managers in November 2020 to refresh knowledge of PHCCs obligations under the OH&S Act. We also provided an environment and systems for staff to work effectively from home through the COVID-19 pandemic (in accordance with our Business Continuity Plan, developed in response to COVID, as endorsed by the Board). Training across the team continues. We have been actively working with the team to identify and satisfy needs for project delivery and personal development and in response have begun to implement a restructure of the organisation. We are progressively improving the facilities at the Boddington office and a request has been made to the Boddington Community Resource Centre to extend our current office and storage/shed space. We have also sought a broad estimate to determine if we can extend the Mandurah office space. We have the courage to performance manage where

needed. We have a great team who have the skills, experience and knowledge to drive and deliver the operational needs. We do have heavy workloads and actively endeavour to support a work/life balance.

- **Goal 2.2.2 Establish and support a pool of volunteers:** We are utilising 'professional' and occasional volunteers on a more regular basis, via an increased focus on increasing number of volunteers being involved with PHCC activities. We are cautious to ensure that volunteer experiences are quality, and build capacity for employment. Please see website for pool of volunteers. One measure of success is that some of the volunteers we have engaged have found employment in their chosen fields, helped by the experience they gained at PHCC e.g. Jesse Rowley, Jennie Beeson (now employed at PHCC); Anna Gstaettner (DFES); Sandra Williamson (selfemployed botanist).

### G3 Influencing Key Decision Makers

#### Shaping the Political Environment

- **Goal 3.1.1 Maintain representation and influence strategic planning processes to embed a collaborative governance structure for effective catchment management, including drainage reform:** We continue to maintain representation and endeavour to influence strategic planning, as per our list of members and staff representation (e.g. Peel Alliance, Dwellingup Futures, WA Feral Cat Working Group, NRM WA, Numbat Recovery Group, Feral Pig Advisory Group). Advocacy across Government agencies has been made more challenging now that the PHEMC and SAPPR process are stalled but we continue to regularly meet with, for example the EPA.
- **Goal 3.1.2 Engage with key stakeholders, decision-makers and elected representatives with strong advocacy and ambassadorship by all PHCC members with restoration of the Peel-Harvey as a priority, embedding the economic value of environmental assets in decision making:** We continue in this space with regular meetings with stakeholders, including politicians, LGAs, EPA and similar. We continue to strengthen our relationships with our broader community, who are advocates in their own right. We have advocated for an assessment of the economic value of the Peel-Harvey Estuary System including the value of ecosystem services and ecosystem benefits through development of The Nature Conservancy's Valuing Nature proposal.

### G4 Facilitating Collaborative Adaptive Management

#### Science Leadership

- **Goal 4.1.1 Establish Stage 1 of the Peel Waterways Institute:** We have prepared a business case for stage 1 (Waterways Research Infrastructure Program) to Minister MacTiernan and secured \$500,000 towards the first stage of this \$2 million project. We are currently negotiating a Funding Assistance Agreement with DPRIRD based on the revised budget. It is hoped that stage 1 will commence in July 2021 with installation of a Research Headquarters for the Institute in 2022.
- **Goal 4.1.2 Publish and communicate Report Cards on the condition of the PeelHarvey catchment and estuary:** The Report Card was launched in December 2019. We need to prepare and communicate this with formal media and also to provide a link to the Report Card on the website. The current Baseline Report Card (Baseline 2018) is currently available through the PHCC website, however we have not actively promoted or communicated this to the community or others via media channels. We have raised awareness through several presentations to the community. The Addendum to the Ecological Character Description (ECD) for the Ramsar 482 site has identified previously unspecified Limits of Acceptable Change (LACs) for some components of the site while replacing some of the existing LACS with management triggers. New information has also been collected and synthesised since 2019 through the ARC Linkage Project, the Estuary Protection Plan and other monitoring programs implemented through PHCCs Science and Waterways projects. All of this information will be incorporated into the Report Card for release in December 2021 which we will promote and communicate. Following this, we intend updating and releasing the report card every two years. A lot of hard work has been done to provide the information, we need to focus on the communication.

- Goal 4.1.3 **Establish & maintain effective science communication networks and pathways:** This is progressing well across various networks and pathways. We continue to communicate closely with a network of scientists from, for example, CSIRO, DPIRD, DBCA, DWER, WABSI, the ARC Linkage Project team; The Nature Conservancy; Edith Cowan University, UWA, and in particular Murdoch University including their Post graduate Students. We also continue our membership on the Steering Group of Peel Bright Minds to promote communication in STEM with the community. (See also 2.1.4 above). Our networking and supporting is achieving a lot of excellent outcomes (many quietly achieving through linking people to work together).
- Goal 4.1.4 **Embed science into PHCC activities, including impacts of a changing climate:** This is ongoing and we aspire to improve by further engaging science and evidence based decision making into our planning and investments. For example, with Shire of Murray and the PDC we contracted a team of scientists to extend the model from the ARCLinkage project to predict the impacts of the Point Grey marina on the hydrodynamics and sediment transport in the Peel-Harvey Estuary under present and future climate-change scenarios. We based some of our submission opposing the Point Grey marina development on this evidence. We have established partnerships and are undertaking River Health Assessments across the catchment as baseline data.
- Goal 4.1.5 **Advocate for monitoring as a critical means for adaptive management:** We are doing this at every opportunity. For example, we developed the Ramsar 482 Report Card (see 4.1.2 above) highlighting data deficiencies in monitoring programs, then set about filling these gaps through the RLP/NLP Ramsar Project, the Alcoa Foundation River Restoration projects and State NRM Lake McLarty projects. In each case, the monitoring programs inform the adaptive management actions.
- Goal 4.1.6 **Undertake a 10 year review of the Science Strategy for the Peel-Harvey Estuary:** We have completed a gap analysis of the original strategy now including the final results of the ARC Linkage project We will contract an external consultant to undertake the review in 2021. Ideally we would have completed work, and published it in 2020 but we are now better informed and the product will be better because of this.
- Goal 4.1.7 **Develop a greater understanding of the Forest Subsystem and its priority needs:** We have commenced discussions to assist in informing us in this space. We need to understand the state of the forest and our ability to influence/act. There is still much to learn and do in this space. The PHCC has been taking a support rather than a lead role in this space.

#### Ramsar Values

- Goal 4.2.1 **Facilitate regular Ramsar TAG meetings and implement and report on priority actions of the Ramsar Management Plan:** The continued facilitation of the TAG meeting on the 2nd Thursday of March each year. Although the TAG meeting scheduled for March 2020 was cancelled due to the COVID-19 pandemic, we did convene a meeting of this group in November 2019 specifically to workshop the addendum to the Ecological Character Description. We have also played a leading role in invigorating the Lake McLarty TAG through the State NRM-funded Saving Lake McLarty project.
- Goal 4.2.2 **Implement priority recommendations of the Wetlands and People Plan, to increase knowledge of environmental values of our Ramsar system, across stakeholders:** This is progressing well, with NLP/RLP funded 5-year 'Wetlands and People' project and dedicated staff. All of our community engagement activities in this and other Science and Waterways projects are designed to align with the Goals and Actions of the Wetlands and People Plan. We have delivered two Wetland Weekenders (Oct 2019 and 2020) and will deliver a Wetlands Festival in early 2021, aligned with the WA Wetlands Management Conference (noting the February 1 & 2 Conference was postponed because of 5 day COVID lockdown). We have also delivered several 'Ramsar 101' presentations to a variety of community and stakeholder groups (see also 2.1.4 above) Our Water Towers project will not progress but we are worked with FORM to progress the "Trolls" project to raise community awareness of wise use principles for Ramsar 482.
- Goal 4.2.3 **Develop the concept of a Ramsar Ambassador Program to raise the profile of our Ramsar system:** We have researched and prepared an outline for a Ramsar Ambassador Program outline

and this is being considered by staff before being presented to the Board for their consideration. We are working on the intent of raising the international profile of Ramsar 482 by engaging with the East Asian-Australasian Flyway Partnership through participation in the inaugural Flyway Youth Forum 2020.

- **Goal 4.2.4 Facilitate the development of an economic case for avitourism in the Peel-Yalgorup Ramsar Site:** We engaged a consultant in 2020 to develop a discussion paper regarding the feasibility and potential of Avi-tourism in the Peel-Yalgorup Wetlands. This paper is very close to complete and it is hoped that a draft will be provided with the Agenda paper.

## G5 Delivering Quality Environmental Outcomes

### On-ground Project Portfolio

- **Goal 5.1.1 Identify, establish and promote projects to protect and manage priority environmental assets/systems:** Ongoing and involving a review of prioritisation process for natural assets. Kicking goals in this space with e.g. being invited to extend existing projects, new projects and quality delivery of existing contracts/agreements. E.g. South32 requested to come on-board and support the upper catchment projects following the work and relationship with the Newmont five year partnership.
- **Goal 5.1.2 Review effectiveness of past practices to inform future investment and share knowledge:** We have not undertaken this in a structured manner where we are formally reviewing effectiveness, beyond evaluations we are contracted to deliver. We aspire to do this, across project and spatial areas, e.g. effectiveness of on-ground works. Evaluating effectiveness in community engagement resulting in the changing of behaviour over extended time periods will be undertaken with another periodic survey (original completed in April 2018). Note: evaluations of events are undertaken as operational practice. We previously did an evaluation of the Rivers to Ramsar Project (consultant was engaged to prepare) and an evaluation of the Alcoa Foundation project is being prepared and will show its effectiveness at its immediate completion (rather than e.g. 3-5 years after a project is complete for long term effectiveness).
- **Goal 5.1.3 Support partners and land managers in the delivery of projects, with an increased focus and presence in the upper catchment:** This is progressing well with increased support (people), but reduced funding (direct funding for employment in landcare centres etc). Support can always be increased with increased capacity. Momentum of partners and land managers in our projects continues to increase in the upper catchment through community environmental grants direct to farmers and groups i.e. Wandering Hotham Declared Species Group as well as increased support to LGAs with community projects.
- **Goal 5.1.4 Deliver current contract obligations to a high quality, including adaptive management and evaluation of outcomes:** This is arguably the most important thing for PHCC to maintain our reputation as a quality delivery agent. We are doing exceptionally well across our projects, however we have had some challenges with our REI drainage project (noting we will meet obligations through extended timelines). As an example of adaptive management, we have implemented an independent evaluation of the achievements of the Alcoa Foundation-funded Restoring the Serpentine River project against outcomes in advance of commencing the Healing Bilya project so we can build on our successes and learn from our mistakes for this new project.
- **Goal 5.1.5 Support and collaborate on projects that lead to an improvement in water quality and biodiversity through improved drainage management:** This is a challenging space, with approvals to perform any engineering works in drains the rate limiting step. We need stronger commitments from partners for collaborative delivery if we want to continue working in drainage at a meaningful scale. Science needs to inform investment in this space into the future.

## G6 Engaging and Enabling Communities

### Local Community Engagement and Capacity Building

- **Goal 6.1.1 Support and strengthen communities knowledge and attitudes to protect our natural assets:** Refer 4.2.3



- Goal 6.1.2 **Support and strengthen landcare networks throughout the Catchment:** Refer 5.1.3
- Goal 6.1.3 **Implement priority actions of our community engagement plan, including introduction of e-newsletter:** Wattle & Quoll (our e-newsletter) has commenced and is being prepared and distributed bi-monthly (464 subscribers – an increase of ~100 people in 12 months). Engagement and communication is progressing and all forms are increasing in engagement numbers: Facebook: 2, 032 (from 1,646 followers in 12 months) Twitter (PHCC): 507 from 471 (please note: Staff tweet from their own Twitter accounts, so this is not really an accurate reflection of who our tweets are reaching) Instagram: 484 (from 347) Hotham-Williams, Lake Clifton and Connecting Corridors and Communities Newsletters continue are either emailed and/or included in local community newsletter as well as included on the PHCC website.
- Goal 6.1.4 **Support Noongar participation and employment opportunities, in line with our Noongar Participation Plan:** Working with Indigenous Managed Services to assist with employment challenges (hope to have contract by March 2020) to enable more direct employment on project delivery; Supporting preparation of application for Noongar Rangers; Amended our procurement policy; Working with our regular contractors to provide incentives to bring on board Noongar staff; continue to employ for ceremonies and sharing of stories/information. Including opportunities for Noongar employment in the assessment criteria for Requests for Tender / Requests for Quote. Recently established a partnership with Indigenous Workabout in the Hotham-Williams with weed mapping occurring late 2020 and plan to utilise IW for weed control and potential other project deliver in 2021
- Goal 6.1.5 **Prepare a Sustainable Agriculture Overview for the Peel-Harvey Catchment:** This has been drafted and will be used to assist informing the Agricultural Section of the NRM Strategy.
- Goal 6.1.6 **Prepare a Biosecurity Strategy for the Peel-Harvey Catchment Council:** This has not commenced but will draw on previous information and collaboration with the Peel Harvey Biosecurity Group and others. This will be covered as part of the NRM Strategy, with more detail on specific species via our website or similar
- Goal 6.1.7 **Support and promote Citizen Science opportunities:** We continue to kick goals here with, for example, the continuing initiatives National Shorebird Count; “Stock enhancement of Black Bream” with John Tonkin College and support for the Dolphin Watch program (Estuary Guardians, DBCA, general community); and new initiatives “Mussel up for the Murray” project with Murdoch University and residents of the Shire of Murray” and dung beetle breeding and release (Coodanup College and North Dandalup Primary School). This is predominately across the Science & Waterways program. We also continue to work closely with Peel Bright Minds to promote STEM activities, including Citizen Science. A Numbat Dig and ID workshop has run for a second year in the upper catchment which will assist landholders to advise us if they are seeing evidence of numbats on their properties. A training video has been produced and will be used to train landholders and the wider community. Increase in landholders advising the Hotham-Williams office of presence of threatened species on their properties which is report to DBCA through fauna report forms. Currently looking into developing App to modernise reporting.

#### Local Community Engagement and Capacity Building

- Goal 6.2.1 **Continue to work with Local Government and Industry to increase engagement and capacity in natural resource management:** We continue to have good working relationships and are hoping to extend existing MOU's / agreements etc. and introduce new programs and projects.
- Goal 6.2.2 **Continue to deliver and build on established projects with local government and industry:** We are delivering well here and building value and profile for PHCC and our partners, for example Alcoa (Alcoa Foundation), Newmont and South32 and LGAs.

Moved: Darralyn Ebsary

Seconded: Andy Gulliver

**That the Board notes the CEO's Review of the two year key achievements 2019-2021 as presented**

CARRIED

S.7/2/21 Strategic Directions Review – Goals and Purpose [Agenda Item 7b]

At the invitation of the Chairman, Jackie Campbell facilitated initial discussions, focussing on what Board Members felt the Peel-Harvey Catchment Council should / could look like in the future.

*The meeting adjourned at 10 am for morning tea, recommencing at 10.30 am with Professor Newman in attendance.*

*NB: The following presentation made by Professor Newman was filmed by Andrew McKenzie, Tangents TV and will be made available for viewing.*

S.8/2/21 Presentation – ‘Creating Hope with Regional Sustainability’, Professor Newman AO

Professor Newman presented on Creating Hope with Regional Sustainability, emphasising:

- The new integrated ‘cluster of innovations’ are renewables, batteries, electromobility and smart city systems.
- The impact of COVID on increasing demand and lowering the costs of renewables and electromobility, and a shifting focus to regenerative cities.
- Examples of society rather than government programs driving change (ie solar generation and storage).
- The move towards Net Zero, and new sources of funding that are rapidly emerging from Net Zero projects that need to purchase offsets through planting trees in the bioregion.

Members were given the opportunity to ask questions and discussions ensued. The Chairman thanked Professor Newman for his attendance, and allowing his presentation to be filmed to share to a wider audience presenting him with a token of appreciation on behalf of the Board.

*The meeting adjourned at 12.44pm for lunch, reconvening at 1.30 pm*

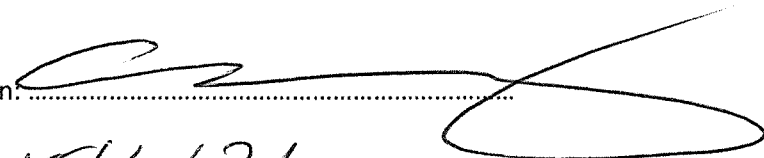
S.9/2/21 Strategic Directions Review: Defining Key Achievements over Next 2 Years  
[Agenda Item 7c]

Building on initial discussions held earlier in the day, Jackie Campbell facilitated discussion that centred on:

- The current Vision of the organisation and if this was still the best unifying statement.
- The current Mission Statement.
- The current Strategic Directions 2019-2026 and key achievements/strategies set out under the various Goals and if the Board was happy with these as they stood, or felt change was needed.

Discussions ensued, with Jackie recording the session to provide feedback to formulate the proposed 2 yearly planned achievements, as per her brief. The Chairman thanked everyone for their contributions, reminding Board Members that the General Board Meeting would commence at the conclusion of this meeting.

*The Strategic Meeting closed at 2.45 pm*

Chairman: 

Date: 15/4/21