

Terrain NRM and FNQROC Communication Strategy

April 2009



Strategy

Introduction

Terrain NRM (Terrain) and Far North Queensland Regional Organisation of Councils (FNQROC) have developed a strong strategic relationship around natural resource management (NRM) issues. The working relationship allows for support, advice, and inclusion in the core business of both organisations around strategic planning, right through to supporting individual Councils in on-ground delivery.

With both organisations growing in capacity, particularly FNQROC through the evolution of the Far North Queensland Natural Asset Management Advisory Committee (FNQNAMAC), it is important that clear roles and responsibilities are determined and agreed upon in order to take the relationship forward in a positive manner. Communication protocols are set out in this strategy to support the balance and positive workability of the relationship and that of FNQROC's associated member Councils into the future.

Guiding Principles

The Communications Strategy has been formulated on the following principles:

- Roles and responsibilities of both parties must be determined, agreed upon and promoted appropriately to relevant members.
- Communication processes must be clear and understood by both parties.
- Communication must be inclusive, purposeful and timely, particularly in relation to consultation and decision-making.
- Wherever possible, communication must be open and frank.
- Communication is a two-way process and parties should inform and involve on issues/discussions of interest.
- Decision making and organisational structures will support effective communication by for example, ensuring accountability and clear reporting lines in various situations.
- In representations to external bodies it is important that consistent messages are conveyed, and the authority to represent Terrain and/or FNQROC therefore rests with respective Executive Officers.

Key Strategic Aims

The Communications Strategy will support the missions and objectives of Terrain and FNQROC, promote its activities effectively to member Councils, and assist in growing and positively managing the partnership.

The key strategic aims will be:

- To formally determine roles and responsibilities of each party.
- To promote the partnership and its activities in a coherent way.
- To facilitate communication between parties and associated member Councils.
- To report and consult regularly.
- To establish and foster links with governmental and other organisations.
- To maximise the influence of Terrain and FNQROC within the NRM sector.
- To maximise the use and effectiveness of associated regional position(s) around driving agreed key NRM activities from strategic to delivery levels.

Guidelines for Implementation

These Guidelines are written to support the implementation of the Terrain/FNQROC Communications Strategy.

They will clarify for parties and associated member Councils, partner organisations and staff, the channels of communication and how these operate.

They will assist smooth running and continuity within the partnership and its associated members.

Executive Officers and staff of both parties will promote and encourage the use of the Strategy and follow it themselves.

The Strategy and its Guidelines will be made available on the Terrain and FNQROC web sites, and will be reviewed and updated as necessary. Feedback and comments are welcome and should be addressed to the Executive Officer of either or both organisations to assist this process.

Channels of Communication

Terrain and FNQROC use many channels of communication including:

- Contract management
- Web sites
- Email lists (particularly Council details).
- Reports and minutes of meetings
- Events – conferences, workshops, meetings
- Statistics, surveys and evaluations
- Submissions to government and other bodies
- Press releases

Contract Management

Contracts must be reviewed and endorsed with signature by Executive Officers from both parties prior to any payments being made.

Existing and emerging regional NRM contracts between Terrain and FNQROC will be managed by staff responsible for their development and rollout (this is based on the model of Terrain being project manager and FNQROC being the delivery agent):

- Terrain’s Program Coordinator – Local Government Engagement.
 - Oversee contract development and negotiate deliverables with FNQROC.
 - Assist Terrain’s Contract Management Officer in collating details for schedule development.
 - Keep in communication with FNQROC regarding project progress where required and appropriate.
 - Manage any discrepancies appropriately.
 - Oversee, review and finalise reporting, and submit to Terrain Line Manager/Contract Management Officer.
- FNQROC’s Natural Asset Management Officer.
 - Negotiate project deliverables with Terrain.
 - Oversee delivery of agreed outputs within timelines.
 - Submit invoices as per agreed payment and activity schedule.
 - Report any discrepancies where necessary.
 - Submit accurate and detailed reporting as per agreed activity schedule.

Any other project/program opportunities that may be rolled out under a different model will be communicated between both parties and agreed upon prior to actioning.

Web sites

- Both organisations provide links to each other’s web sites on respective web sites.
- Any electronic publication on either parties’ web site(s) regarding the relationship and/or any Local Government engagement/delivery effort be agreed upon prior to publishing.

Email lists

Parties assist each other with provision of relevant email/contact lists upon request where appropriate.

Meetings

Terrain NRM	FNQROC
Board Meetings (quarterly) – FNQROC are invited to attend meetings deemed relevant to them. An invitation/date claimer will be forwarded.	CEO/Mayor Meetings (quarterly) – Terrain are invited at a relevant time on the agenda to make a 15 minute presentation. This time will be determined and communicated by the FNQROC Executive Officer with at least 2 weeks notice.
Annual General Meeting (annually) – FNQROC are invited and will continue to receive a formal	FNQNAMAC (quarterly) – Terrain’s CEO will receive a formal invitation to this meeting along with links to other relevant Terrain Program Leaders as

invitation.	determined by the CEO. A strategic presence will be maintained with attendance from Terrain and FNQROC Executive Officers.
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Appropriate notice in advance for upcoming meetings will be communicated between parties.

Minutes and reports of meetings

Meeting minutes and relevant reports will be made available for the purposes of information and/or comment, between parties at an appropriate time interval after the meetings have taken place.

Events, conferences and meetings

Details of any relevant planned events run by either party will be communicated in advance (prior to being advertised) to help avoid date clashes with other events, ensure availability, and also open opportunities for input/comment.

Regarding attendance at external events, where one party is unable to attend, the other will ensure relevant information gained is communicated. Dual representation at various events may be required in this situation and is to be discussed and agreed upon prior to the event.

Links to government and other organisations

Links with other relevant bodies, such as NR&W, DPI&F, Research institutions, Industry Groups, Catchment Groups, etc will be further developed and maintained by both parties. Where appropriate and beneficial, outcomes around progressing relevant projects as a result of these links/external relationships, will be communicated between parties.

Should submissions be made by either party to external organisations regarding strategic NRM issues, communication will be undertaken for the purposes of information and/or input. In some cases, a joint submission may be applicable.

Press releases

Press releases will be issued by FNQROC/Terrain staff on the authority of the Executive Officer. Should the release be relevant to both parties, signoff from both Executive Officers should be sought prior to submission. Both parties will aim to communicate any relevant NRM press releases for the purposes of information and/or input.

Roles and Responsibilities

Over the coming year, Terrain and FNQROC agree to roll out the strategic programs outlined in Figure 1. This will be promoted to FNQROC member Councils and Terrain staff internally. It will also be placed on Terrain's web site. It will be collectively reviewed biannually, along with the progress of the partnership.

Figure 1 - Roles and Responsibilities around priority strategic NRM activities – FNQROC and Terrain NRM (April 2009)

