

## **Roles and Responsibilities within the NERP Marine Biodiversity Hub**

### ***Steering Committee***

#### **1. Purpose**

The Committee is appointed by the University of Tasmania to provide strategic guidance to the Research Leadership Team of the NERP Marine Biodiversity Hub and to monitor the overall strategic direction of the Hub.

#### **2. Membership**

The Committee will comprise members as follows:

- An independent Chair;
- A representative of the University of Tasmania;
- Non-government members with expertise in areas where the Hub's research is targeted;
- Members representing relevant stakeholder interests;
- Representatives from the DSEWPaC and relevant authorities with management responsibilities for areas included in hub research; and,
- Members representing research providers contributing to the Hub.

As far as possible proxy representation should be avoided. In the event that a proxy representation is unavoidable, then the proxy should be able to speak for the committee member or institution they represent. If a committee member requires a proxy for more than one meeting then it should be the same proxy that is used for those meetings.

The current membership is:

Ian Cresswell (Chair)	Independent chair
Mike Coffin	IMAS, University of Tasmania
Stuart Minchin	Geoscience Australia
David Smith	CSIRO Wealth from Oceans Flagship
John Gunn	AIMS
Andrew Campbell	Charles Darwin University
Malcolm McCulloch	University of Western Australia

Tim O'Hara	Museum Victoria
Charlton Clark	Marine Division, DSWEPAc
Dave Johnson	NERP Secretariat, DSEWPAc
Genine Sutton	NERP Secretariat, DSEWPAc
Tim Moltmann	IMOS, University of Tasmania
Nick Rayns	Australian Fisheries Management Authority
Keld Knudsen	Australian Petroleum Production and Exploration Association Limited
Nic Bax	Director, NERP Marine Biodiversity Hub

### **3. Terms of Reference**

- Set the strategic directions for the research Hub in consultation with the Research Leadership Team.
- Review and endorse the Hub Multi-Year Research Plan (2011-14).
- Review and endorse the Hub Annual Work Plans (2011/12, 2013, 2014), consisting of the individual research projects for the Hub's constituent research themes, and any proposed significant variations to the plans that may arise.
- Oversee development of Hub's policy and procedures including the Communication, and the Monitoring & Evaluation Plans.
- Oversee the annual evaluation of the Hub's activities and outcomes according to the procedures agreed in the Monitoring and Evaluation Plan
- Review and endorse progress and annual reports prior to these being submitted to DSEWPAc
- Facilitate communication between the Hub, State and Australian government agencies and other parties with an interest in the outcomes of the research.
- Facilitate linkages with activities within members' organizations and agencies.
- Assist the Hub in identifying collaborative opportunities with governments, non-governmental organisations, the private sector and the broader scientific community, including complementary research initiatives.
- Identify pathways and mechanisms to improve the uptake of the Hub's outcomes.
- Oversee development of plans to sustain the Hub into the longer term;
- Provide other advice and input as required.

#### **4. Meetings**

The Committee will meet twice per year, plus ad-hoc meetings as required. Meetings will be in person, or using teleconference/ videoconference where practical), but likely to coincide with reporting and output requirements of Hub.

#### **5. Procedures**

The Committee operates according to the following procedures:

- a. meetings of the Committee are to be convened by the Chair in consultation with the Hub Director;
- b. a quorum will be a simple majority of all members, including the Chair. Members should to the extent practicable make themselves available to attend meetings;
- c. in the absence of the Chair, the Chair may nominate another Steering Committee member (other than the members of Research Leadership Team or Secretariat) to act as Chair for that meeting. If the Chair does not nominate an acting Chair, members present will elect a Steering Committee member (other than the members of Research Leadership Team or Secretariat) to act as Chair;
- d. the Committee may determine its own meeting procedures;
- e. business will be conducted by consensus. Where consensus is not possible, the Committee will indicate in its report of meetings the number of members supporting a particular view and note all alternative views of members not supporting a recommendation. The purpose of the advice to the Director is always to give a measure of confidence in the advice and a perspective in which the advice is given. At times a number of views and insights will be provided to the Director. The advice from the Steering Committee will be as transparent as possible;
- f. The Steering Committee has no management responsibilities or authority over research outputs, that authority residing with the Director, and does not provide technical advice.
- g. records of all meetings must be approved by the Chair and Committee members and kept by the Secretariat;
- h. the Chair (with support from the Secretariat) will write to the Director in DSEWPaC that administers the NERP Program, currently Dave Johnson, Director Scientific Research and Information Section to provide advice on the outcomes of each meeting;

- i. the Chair may invite a person to attend a meeting as an observer or to advise or inform the Committee on any matter it considers relevant to its deliberations; and
- j. Secretariat support will be provided by the Hub Secretariat.

## **6. Disclosure of interests**

A Steering Committee member who has a material personal interest in a proposal being considered by the Steering Committee must disclose the nature of the interest. All members are required to declare any conflicts of interest at each meeting, so that these are formally recorded in the records of the meeting.

## **7. Confidentiality**

Deliberations and discussions that are not part of the agreed record of the meeting should be treated as confidential unless otherwise stated by the Committee.

## **8. Remuneration and allowances**

Committee members are expected to cover their own remuneration. If this causes an individual financial loss, then options should be discussed with the Chair and the Hub Secretariat.

## **9. Meeting, travel and accommodation arrangements**

The Secretariat will organise a venue for each meeting that provides the required amenities at optimal cost. All travel and associated costs are the responsibility of individual members unless alternative arrangements have been made following discussion with the Chair and Hub Secretariat. ....

## **10. Resignation/Termination**

A Committee member may resign by giving a signed notice of resignation to Hub's Executive Officer (currently Vicki Randell). Other than by resignation, termination or replacement of membership of the Committee will be by the University of Tasmania in consultation with the relevant stakeholder or provider agency.

## **11. Secretariat**

Secretariat support will be provided by the *NERP Marine Biodiversity Hub* Secretariat.

## ***Research Leadership Team***

### **1. Purpose**

The Team is appointed by the Hub Director to develop, manage and monitor the research conducted by the NERP Marine Biodiversity Hub.

### **2. Membership**

The Team will comprise members as follows:

- Director
- Deputy Director
- Executive Officer
- Project Leaders
- Communications Support Officer
- A single representative from any research provider not otherwise represented on the Team (optional)

As far as possible proxy representation should be avoided. In the event that a proxy representation is unavoidable, then the proxy should be able to speak for the theme or research provider they represent. If a committee member requires a proxy for more than one meeting then it should be the same proxy that is used for those meetings.

The current membership is:

- Nic Bax (Chair)      University of Tasmania (Director)
- Paul Hedge          University of Tasmania (Deputy Director)
- Vicki Randell      University of Tasmania (Executive Officer)
- Annabel Ozimec    CSIRO (Communications Support Officer)
- Keith Hayes        CSIRO (Theme 1 – National Monitoring)
- Tony Smith         CSIRO (Theme 2 – Management Support)
- Piers Dunstan      CSIRO
- Scott Nichol        GA (Theme 3 – Ecosystems Knowledge)
- Julian Caley        AIMS (Theme 4 – Biodiversity Discovery)
- Peter Kyne          Charles Darwin University
- Neville Barrett    IMAS, University of Tasmania

- Tim O'Hara            Museum Victoria
- Sarah Jennings    University of Tasmania
- Jessica Meeuwig    University of Western Australia

### **3. Terms of Reference**

- Develop the Hub Multi-Year Research Plan (2011-14).
- Develop the Hub Annual Work Plans (2011/12, 2013, 2014), consisting of the individual research projects for the Hub's constituent research themes, and any proposed significant variations to the plans that may arise.
- Develop and implement a Monitoring and Evaluation Plan.
- Develop and implement a Communication Plan
- Manage and report research expenditure, financial reporting, and delivery of research outcomes, including progress and annual reports to DSEWPaC.
- Co-ordinate research activities within the Marine Biodiversity Hub's research themes to ensure the Hub functions as a single collaborative entity to achieve its contracted outcomes.
- Ensure that the individual projects within the Marine Biodiversity Hub are well integrated and that a high degree of collaboration is maintained between the research providers of the Hub.
- Review and evaluate the technical and scientific rigour and progress of individual research projects in relation to accepted plans and proposals.
- Review and evaluate the progress of individual research providers in relation to contracted milestones and deliverables.
- Identify Hub and collaborative opportunities and contribute to securing investment in the research Hub.
- Co-ordinate and contribute to overall communication activities within the Marine Biodiversity Hub and between the research Hub and related external activity.
- Encourage uptake of outputs of the Marine Biodiversity Hub
- Identify opportunities for collaboration with other research initiatives and institutions in Australia and internationally.
- Identify opportunities to communicate the research findings and outputs of the Hub to the wider scientific community.
- Identify conferences, symposia, exchange programs and other training opportunities for early career scientists involved in the Hub.

#### **4. Meetings**

The Team will meet four times a year in person wherever possible to discuss and review progress of the Hub's research. Shorter monthly meetings by teleconference/videoconference will be used to keep Team members updated on relevant events internal and external to the Hub.

Members of the Research Leadership Team will meet with scientists of the research projects at least once a year to review individual tasks in a seminar format. External experts will be invited as required.

#### **5. Procedures**

The Research Leadership Team operates according to the following procedures:

- a. meetings of the Team are to be convened by the Chair in consultation with the Executive Officer;
- b. a quorum will be a simple majority of theme leaders and the Director. Members should to the extent practicable make themselves available to attend meetings;
- c. in the absence of the Chair, the Chair may nominate another Team member to act as Chair for that meeting. If the Chair does not nominate an acting Chair, members present will elect a Team member to act as Chair;
- d. the Team may determine its own meeting procedures;
- e. business will be conducted by consensus. Where consensus is not possible, the Team will indicate in its report of meetings the number of members supporting a particular view and note all alternative views of members not supporting a recommendation. The purpose of the review of research projects and research provider's contributions is always to give a measure of confidence in the review and a perspective on what the review was based. The reviews from the Team will be as transparent as possible;
- f. The Team has no authority of contractual obligations between UTAS and DSEWPaC or authority over research outputs, that authority residing with the Director.
- g. records of all quarterly meetings must be approved by the Chair and Team members and kept by the Secretariat;

- h. the Chair (with support from the Secretariat) will write to the Chair of the Steering Committee, currently Ian Cresswell, to provide advice on the outcomes of each quarterly meeting;
- i. the Chair may invite a person to attend a meeting as an observer or to advise or inform the team on any matter it considers relevant to its deliberations; and
- j. Secretariat support will be provided by the Hub Secretariat.

## **6. Disclosure of interests**

A Team member who has a material personal interest in a proposal being considered by, or a review being conducted by, the Research Leadership Team must disclose the nature of the interest.

## **7. Confidentiality**

Deliberations and discussions that are not part of the agreed record of the meeting should be treated as confidential unless otherwise stated by the Team.

## **8. Remuneration and allowances**

Research Leadership Team members are remunerated through their individual research provider budgets.

## **9. Meeting, travel and accommodation arrangements**

The Secretariat will organise a venue for each meeting that provides the required amenities at optimal cost. All travel and associated costs are the responsibility of individual members.

## **10. Resignation/Termination**

A Team member may resign by giving a signed notice of resignation to Hub's Executive Officer (currently Vicki Randell). Other than by resignation, termination or replacement of membership of the Team will be by the Director in consultation with the relevant provider agency.

## **11. Secretariat**

Secretariat support will be provided by the *NERP Marine Biodiversity Hub* Secretariat.



## *Individual Roles*

### Director

- Implement strategic direction and leadership.
- Oversee the day-to-day management of the Marine Biodiversity Hub.
- Ensure clear and consistent communication with all research providers
- Chair the Research Leadership Team.
- Attend Steering Committee meetings.
- Maintain communications with the NERP secretariat within DSEWPaC and ensure milestone and financial reporting is on time and to specification.
- Maintain communications with relevant DSEWPaC staff and facilitate interactions between Hub scientists and these staff.
- Maintain communications with the University of Tasmania, ensure that the terms of the contract with DSEWPaC are met and any contract modifications are agreed to by both parties.
- Maintain communications with other NERP Hubs participating in their leadership team meetings as appropriate.
- Undertake communication activities as outlined in the Marine Biodiversity Hub Communication Plan.
- Actively pursue research collaborations nationally and internationally.
- Supervise the Hub Executive staff
- Approve scientific publications, ensuring that partner IP is recognised and that opportunities for collaboration are not missed.
- Develop strategic opportunities for future research involving the Marine Biodiversity Hub.

### Deputy Director

- Work with researchers and stakeholders to ensure research outputs are meet the needs of key stakeholders (project impact)
- Coordinate implementation and review of Monitoring and Evaluation Plan
- Identify methods to determine the value of research outputs to stakeholders and the research community (project impact)
- Coordinate implementation of Science Communication Plan
- Develop key messages about purpose, achievements and contributions of Hub's research
- Develop strategies for stakeholder engagement
- Develop and implement Data Management Plan
- Identify and shape opportunities to extend Hub research

- Attend Steering Committee meetings and Research Leadership Group meetings
- Proxy for director at Steering Committee and Research Leadership Team meetings

### Theme Leaders

- Provide leadership of individual research themes.
- Oversee the development of detailed project plans including milestones, budgets, deliverables and communications plans.
- Oversee the day-to-day management of research themes.
- Be responsible for delivery of theme milestones on time and within budget.
- Ensure clear and consistent communication with other Marine Biodiversity Hub theme.
- Participate in Research Leadership Team meetings.
- Undertake communication activities as outlined in the Marine Biodiversity Hub Communication Plan.
- Actively pursue research collaborations nationally and internationally.
- Identify and develop graduate research opportunities.
- Encourage uptake of the outputs of the Marine Biodiversity Hub.

### Project Leaders

- Provide leadership of Project.
- Contribute to overall Theme development.
- Contribute to the development of detailed project plan, including milestones, deliverables and communication.
- Identify and develop graduate research opportunities.
- Be responsible for day-to-day management and implementation of the project.
- Be responsible for delivery of project milestones on time and within budget.
- Ensure clear and consistent communication with other Theme projects.
- Ensure clear and consistent communication with Hub partners participating in the Task.

## Collaborator Network

An Outside Collaborator Network will be established and chaired by the Hub Director. We have already identified NT Fisheries and NSW DECC as State-based departments with whom we will be collaborating on joint field-based research. Outside collaborators will be invited to the annual Hub science workshop and to other Hub-led meetings as appropriate.

- To be developed – ideas welcomed

## Executive Officer

- Provide high-level executive business management support, assistance and advice to the Director and Deputy Director on all matters relating to the NERP Hub administration and operations.
- Arrange the setting-up and functioning of sub-contractual arrangements with the research provider partners.
- Develop detailed budgets and manage Hub funds in close collaboration with the University administration and partners to enable the effective utilisation of Hub resources.
- Manage reporting arrangements with all project collaborators, the University and DSEWPaC.
- Co-ordinate Theme Leaders monthly reporting.
- Arrange the recruitment and appointment of contract staff.
- Assist in developing strategic relationships with other relevant projects and organisations nationally and internationally.
- Work closely with the Director to coordinate the activities of the Hub, and develop strategic and business plans for the Hub in collaboration with academic and government collaborators and operators.

## Communications Support Officer

- Manage NERP Marine Biodiversity Hub website in consultation with Research Leadership and Executive Team.
- Assist Director and Deputy Director with internal and external newsletters.
- Produce and advise on communications support tools – posters, presentations, fact sheets, templates, promotional products
- Assist with organisation of workshops, conferences and meetings.
- Manage hub travelling exhibition.

## Overall Hub Governance Structure

