



Gladstone Healthy  
Harbour Partnership

# Governance Charter

## Governance Charter

### Version Control

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## 1 Purpose of the Governance Charter

The Gladstone Healthy Harbour Partnership (the Partnership) (GHHP) Governance Charter outlines the purpose, objectives, key personnel and committees, their operational responsibilities and the operational guidelines for the Partnership including the Host Organisation. It aims to ensure that all Partners have a common understanding on the governance and operation of the Partnership.

The Governance Charter will be reviewed on an annual basis to ensure that GHHP Governance remains current and aligned with best practice.

This document should be read in conjunction with the GHHP Memorandum of Understanding (MOU) and the Terms of Reference (ToR) for the GHHP Independent Science Panel (ISP).

## 2 GHHP Background

Gladstone Harbour, located in Central Queensland, is the largest multi-commodity port in Queensland. The harbour is made up of a system of rivers, inlets, channels, tidal wetlands, seagrass meadows and islands, and forms part of the Great Barrier Reef World Heritage Area below the low water mark and is adjacent to the southern section of the Great Barrier Reef Marine Park.

Rapid industrial development in and around Gladstone Harbour, major flood events, concerns surrounding fish health, and UNESCO's consideration of the Great Barrier Reef's World Heritage Area status led to public concern about the health and ongoing management of Gladstone Harbour. In order to better monitor and report on the health of the harbour and respond to changes in its condition, the GHHP was established in 2013 to inform on the environmental, social, cultural and economic health of the harbour. Since this time, the *Reef 2050 Long-Term Sustainability Plan* was created in 2015, providing management plans and actions for the entire Great Barrier Reef and its catchments, including Gladstone Harbour into the future.

GHHP is a partnership of community organisations, industry, research organisations, statutory bodies and government. The Partnership was formed to independently report on the health of Gladstone Harbour, and identify opportunities based on rigorous science and strong stakeholder engagement to improve where necessary the health to the Harbour for the future. This is achieved by the production of an annual whole-of-system Gladstone Harbour Report Card. A pilot Gladstone Harbour Report Card was produced in 2014, with more detailed report cards produced annually from 2015.

## 3 GHHP Vision

GHHP's Vision is:

Gladstone has a healthy, accessible, working harbour

## 4 GHHP Objectives

Partners commit to delivering the following objectives for the ongoing operations of the Partnership:

- (a) ongoing and timely communication with the broader Gladstone community about the health of Gladstone Harbour;
- (b) monitoring and research are conducted in the most efficient way possible, with no duplication;
- (c) investment in monitoring and research is targeted;
- (d) baseline scientific information for environmental events is available;
- (e) the community is represented, engaged, can easily access information and understand how Gladstone Harbour is being monitored;

- (f) stakeholder expectations have been identified, managed and addressed; and
- (g) opportunities are communicated with Partners in a timely fashion.

## 5 GHHP Principles and Values

Partners of GHHP commit to:

(a) with regard to development of the Report Card:

- provide honest, transparent, accountable and easy to understand annual reporting on the health of Gladstone Harbour based on rigorous science and strong stakeholder engagement;
- continually improve community engagement, communication and confidence in the health of Gladstone Harbour; and
- incorporate an adaptive and continuous improvement approach to report card development, encompassing contemporary approaches.

(b) with regard to monitoring and research activities:

- provide efficient, cost effective, coordinated and targeted quality monitoring and research activities focused on GHHP needs and priorities; and
- facilitate cooperation between industry, research, community and government by pooling the best possible expertise to understand Gladstone Harbour health.

(c) with regard to context, decision making, and opportunities:

- provide a framework that underpins decisions relating to activities in and around Gladstone Harbour;
- recognise that the Partnership was set up in response to an event that occurred in Gladstone Harbour in 2011. Since this time, the *Reef 2050 Long-Term Sustainability Plan* was created in 2015, providing management plans and actions for the entire Great Barrier Reef and its catchments, including Gladstone Harbour, into the future. The setting up of regional report card partnerships is a foundational activity that underpins actions in the *Reef 2050 Long-Term Sustainability Plan*, with alignment between the Gladstone Harbour Report Card and the *Reef 2050 Water Quality Improvement Plan*;
- recognise that all Partners have a role in delivering trust and confidence that a healthy harbour is maintained and, where necessary, improved;
- recognise the intrinsic environmental value of Gladstone Harbour which supports and provides the utility (cultural, social and economic) value of the harbour;
- give consideration to implementation of opportunities that stem from GHHP and its science program; and
- contribute to the review of the activities and objectives of GHHP by means of regular consultation and meeting as decided and agreed by the Partners in communication with each other.

## 6 Membership

### 6.1 Partners

Current Partners and their categories are listed in Appendix A. As new Partners join or leave, this list will be updated with the new version provided annually to Partners.

## 6.2 Joining the Partnership

Membership of the Partnership is open to organisations with an interest in maintaining, and where necessary improving the health of Gladstone Harbour by reporting on the health and identifying opportunities for improvement.

To become a partner of the Partnership, an interested party must:

- be approved by the Management Committee;
- read, understand and sign the GHHP MOU;
- read and understand the GHHP Governance Charter; and
- pay an annual membership fee by 31 October of each year.

Groups that are not registered legal entities (i.e. do not have an Australian Business Number (ABN)) may not be eligible to join the Partnership due to finance requirements. The Management Committee will consider application for membership from groups that are not registered legal entities on an individual basis. Organisations who become Partners may nominate one representative to participate in Partnership meetings.

Partners should:

- genuinely work together and engage with other GHHP Partners and the ISP in a positive and proactive manner;
- prepare for, attend and contribute to GHHP Partnership meetings (conduct at least twice per year);
- report back to own organisations about Partnership progress and actions;
- consider ISP and Management Committee recommendations, requests and concerns;
- progress actions from GHHP meetings relevant to their own organisation;
- raise concerns (if any) immediately as they arise with the GHHP Chair;
- provide data and information to the ISP, subject to commercial-in-confidence and a data sharing agreement; and
- make decisions using an evidence-based approach.

Organisations who apply to be a Partner within the Partnership may have their application refused should the Partner be determined to act contrary to those interests of the Partnership stated within Sections 3, 4, 5 and 6 of this GHHP Governance Charter.

## 6.3 Membership Categories

The membership categories and examples of the organisations that they are associated with are outlined in Table 1. The financial contributions of each membership category are detailed in Appendix A of this document.

*Table 1. Membership Categories*

Membership Category	Examples
Industry Category 1	Not for Profit NGOs, Local Businesses and small commercial public utilities, Natural Resource Management (NRM) bodies
Industry Category 2	Small/Medium Companies
Industry Category 3	Large Companies (plus PCIMP contribution)
Industry Category 4	Gladstone Ports Corporation (plus PCIMP contribution)
Research	Universities, CSIRO, AIMS

Government	Australian Government, Queensland Government, Gladstone Regional Council
Honorary	Community and Traditional Owners Groups

### 6.4 Leaving the Partnership

Partners may withdraw from the Partnership at any time by written notice to the Management Committee. The Management Committee may request a Partner to leave the Partnership at any time should they act contrary to the interests of the Partnership.

### 6.5 End of the Partnership

In the event of the Partnership coming to an end, with uncommitted funds or assets, the Management Committee will allocate these across all contributing partners on a pro rata basis based on contributions. Individual Partners can choose if their allocated funds are:

- returned to the individual Partner; or
- distributed to an organisation with values and a vision compatible with GHHP.

## 7 Operational Structure

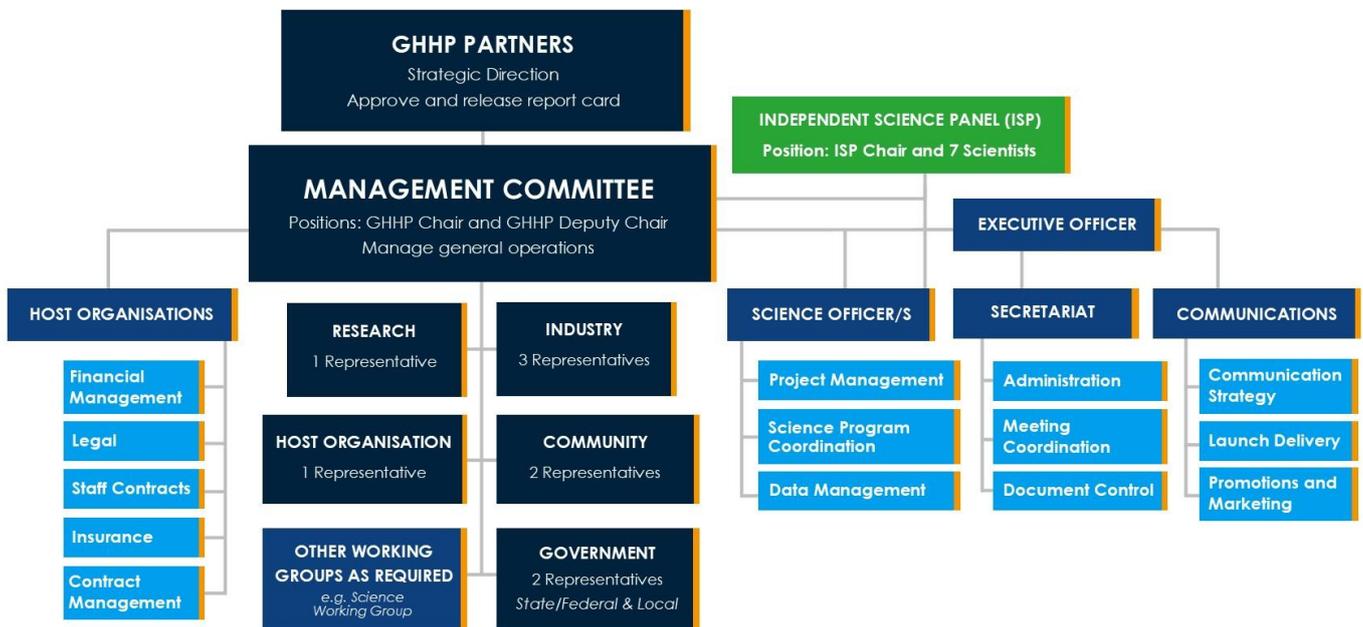


Diagram 1 demonstrates the Operational Structure of GHHP and the interconnections of the different components of GHHP.

## 8 Partners

### 8.1 Role

The role of the GHHP Partners is to:

- approve the GHHP vision of a healthy harbour;
- approve the program design using the recommendations from the key deliverables outlined in the GHHP ISP ToR including the identification of monitoring and research duplication and gaps;
- approve Governance Charter and MOU;
- approve operational budget and member contributions;
- elect the Management Committee; and
- approve and release the Gladstone Harbour Report Card.

### 8.2 GHHP Partners' Meetings

GHHP Partners' meetings are comprised of a representative from each of the Partnership member organisations. All members of the Partnership may have an individual participate in GHHP Partners' meetings. The GHHP Secretariat will assist the GHHP Chair and/or the Executive Officer to develop the agenda for a GHHP Partners' meeting.

The agenda will generally include the following:

- minutes of the previous meeting;
- reporting on progress of Partnership activities;
- report from the ISP Chair;
- report from the Executive Officer;
- written reports on GHHP Communications and Media, Science Program, and Budget; and
- any other general business.

#### 8.2.1 Meeting frequency and quorum

The meetings of the Partners shall meet at least twice per year. A quorum for a Partners' meeting will be more than two thirds (2/3) of the current financial members. If there is no quorum within 30 minutes after the time fixed for a GHHP Partners' meeting, the meeting lapses. If there is no quorum within 30 minutes after the time fixed for a Partners' meeting called, then the Partners who are present are to decide the day, time and place of the adjourned meeting.

#### 8.2.2 Meeting notice and Papers

Notice of at least 10 working days must be given in advance of each Partners' meeting.

The GHHP Secretariat is responsible for the circulation of Agenda papers. Agendas and papers will be circulated at least 5 working days prior to a meeting.

#### 8.2.3 Absences and alternates

If a Partner's nominated representative is unable to attend a meeting, the Partner organisation may nominate a proxy via the GHHP Chair prior to the meeting.

#### 8.2.4 Observers

Observers may attend GHHP Partners' meetings, at the discretion of the GHHP Chair. They are passive observers, not able to vote and may have to leave the room for some discussions.

### 8.2.5 Decision-making processes

The Partners will aim to make decisions by consensus, but a two thirds (2/3) majority will be used in the event of an impasse. It is the responsibility of the GHHP Chair to manage the decision-making processes.

### 8.2.6 Conflict of interest

GHHP Partner representatives must disclose material personal and professional interests which may constitute any Conflict of Interest. Declaration/s of interests will be recorded in the minutes of the meeting. Subsequent involvement in the matter concerned shall be at the discretion of the GHHP Chair and the members present at the meeting.

### 8.2.7 Minutes

Minutes will contain decisions made by the Partners. Draft minutes will be distributed to the Partners for review not more than 5 working days following a meeting. Any sensitive or confidential material will be redacted from the minutes until the need for confidentiality has passed. The sensitive or confidential material will then be included as an appendix to the minutes. Minutes will be ratified at the subsequent meeting and any changes to the minutes will be re-distributed to all Partners. Minutes then will be posted to the GHHP website.

## 9 Management Committee

GHHP's Management Committee is a sub-set of the broader Partnership with an operational role. It guides the operation of the Partnership to meet its objectives on behalf of the Partners.

The GHHP Chair and the Management Committee delegate day-to-day operation of the Partnership to the Executive Officer. The Executive Officer is accountable for the performance of staff and contractors.

### 9.1 Role

The role of the GHHP Management Committee is to:

- Oversee successful operation of the Partnership, including:
  - adherence to the Partnership Governance Charter;
  - prescribe actions designed to achieve the desired outcomes of the Partners;
  - monitor performance of the Partnership against the desired outcomes of the Partners;
  - monitor performance of the Partnership against the budget;
  - monitor performance of the GHHP Chair against Key Performance Indicators (KPIs); and
  - monitor performance of the Executive Officer against the Work Plan.
  
- Oversee delivery of the annual report card, including:
  - liaise with the ISP Chair regarding results;
  - make recommendations to the Partnership on the monitoring and results;
  - provide input to the Science Officer/s and the Communications Officer; and
  - monitor adherence to timelines.
  
- Identify opportunities for adding value to the Partnership; and challenges to the value of the Partnership, including:
  - advise staff on options for implementing the strategic direction of the Partnership;
  - advise the GHHP Chair on higher-level actions, including strategic alliances, linkages and advocacy; and
  - monitor implementation and improvement of the Communications Strategy.

## 9.2 Meetings

### 9.2.1 Meeting Frequency and Quorum

The Management Committee will meet at least once every second month in Gladstone or via teleconference or videoconference.

At a Management Committee meeting, more than two thirds (2/3) of the members elected to the committee as at the close of the last general meeting of the members form a quorum. If there is no quorum within 30 minutes after the time fixed for a Management Committee meeting called on the request of members of the committee, the meeting lapses. If there is no quorum within 30 minutes after the time fixed for a Management Committee meeting called the members of the Management Committee who are present are to decide the day, time and place of the adjourned meeting.

### 9.2.2 Meeting notice and papers

Notice of at least 10 working days must be given in advance of each Management Committee meeting. The GHHP Secretariat is responsible for the circulation of Management Committee papers related to the agenda. Whenever possible, papers will be circulated at least 5 working days prior to the meeting.

The GHHP Secretariat will assist the GHHP Chair, in consultation with the Management Committee members, to develop the agenda.

The agenda will generally include the following:

- minutes of the previous meeting;
- reporting on progress of Partnership activities;
- report from the ISP Chair;
- report from the Executive Officer;
- reports on GHHP Science Program, Finances and Communications/Media; and
- any other general business.

### 9.2.3 Absences and alternates

Management Committee members are expected to attend Management Committee meetings. If a Management Committee member cannot attend there is an obligation to provide a proxy prior to the meeting. Nomination of a proxy from the absentee committee member's organisation or another organisation from the same membership category is encouraged.

### 9.2.4 Observers

One observer per Management Committee member may attend a Management Committee meeting to assist the member. They are passive observers, not able to vote, and may have to leave the room for some discussions.

### 9.2.5 Decision-making processes

The Management Committee will aim to make decisions by consensus. Discussion papers will be provided for agenda items, including options for the Management Committee to consider. A two thirds (2/3) majority will be used in the event of an impasse. If there is no resolution, the issue will be passed to the next Management Committee Meeting or may be resolved out of sessions via email with the Partners.

### 9.2.6 Conflict of interest

Management Committee members must disclose material personal and professional interests, actual or perceived, which may constitute any Conflict of Interest. Declaration/s of interests will be

recorded in the minutes of the meeting. Subsequent involvement in the matter concerned shall be at the discretion of the Management Committee.

#### 9.2.7 Minutes

Minutes will contain decisions made by the Management Committee. Draft minutes will be distributed to the Management Committee for review not more than 5 working days following a meeting. Any sensitive or confidential material will be redacted from the minutes until the need for confidentiality has passed. The sensitive or confidential material will then be included as an appendix to the minutes. Minutes will be ratified at the subsequent meeting and any changes to the minutes will be re-distributed to all Management Committee members and Partners.

#### 9.2.8 Working Groups

The Management Committee may establish working groups as it sees fit. All Management Committee members can nominate to be part of working groups. Members for working groups may be sourced external however no remuneration will be provided. Examples of working groups could include a science working group, governance working group and a communication working group.

### 9.3 Selection of Management Committee

The Management Committee comprises 9 members including the GHHP Chair. The Management Committee members are selected by the Partnership and shall comprise of 2 representatives from Community, 3 representatives from Industry, 2 representatives from Government, 1 Research representative and 1 representative from the Host Organisation.

The Management Committee shall be selected through:

- Community Partnership members will nominate the community representatives on the Management Committee.
- Industry Partnership members will nominate the industry representatives on the Management Committee.
- Government Partnership members will nominate the government representatives on the Management Committee.
- Research Partnership members will nominate the research representative on the Management Committee.
- A ballot will be used if consensus between Partners is unable to be reached.

The membership of the Management Committee is for 2 years or earlier if required. The ISP Chair may not be a serving member of the Management Committee but may be an ex-officio member of the Management Committee.

### 9.4 Remuneration

The Management Committee members shall be voluntary with only GHHP Chair being remunerated.

## 10 GHHP Chair

The GHHP Chair will have responsibility for chairing both the GHHP Partners' meetings and the Management Committee.

## 10.1 Term

The GHHP Chair is appointed for a fixed term with the tenure to be decided by the Management Committee. Tenure of the GHHP Chair is subject to annual review (due at the start of each financial year).

## 10.2 Selection

The GHHP Chair position is to be held by a suitable member of the Management Committee. The GHHP Chair is selected by an Expression of Interest process that is led by the Management Committee. If a Chair cannot be found within the Partnership organisations, the Management Committee may give consideration to selecting an independent Chair.

## 10.3 Role of the GHHP Chair

The GHHP Chair will undertake the following role:

- promote the Partnership to prospective partners and sponsors to increase membership;
- promote the interests of the Gladstone Harbour region and the Partnership at relevant Great Barrier Reef and state and national forums, meetings and other events, this includes reporting back to the Partnership on the discussion and outcomes of such meetings;
- maintain strong relationships with Partnership Partners to ensure the successful delivery of the Partnership's annual report card for the region and continued financial and in-kind contributions from members of the Partnership;
- represent the Partnership to the media or delegate a suitable representative for this task as appropriate;
- maintain strong ties and communication with other Chairs of regional report card Partnerships;
- be aware of, declare any perceived or actual and abstain from any Conflict of Interest;
- foster a positive working relationship between all parties in the Partnership, Management Committee and the Host Organisation;
- be available for travel including overnight stays around the state and interstate to represent the Partnership when required; and
- play an active role in assisting the Executive Officer to recruit new Partners.

## 10.4 Remuneration

The GHHP Chair shall be remunerated by GHHP. The remuneration amount is to be determined by the Management Committee and in line with that awarded to other Chairs of Report Card Partnerships. This position will be the only position on the Management Committee to be remunerated, unless the Deputy GHHP Chair undertakes the role of the GHHP Chair while the GHHP Chair is unavailable.

The GHHP Chair is eligible to be reimbursed for reasonable travel and accommodation costs associated with meetings. The Host Organisation will organise and pay travel and accommodation costs for the GHHP Chair from the budget line item allocated to the GHHP Chair by the Partnership. In the event of the GHHP Chair managing their own booking, a tax invoice or copy of receipts of approved flights and accommodation are to be forwarded to the Host Organisation following the meeting. These costs must be made available to the GHHP Management Committee when reviewing budgets.

## 10.5 GHHP Chair Steps Down/Removed

Should the GHHP Chair step down or be unavailable for duty, the GHHP Deputy Chair shall resume the position of GHHP Chair until the GHHP Chair resumes the position or until a vote can be taken to replace the GHHP Chair permanently.

## 10.6 Key Performance Indicators

The GHHP Chair's position is evaluated on an annual basis against Key Performance Indicators (KPIs). The GHHP Chair's KPIs can be found in Appendix B.

## 11 GHHP Deputy Chair

The GHHP Deputy Chair of the Partnership is selected by the Management Committee. The selected GHHP Deputy Chair will be responsible for chairing both the Partners' and Management Committee meetings in the absence of the GHHP Chair. The GHHP Deputy Chair is a voluntary position and will not be remunerated by GHHP unless taking over the GHHP Chair's role. The tenure of the GHHP Deputy Chair is 2 years, unless otherwise specified by the Management Committee or Partnership.

## 12 Independent Science Panel

GHHP defines and tracks the health of Gladstone Harbour by developing a whole-of-system report card. This process is informed by open, transparent and independent peer-reviewed science, through the ISP. For details on the operations of the ISP, please refer to the ISP ToR. The ISP ToR describes the process for the ongoing provision of independent scientific advice to the Management Committee by the GHHP ISP.

### 12.1 Role

The role of the ISP is to ensure that the environmental, social, cultural and economic challenges of policy, planning and opportunities, as they relate to achieving the GHHP vision, are supported by credible science. This is a review and oversight role, where the nature of project work carried out by collaborators or consultants on behalf of GHHP, to develop and monitor report card indicators is guided by advice from the ISP. The outputs of that work are critically reviewed by ISP members before it is used as part of producing the annual GHHP report card.

The ISP membership is approved and appointed by the GHHP Management Committee based on the recommendations of the ISP Chair and is guided by and responsible to the Management Committee and Partners. These positions are remunerated, see ISP ToR. The GHHP science program commenced in 2013. It has passed through three key phases, the design phase (in 2013) and the pilot phase (in 2014); and an operational phase has been ongoing since 2015.

The ISP maintains a critical role in helping achieve ongoing improvement in the Gladstone Harbour Report Card through assistance with designing and implementing projects to develop new locally relevant indicators and critically reviewing data interpretation before use in report cards.

### 12.2 ISP Chair

The ISP Chair is appointed by the Management Committee after an open call for expressions of interest for a term that is at the discretion of the Management Committee. The ISP Chair takes direction from and is accountable to the Management Committee through the GHHP Chair for the execution of the GHHP objectives which are outline in section 4 of this document.

### 12.3 Science Projects

The ISP develops the Science Program for GHHP, as GHHP is one of the few Report Card Partnerships that contracts out research to support the development of new report card indicators and monitoring underpinning a significant proportion of report card indicators. There is a shared role between the ISP,

the Science Officer/s, the Management Committee and Partnership members for developing and implementing the Science Program that underpins these two tasks.

## 13 Host Organisation

Details of the Host Organisation currently endorsed by the Partnership are outlined in Appendix C as attached. The Host Organisation must disclose and seek to resolve to the satisfaction of the GHHP Management Committee any material or other interests which may constitute any Conflict of Interest. To this effect, the Host Organisation Partnership and/or Management Committee Representative will remove themselves from any Partnership voting where there is a potential Conflict of Interest, including nomination/selection of the GHHP Chair or GHHP Deputy Chair if they are a staff member or Board member of the Host Organisation.

### 13.1 Role of the Host Organisation

The role of the Host Organisation is to:

- employ staff and/or manage contractual arrangements required to perform the following roles on behalf of GHHP:
  - Executive Officer
  - Science Officer/s
  - Secretariat
  - Communications
- support policies, procedures and values that are consistent with those of GHHP;
- manage membership revenue (to send invoices to Partners by September each year) and project expenditure in accordance with normal accounting standards and requirements, including audit, acquittal and the normal financial liabilities associated with such a role;
- regularly report to the Management Committee on the budget and risk issues;
- maintain governance arrangements for the GHHP; and
- maintain insurance policies as required.

### 13.2 Host Organisation term

The GHHP Host Organisation is appointed for a fixed term with the tenure to be decided by the Management Committee. Hosting arrangements will be reviewed by the Management Committee on a biennial basis, unless otherwise required.

### 13.3 Host Organisation selection

The Host Organisation will be selected through a robust evaluation process from select providers with appropriate capabilities and resources to undertake the roles outlined in Section 13.1.

### 13.4 Cessation of Host Organisation arrangements

Prior to the cessation of Host Organisation arrangements, the following must occur:

- a handover document must be provided outlining key processes and learnings; and
- all GHHP related documents must be provided to the new Host Organisation including, but not limited to, governance documents, communication tools, images and raw files.

## 14 Contracting

The Host Organisation enters into contracts on behalf of the Partnership in order to facilitate GHHP's business activities that support its vision and are in line with items under the approved Partnership annual budget.

The following contracts process will be followed:

1. The Executive Officer/Science Officer/s will present the Scope of Works, developed through the consultative and decision-making process outlined in the GHHP Governance Charter (see section 18.1) and the ISP ToR, for endorsement at Management Committee meetings (where appropriate).
2. The Management Committee will inform the Partners of endorsed Scope of Works for noting/discussion at Partners' meetings, or via flying minute.
3. The Host Organisation will prepare and enter into contracts on behalf of the Partnership as agreed under the Hosting Agreement, under the host's procurement policy for supplier selection and contracting.
4. The Executive Officer/Science Officer/s will release or advertise Scope of Works for proposals to service providers (where appropriate under the host's procurement policy for supplier selection and contracting).
5. The Executive Officer will inform the Host Organisation of the details of the contract once the contractor is selected and assist with developing the appropriate contract.

## 15 GHHP Executive Officer

The GHHP is responsible for the successful delivery of secretariat and operational functions of the GHHP. The Management Committee shall appoint an Executive Officer with consideration to any financial constraints.

GHHP Executive Officer takes direction from, and is accountable to the Management Committee through the GHHP Chair for execution of GHHP objectives (including the performance of Science Officer/s, Secretariat and Communications Officer/s), and accountable to the Host Organisation's Chief Executive Officer or the like, for administration matters pertaining to financial and staff management.

The Executive Officer will be employed by the Host Organisation on behalf of the Partnership and roles and responsibilities include:

- leadership and management of staff/staffing contracts which includes ensuring compliance with the GHHP Host's policies, procedures and values;
- undertake annual reviews of the governance arrangements (including all governance documents) for GHHP, in line with the GHHP Host Organisation;
- ensure compliance to governance documents is adhered to;
- provide supervision and leadership for GHHP staff and contractors;
- oversee implementation of annual project plans, contracts and budgets;
- maintain and develop networks and relationships with Partners, stakeholders and the community;
- maintain and build a culture of excellence, innovation, and continuous improvement;
- support an organisation-wide collaborative approach to identifying opportunities for improving the health where necessary of Gladstone Harbour and the delivery of programs and projects;
- seek and secure new Partners whilst ensuring existing Partners continue to receive value from GHHP; and
- strategically position the Partnership as the peak body for monitoring and reporting on the health of the harbour.

## 16 GHHP Secretariat

The Secretariat will be employed or contracted on an annual basis to undertake the secretariat tasks.

The role of the GHHP Secretariat is to:

- organise meeting venues, catering, presentations, agendas and minutes;
- collate and report on GHHP Partners' and Management Committee members' views;
- dissemination of GHHP information;
- document record keeping and version control in conjunction with Host Organisation, GHHP Chair and staff;
- ensure all GHHP documentation is stored in a central location and made available to the Management Committee;
- follow-up agreed actions to ensure Partners' and Management Committee member's obligations are met; and
- provide operational support to the Partnership, the Management Committee, the Executive Officer and the ISP where required.

## 17 GHHP Operating Procedures

### 17.1 Financial Delegations

The following points apply to financial management and delegation for the GHHP report card program:

- Management Committee (in consultation with Executive Officer) develops the budget;
- Partners approves budget;
- Management Committee to approve proposed spending increase of greater than 10% against any individual project budget;
- Executive Officer monitors the Partnership budget expenditure in line with the annual budget approved by the Partners;
- Expenditure delegation is as per the Host Organisation's Delegation policy;
- Expenditure is to be recorded to sub-program level and reported to the Management Committee by relevant sub-program staff for review and endorsement as an item at least quarterly; and
- Host Organisation's financial management policies and procedures will be followed when undertaking financial arrangements and related tasks on behalf of the Partnership.

## 18 GHHP Science Program

### 18.1 Science Officers Role

The GHHP Science Officer/s is responsible for providing science and technical support to GHHP and to project manage the monitoring and reporting activities which underpin the Gladstone Harbour Report Card.

The GHHP Science Officer/s will be employed by the Host Organisation on behalf on the Partnership and will be responsible for:

- project management of multiple Gladstone Harbour monitoring and research programs to underpin the Gladstone Harbour Report Card, including social, economic, environment, and cultural monitoring and modelling;
- coordinating with multiple organisations contracted to undertake the associated monitoring and piloting activities;
- along with the contracted data management team (AIMS), support the implementation of the GHHP data management system;
- work closely with ISP Chair to coordinate the GHHP science program;
- synthesising complex science into suitable formats for non-technical audiences;

- supporting a collaborative approach among Partners and other stakeholders to identifying opportunities for improving the health of Gladstone Harbour and the delivery of programs and projects;
- production of scientific publications and/or presentations; and
- undertaking work in a manner that complies with GHHP Host Organisation's policies, procedures and values.

See GHHP Policy Register for details on science programs, the principles for commissioning, procedure for developing and assessing projects and process for approving final science program projects reports.

## 19 Communications

### 19.1 Communication Procedures

The GHHP Chair (or delegated officer) can speak on behalf of GHHP. The ISP Chair (or delegated officer) can speak on behalf of the ISP but not GHHP in general. All other Partners can talk about their involvement in GHHP based on the agreed and approved key messages identified in the Communications Strategy. All other Partners should not speak on behalf of GHHP. All Partners can use all communications products developed by the Partnership.

### 19.2 Communications Officer Role

Communications Officer/s position is employed or contracted by the Host Organisation which is reviewed on an annual basis. The Communication Officer/s assists the GHHP Chair and Executive Officer in the coordination of all communications activities of the Partnership as documented in the Communications Strategy which is to be accessible on the GHHP website.

The Communications Officer:

- develops and reviews the Communications Strategy in consultation with the Executive Officer;
- coordinates launch events including the annual release of the report card;
- liaises with the Partners communication officers;
- develops and promotes Partnership branding;
- prepares media releases and associated material;
- maintains and promotes awareness of the Partnership with media, schools and other community stakeholders;
- coordinates website development and updates;
- develops newsletters and other promotional materials; and
- provides updates on social media.

## 20 Other staff

Additional staff may be employed by the Partnership to support the priorities and functions of the Partnership. The Management Committee and GHHP Chair will review the need for additional resources on a regular basis.

## 21 Conflicts of Interest

Partners may have Conflicts of Interest (actual or perceived) during the course of their duties. All interests in the matter being considered, not limited to pecuniary gain, must be declared. If there is any doubt as to the relevance of an interest, a Partner must declare it so that any potential conflicts can be considered. The Partnership is made up of relevant experts, so there is an expectation that members, in

maintaining their expertise or the organisation they represent, may have some interest relevant to the Partnership. Having knowledge or a point of view about the Partnership's purpose, objectives, area of focus does not in itself create a conflict.

Examples of Conflict of Interests include, but are not limited to:

- a financial or economic interest or opportunity for financial gain;
- use of information, confidential or otherwise, obtained from the Partnership for their, or their organisation's benefit or gain;
- using their position on the Partnership to influence an outcome (i.e. influence a tender decision, awarding of a contract, influencing report card scores and ratings);
- when a person's interests or otherwise may cause harm to the Partnership's reputation;
- a person having conflicting responsibilities i.e. between the Partnership and their employee, or outside interests; and
- a person who has a position of authority in one organisation which conflicts with their interests in another organisation.

Any of these interests may be thought to impair the ability of a Partner to perform their duties properly and objectively in relation to the matter being considered. Determining if a Conflict of Interest exists should be undertaken by the Partnership on a case-by-case basis and may evolve or become evident during a discussion.

The process for declaring and managing a Conflict of Interest is outlined below:

- Declaration/s of interests are to be recorded to a Conflicts of Interest register, the live version will be managed by the GHHP Secretariat. Anyone with a Conflict of Interest should declare this at the beginning of every Partners' and Management Committee meetings or should be disclosed as soon as the conflict becomes known. All declarations are to be recorded in meeting minutes.
- The declaration must include:
  - the nature and extent of the interest; and
  - how the interest relates to the issue/s under discussion, and any actions (i.e. whether the Partner leaves the meeting during deliberations, or it is decided to allow the member to be present during deliberations on the matter).
- Steps and options that may be considered when an interest has been declared, is that the member with the conflict:
  - leaves the meeting while the item of business is discussed;
  - participates in the discussion, but withdraws from the meeting before the vote or decision is taken;
  - stays, but does not participate in either the debate or vote/decision; and
  - stays with full debating and voting/decision rights.

Where a Partner considers that another Partner may have a Conflict of Interest that has not previously been declared that Partner who raised the matter should alert the GHHP Chair and seek to have it clarified. Agenda papers are circulated prior to any meeting therefore giving Partners a good opportunity to identify potential Conflicts of Interest before a meeting. It is recognised discussions during a meeting may give rise to the need to declare an interest as soon as the conflict becomes known.

## 22 Data sharing guidelines

These guidelines are intended for use by GHHP staff and Partners, in the event that a Partner or a non-Partner would like to access data that GHHP staff have access to, or are in the possession of, as a result of the report card production process or other Partnership activities (for example, communications products).

## 22.1 Background

A large range of data is utilised to compile the annual Gladstone Harbour Report Card. As a member of the Partnership, Partners do not automatically have the right to access and use data that Partnership staff have access to or are in the possession of, because GHHP is not the owner of all of this data.

The Partnership identifies two categories of data in this document:

1. Data that comes from existing programs that operate within the Region. This data is not owned by the Partnership.
2. Data that has come from a specific monitoring program targeted at filling data gaps has been funded by the Partnership and is owned by the Partnership.
3. Data that has come from a specific monitoring program targeted at filling data gaps has been funded by the Partnership, and is owned by the Contractor, with an exclusive licence to 'use, reproduce, adapt, communicate and modify' granted to GHHP.

The Partnership uses the Data Information Management System (DIMS) that was developed by AIMS for the Partnership to store, calculate and visualise report card raw data and results. Currently, data stored in this system is not made available to the public, however this function is available should GHHP and relevant data providers choose.

## 22.2 Data sharing guidelines

If Partners or non-Partners would like to access data that GHHP is in possession of, or have access to, due to the production of the report card or other related communications products, they must submit a data request to the Executive Officer of the GHHP via email.

Emailed data requests will need to include the following information:

- what data is being requested;
- why it is needed/what it is being used for;
- whether it will be used externally to the requester's organisation only;
- when it is needed; and
- details of the person requesting the data (which Partner organisation they are from, title, contact details etc.).

Partnership staff or contactors will follow the below guidelines when responding to such data requests.

### *1. Data from existing programs (data not owned or licensed by the Partnership)*

Data used for the water quality and sediment quality indicators and other related communications products comes from Port Curtis Integrated Monitoring Program. Most of this data comes with specific use limitations and in some cases, embargo periods for public use. For some of these data sets, GHHP staff have entered into data sharing agreements with data providers. These agreements outline use, sharing and storage DIMS restrictions for the data. The conditions in these agreements must be met and take precedence over all other Partnership related sharing guidelines listed in this document.

If data sharing agreements allow, data not owned by the Partnership is stored on the DIMS platform. Currently, data stored in this system is not made available to the public, however this function is available should relevant data providers choose.

### Sharing guidelines for data not owned or licensed by the Partnership

- Data will not be shared with Partners or non-Partners if it is not owned by the Partnership.

- Partners and non-Partners who request access to this data will be directed to the relevant data provider.
- GHHP staff are not responsible for ensuring that the relevant data provider responds to such requests.
- In the future, if relevant data providers agree to have data that has been stored on DIMS by GHHP staff made publicly available, GHHP staff will be able to direct requests for such data to the relevant public access site.

## 2. Data from programs funded by the Partnership (data is owned or licensed by the Partnership)

Since the pilot report card was released in 2014, data gaps throughout the Region have been identified. In response to this, the Partnership has started funding specific monitoring programs targeted at filling these data gaps.

This data is stored on the DIMS platform. Currently, data stored in this system is not made available to the public, however this function is available should the Partnership choose.

### Sharing guidelines for data owned by the Partnership

- Only data that has been through a Quality Assurance/Quality Control (QAQC) process to GHHP staff's satisfaction will be made available upon request to Partners or non-Partners.
- GHHP staff are not obligated to expedite QAQC of GHHP owned or licensed data if it has been requested by a Partner or non-Partner.
- The Partner or non-Partners requesting this data must sign the Partnership's Data Sharing Agreement before the data is provided to them.
- Data made available will include all available meta-data.
- Any breach of a signed Data Sharing Agreement will be directed to GHHP Chair and/or the Management Committee and dealt with on a case-by-case basis.
- In some cases, datasets will be provided under an embargo until it is released by the Partnership, and in such cases, data cannot be made public/used in the public domain until after the embargo date. This will be outlined under 'further conditions' in the Data Sharing Agreement.
- In the future, if GHHP agrees to have GHHP owned or licensed data that has been stored on DIMS made publicly available, GHHP staff will be able to direct requests for such data to the relevant public access site.
- A register of data that has been shared and who it has been shared with, will be included on a page on GHHP website.

## Appendix A

## GHHP Partner and Contributions List

(GHHP Partner Contributions are current from 2019/20 financial year)

Partner	Membership Category	Total Contribution	PCIMP Contribution	GHHP Contribution
Australia Pacific LNG	Industry 3	\$70,000	\$57,500	\$12,500
Australian Institute of Marine Science (AIMS)	Research	In-kind \$10,000 minimum		In-kind \$10,000 minimum
Boyne Smelters	Industry 3	\$70,000	\$57,500	\$12,500
Central Queensland University (CQU)	Research	In-kind \$10,000 minimum		In-kind \$10,000 minimum
CQG Consulting	Industry 1	\$10,000		\$10,000
CSIRO	Research	In-kind \$10,000 minimum		In-kind \$10,000 minimum
Federal Government Department of Agriculture, Water and the Environment	Government 2	\$80,000		\$80,000
State Government Department of Environment and Science	Government 3	\$350,000		\$350,000
Fitzroy Basin Association	Industry 1	\$10,000		\$10,000
Gladstone Area Water Board	Government 1	\$10,000		\$10,000
Gladstone Ports Corporation Limited	Industry 4	\$157,500	\$57,500	\$100,000
Gladstone Regional Council	Government 1	\$10,000		\$10,000
NRG Gladstone Operating Services	Industry 3	\$70,000	\$57,500	\$12,500
Orica Australia	Industry 3	\$70,000	\$57,500	\$12,500
Port Curtis Coral Coast Tumra (Gidarjil Indigenous Incorporation)	Honorary	\$50		\$50
QCLNG Operating Company Pty Limited	Industry 3	\$70,000	\$57,500	\$12,500
Queensland Alumina Ltd	Industry 3	\$70,000	\$57,500	\$12,500
Queensland Energy Resources (QER)	Industry 2	\$32,500	\$20,000	\$12,500
Rio Tinto Yarwun	Industry 3	\$70,000	\$57,500	\$12,500
Santos	Industry 3	\$70,000	\$57,500	\$12,500
Wiggins Island Coal Export Terminal Pty Ltd (WICET)	Industry 3	\$70,000	\$57,500	\$12,500
<b>TOTAL</b>		<b>\$1,290,050</b>	<b>\$595,000</b>	<b>\$695,050</b>

## Appendix B GHHP Chair KPIs

KPI	Measures to evaluate
Effective facilitation of Partners' and Management Committee meetings	Attendance at meetings. Feedback from meeting participants positive. <u>Note:</u> Need to institute regular evaluation and feedback process, either via form or wrap-up discussion.
Timely contribution to and review of meeting papers, minutes, follow-up actions, media articles and web site material.	Review of materials undertaken within 2 working days of receipt unless otherwise agreed.
Maintain effective relationships with all members of the Partnership, and in particular with Management Committee members.	Annual feedback from members on effectiveness of GHHP Chair.
Provide leadership on the strategic direction of the Partnership including expansion of membership.	<ul style="list-style-type: none"> <li>• Initiate annual strategic discussions with partners and ensure follow-up.</li> <li>• Regular discussions with State and Commonwealth Ministers and government officers, local members, Mayors and other key local players to help ensure continued support for the Partnership.</li> <li>• Maintenance of existing membership contributions and increase in number of members each year.</li> </ul>
Implement a handover process with the new GHHP Chair prior to contract conclusion, if relevant.	<ul style="list-style-type: none"> <li>• Handover process with the new GHHP Chair if required.</li> </ul>

## Appendix C Host Organisation

Fitzroy Basin Association has been endorsed by the Partnership as the Host Organisation for GHHP. This arrangement will be reviewed by GHHP in consultation with the existing Host prior to the close of the financial year.

The contact details for Fitzroy Basin Association are:

PO Box 139

Rockhampton

0749992800