



Gladstone Healthy
Harbour Partnership

Governance Charter

Version Control

Version	Date	Author	Summary of Changes
5 May 2015	05/05/2015	GHHP Chair	Original Governance Charter (9 pages)
April 2020	01/04/2020	Management Committee	New Governance Charter (35 pages)
March 2023		GHHP Governance Charter Working Group	As per Appendix E
April 2024	23/05/2024	GHHP Governance Charter Working Group	As per Appendix E

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Abbreviations

AIMS	Australian Institute of Marine Science
CQUniversity	Central Queensland University
FY	Financial Year
GHHP	Gladstone Healthy Harbour Partnership or GHHP
ISP	Independent Science Panel
KPI	Key Performance Indicator
LNG	Liquefied Natural Gas
MOU	Memorandum of Understanding
NGO	Non-Government Organisation
NRM	Natural Resource Management
PCIMP	Port Curtis Integrated Monitoring Program
ToR	Terms of Reference
UNESCO	United Nations Educational, Scientific, and Cultural Organisation

1 Purpose of the Governance Charter

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

The Governance Charter will be reviewed on an annual basis to ensure that GHHP Governance remains current and aligned with best practice. The GHHP Partner and Contributions List will be reviewed annually. The internal GHHP Partner Representative contact list, used for Partnership meetings and events, will also be reviewed on an annual basis.

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

2 GHHP Background

The Port of Gladstone, 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 (including seagrass meadows, reef communities, and mangroves) and islands. Below the low water mark, the Harbour forms part of the Great Barrier Reef World Heritage Area 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 United Nations Educational, Scientific, and Cultural Organisation's (UNESCO's) consideration of the Great Barrier Reef World Heritage Area's status led to public concern about the health and management of Gladstone Harbour. 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 developed in 2015 and is reviewed on a regular basis, providing management plans and actions for the entire Great Barrier Reef and its catchments, including Gladstone Harbour into the future.

The GHHP is a partnership of community and research organisations, First Nations People, industry, and all levels of government. GHHP was formed to independently report on the health of Gladstone Harbour, and identify approaches based on rigorous science and strong stakeholder engagement to monitor the health of 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.

GHHP remains an important collaborative opportunity and continues to serve as a vital mechanism for coordinating efforts to monitor the health of Gladstone Harbour. The partnership's multi-stakeholder approach ensures that diverse perspectives are considered in decision-making processes, leading to more inclusive and effective outcomes. The annual Gladstone Harbour Report Card provides a tangible and accessible tool for stakeholders and the public to track progress and trends over time.

3 GHHP Vision

GHHP's Vision is that Gladstone has a healthy, accessible, working harbour.

4 GHHP Objectives

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

- (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) provision of independent, robust and credible science;
- (d) investment in monitoring and research is targeted;
- (e) baseline scientific information for environmental events is available;
- (f) the community is represented, engaged, can easily access information and understand how Gladstone Harbour is being monitored;
- (g) stakeholder expectations have been identified, managed and addressed; and
- (h) opportunities for environmental stewardship 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, independent, robust, credible, coordinated and targeted quality monitoring and research activities focused on GHHP needs and priorities; and
 - facilitate cooperation between industry, research, community, First Nations, and government by pooling the best possible expertise to understand the health of Gladstone Harbour.
- (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 GHHP 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 developed in 2015, providing management plans and actions for the entire Great Barrier Reef and its catchments, including Gladstone Harbour, into the future. The establishment 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 the Gladstone Harbour is independently monitored and reported on;
 - recognise the intrinsic environmental values of Gladstone Harbour which supports and

- provides the utility (cultural, social and economic) value of the harbour;
- give consideration to the 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 meetings 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 existing partners leave, this list will be updated with the new version provided annually to Partners.

6.2 Joining GHHP

Membership of GHHP is open to organisations with an interest in maintaining the health of Gladstone Harbour by reporting on the health and identifying opportunities for improving environmental stewardship.

To become a Partner of GHHP, 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.

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 (conducted biannually);
- 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 Independent Chair;
- where relevant, 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 GHHP may have their application refused should the Partner be determined to act contrary to those interests of GHHP stated within Sections 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 and in-kind contributions of each membership category are detailed in Appendix A of this document.

Table 1. Membership Categories

Partner Tier	Contribution	Partner Categorisation	Criteria for Categorisation
Partner Tier 1	\$50	First Nations and Community Groups	First Nations and Community Groups
Partner Tier 2	\$10,000	Small/Medium Companies	Less than 50 employees and operates on a regional or state scale. Less than \$30M annual turnover.
Partner Tier 3	\$12,500	Large Companies	More than 50 employees and operates on a national or worldwide scale. More than \$30M annual turnover.
Partner Tier 4	\$100,000	Gladstone Ports Corporation	Gladstone Ports Corporation
Government Tier 1	\$10,000	Local Government	Gladstone Regional Council
Government Tier 2	\$280,000	Queensland State Government	Queensland Government
Government Tier 3	\$205,000	Federal Government	Australian Government
Research	In-kind	Research Organisations	Research organisations
Host	In-kind	Host Organisation	GHHP's current Host Organisation

6.4 Leaving GHHP

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

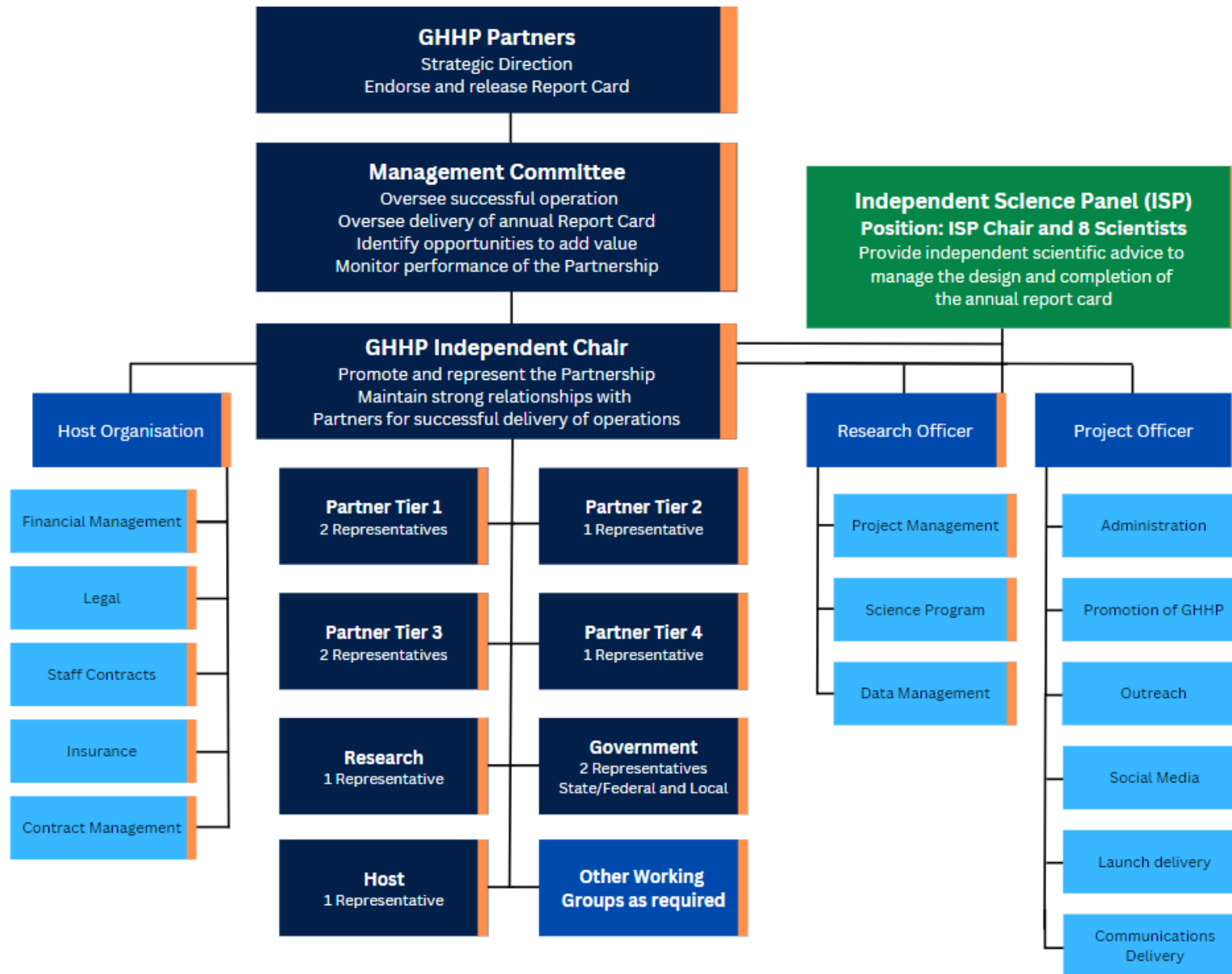
Should a Partner not fulfill the requirements of Section 6.2, the Partner will become a non-voting member of the Partnership until such time that the Memorandum of Understanding is signed, or membership fee is paid, or the Partner withdraws from the Partnership.

6.5 End of GHHP

In the event of GHHP 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



8 Partners

8.1 Role

The role of the GHHP Partners is to:

- endorse the GHHP vision of the healthy harbour;
- endorse 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;
- endorse the Governance Charter;
- sign Memorandum Of Understanding;
- endorse operational budget and member contributions;
- select their representative on the Management Committee;
- endorse and release the Gladstone Harbour Report Card;
- endorse the Stewardship Report and Communications Plan; and
- review ISP recommendation of emergency monitoring program in the case of an extreme weather event, when the expected cost is to be greater than \$100,000, as per Policy III: Budget Principles and Policy VII: Event Preparedness.

8.2 GHHP Partners' Meetings

GHHP Partners' meetings are comprised of a representative from each of GHHP member organisations. All members of GHHP must have an individual participate in GHHP Partners' meetings. The GHHP Independent Chair and/or the Project Officer will develop the agenda for a GHHP Partners' meeting.

The agenda will generally include the following:

- minutes and actions of the previous meeting;
- report on progress of Partnership activities from the Project Officer;
- report from the GHHP Independent Chair;
- report from the ISP Chair;
- any other general business;
- proposed financial year budget (annually mid-year);
- Gladstone Harbour Report Card Results (annually end of year); and
- election of the Management Committee (biennially end of year).

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 becomes inquorate and items for endorsement will be sent in an out of session email.

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 Project Officer is responsible for the circulation of Agenda papers. Agendas and papers will be circulated at least five 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 is encouraged to nominate an authorised proxy via the GHHP Project Officer prior to the meeting. The proxy will be able to speak for the Partner organisation and vote accordingly. It is the responsibility of the nominated representative to ensure the proxy is aware of GHHP activities.

8.2.4 Observers

Observers may attend GHHP Partners' meetings, at the discretion of the GHHP Independent 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 Independent Chair to manage the decision-making processes.

8.2.6 Minutes

Minutes will contain decisions made by the Partners. Draft Minutes will be distributed to the Partners for review not more than five working days following a meeting. Following ratification of Minutes at the subsequent Partners meeting, Minutes will be uploaded to the GHHP website, and all confidential material redacted. A full copy of Minutes will be made available to Partners through the password protected Partner Portal on the Data Information Management System hosted by the Australian Institute of Marine Science. Once the need for confidentiality has passed, a full copy can be presented to interested parties, at the discretion of the Management Committee.

9 Management Committee

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

Each representative on the GHHP Management Committee represents other organisations under the same Funding Category, as outlined in Sections 6.3 and 7. Policy II: Process for Management Committee Members to Represent Partners refers to this in more detail.

The GHHP Independent Chair and the Management Committee delegate day-to-day operation of GHHP to the Project Officer. The Project Officer is accountable for the performance of communications contractors. The Research Officer is accountable for the performance of science contractors.

9.1 Role

The role of the GHHP Management Committee is to:

- oversee successful operation of GHHP, including:
 - adherence to GHHP Governance Charter, policies and procedures;
 - prescribe actions designed to achieve the desired outcomes of the Partners;
 - monitor performance of GHHP against the desired outcomes of the Partners;
 - monitor performance of GHHP against the budget;

- oversee and approve the release of the Stewardship Report and Partner magazine;
 - monitor performance of the GHHP Independent Chair against Key Performance Indicators (KPIs);
 - review ISP recommendation of emergency monitoring program in the case of an extreme weather event, when the expected cost is to be less than \$100,000, as per Policy III: Budget Principles and Policy VII: Event Preparedness..
- oversee delivery of the annual report card, including:
 - liaise with the ISP Chair regarding results;
 - make recommendations to GHHP on the monitoring and results;
 - provide input to the Research Officer and the Communications Team, as outlined in Sections 17 and 18; and
 - monitor adherence to timelines.
- identify opportunities for adding value to GHHP; and challenges to the value of GHHP, including:
 - advise staff on options for implementing the strategic direction of GHHP;
 - advise the GHHP Independent Chair on higher-level actions, including strategic alliances, linkages and advocacy; and
 - monitor implementation and improvement to the Communications Plan.

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 GHHP Management Committee meeting, the meeting becomes inquorate and items for approval will be sent in an out of session email.

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 Project Officer is responsible for the circulation of Management Committee papers related to the agenda. Papers will be circulated at least five working days prior to the meeting.

The GHHP Independent Chair and Project Officer, in consultation with the Management Committee members, will develop the agenda.

The agenda will generally include the following:

- minutes of the previous meeting;
- report on progress of Partnership activities by Project Officer;
- report from the GHHP Independent Chair;
- written report from the ISP Chair;
- reports on GHHP Finances;
- any other general business;

- proposed financial year budget (annually mid-year);
- Gladstone Harbour Report Card Results (annually end of year);
- approval of areas of representation on the ISP (annually mid-year);
- approval of GHHP Deputy Chair and members of GHHP Budget, Communications, Governance Working Groups (annually start of year); and
- collective feedback of effectiveness of GHHP Independent Chair (annually end of year).

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 an authorised proxy from the absent committee member's organisation or another organisation from the same membership category is encouraged. The proxy will be able to speak for the Partner organisation and vote accordingly. It is the responsibility of the nominated representative to ensure the proxy is aware of GHHP activities.

9.2.4 Observers

One observer per Management Committee member may attend a Management Committee meeting to assist the member, at the discretion of the GHHP Independent Chair as per Section 8.2.4. 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 session via email with the Management Committee.

9.2.6 Minutes

Minutes will contain decisions made by the Management Committee. Draft minutes will be distributed to the Management Committee for review not more than five working days following a meeting. Following ratification of Minutes at the subsequent Management Committee meeting, Minutes will be uploaded to the GHHP website, and all confidential material redacted. A full copy of Minutes will be made available to Management Committee through the password protected Partner Portal on the Data Information Management System (DIMS), hosted by the Australian Institute of Marine Science (AIMS). Once the need for confidentiality is passed, a full copy can be presented to interested parties, at the discretion of the Management Committee.

9.2.7 Working Groups

The Management Committee may establish working groups as required. All Management Committee members can nominate to be part of working groups. Members for working groups may be sourced externally, however no remuneration will be provided. Examples of working groups could include a governance, communications, recruitment, and budget working group, as well as others as needed.

9.3 Selection of Management Committee

The Management Committee comprises eleven members including the GHHP Independent Chair. The Management Committee members are selected by GHHP and shall comprise of two representatives from Partner Tier 1, one representative from Partner Tier 2, two representatives from Partner Tier 3, one representative from Partner Tier 4, one representative from Government 1, one representative from Government 2 and 3, one Research representative and one representative from the Host Organisation (See Section 7).

The Management Committee shall be selected through:

- Partner Tier 1 members will nominate the Partner Tier 1 representatives.
- Partner Tier 2 members will nominate the Partner Tier 2 representative.
- Partner Tier 3 members will nominate the Partner Tier 3 representatives.
- Partner Tier 4 members will nominate the Partner Tier 4 representative.
- Government Partnership members will nominate the Government representatives.
- Research Partnership members will nominate the Research representative.
- The Host Organisation will nominate the Host organisation representative.
- A ballot will be used if consensus between Partners is unable to be reached.

The membership of the Management Committee is for two years or earlier if required. The ISP Chair is not a serving member of the Management Committee but may be an ex-officio member of the Management Committee. The Management Committee is to be elected at the end of year Partner's meeting, following advance notice of the biennial election.

9.4 Remuneration

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

10 GHHP Independent Chair

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

10.1 Term

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

10.2 Selection

The GHHP Independent Chair will be an independent role, selected by tender and application and appointed to the Management Committee by the Management Committee.

10.3 Role of the GHHP Independent Chair

The GHHP Independent Chair will undertake the following role:

- promote GHHP to prospective Partners and sponsors to increase membership;
- promote the interests of the Gladstone Harbour region and GHHP at relevant Great Barrier Reef and state and national forums, meetings and other events, and report back to GHHP on the discussion and outcomes of such meetings;
- maintain strong relationships with Partners to ensure the successful delivery of GHHP's annual report card for the region and continued financial and in-kind contributions from members of GHHP;
- represent GHHP 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, as per Policy IV: Conflicts of Interest;
- foster a positive working relationship between all parties in GHHP, Management Committee and the Host Organisation;
- be available for travel, which may include overnight stays around the state and interstate to represent GHHP when required;
- support and monitor the performance of the Project Officer, Research Officer, and Communications team; and
- play an active role in assisting the Project Officer to maintain and recruit new Partners.

10.4 Remuneration

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

The GHHP Independent 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 Independent Chair. In the event of the GHHP Independent Chair managing their own booking, a tax invoice or copy of receipts of approved transport 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 Independent Chair Steps Down/Removed

Should the GHHP Independent Chair be unavailable for an extended period of time, the Deputy Chair will resume the position, or a suitable replacement will be recommended by the Management Committee. Should the GHHP Independent Chair step down permanently, a new Independent Chair will need to be recruited in accordance with Section 10.2.

10.6 Key Performance Indicators

The GHHP Independent Chair's position is evaluated on an annual basis against Key Performance Indicators (KPIs).

KPI	Measures to evaluate
Effective facilitation of Partners' and Management Committee meetings.	Attendance at meetings. Positive feedback from meeting participants.
Timely contribution to and review of meeting papers, minutes, follow-up actions, media articles and web site material.	Review of materials undertaken within two working days of receipt unless otherwise agreed.
Maintain effective relationships with all Partners of GHHP, and in particular with Management Committee members.	Annual feedback from Management Committee on effectiveness of GHHP Independent Chair.
Provide leadership on the strategic direction of GHHP including expansion of membership.	Initiate annual strategic discussions with Partners and ensure follow-up. Regular discussions with State and Commonwealth Ministers and government officers, local members, Mayor, and other key local players to help ensure continued support for GHHP. Maintenance of existing Partner contributions and increase in number of Partners each year.
Implement a handover process with the new GHHP Independent Chair prior to contract conclusion, if relevant.	Handover process with the new GHHP Independent Chair, if required.

11 GHHP Deputy Chair

The GHHP Deputy Chair of GHHP is selected by the Management Committee. Any Conflict of Interest will be raised by the proposed Deputy Chair prior to the selection of the position and recorded in the Conflict of Interest register, as per Policy IV: Conflicts of Interest. The selected GHHP Deputy Chair will be responsible for chairing both the Partners' and Management Committee meetings, in the absence of the GHHP Independent Chair. The GHHP Deputy Chair is a voluntary position and will not be remunerated by GHHP unless taking over the GHHP Independent Chair's role on a temporary basis. The tenure of the GHHP Deputy Chair will be reviewed on an annual basis at the first meeting of the new year, unless otherwise specified by the Management Committee or Partnership.

12 Science Program

GHHP defines and tracks the health of Gladstone Harbour by developing an annual whole-of-system report card. This process is informed by open, transparent, robust, credible and independent peer-reviewed science, through the ISP. For details on the operations of the ISP, please refer to the ISP Terms of Reference (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 ISP 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. Work not deemed to be at a robust standard is not included in the report card results.

The ISP membership is annually approved and appointed by the GHHP Management Committee based on the recommendations of the ISP Chair, as per Section 9.2.2, and is guided by and responsible to the Management Committee and Partners. These positions are remunerated, see the ISP ToR.

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 Independent Chair for the delivery of the GHHP objectives which are outlined in Section 4 of this document. Tenure of the ISP Chair is subject to annual review (due prior to the start of each financial year).

12.3 ISP Chair Steps Down/Removed

Should the ISP Chair be unavailable for an extended period of time, the ISP Deputy Chair will resume the position or suitable replacement will be recommended by the ISP and approved by the Management Committee. Should the ISP Chair step down permanently, a new ISP Chair will need to be recruited in accordance with Section 12.2.

12.3 Science Program

The GHHP Science Program is developed by the ISP and approved by the Management Committee. There is a shared role between the ISP, the Research Officer, the Management Committee and Partnership members for developing and implementing the Science Program. The GHHP Science

Program will be reviewed on an as-needs basis as different priorities arise and formally at least every 10 years. Policy I: Process for Science Program refers to the process in further detail.

12.4 Research Officer Role

The GHHP Research Officer 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 Research Officer will be recruited and employed by the Host Organisation on behalf of GHHP as per the Host Organisation recruitment process. The GHHP Research Officer will be subject to an annual performance review by the GHHP Independent Chair, as per the Host Organisation policies.

The GHHP Research Officer will be responsible for:

- project management of the Gladstone Harbour science program to underpin the Gladstone Harbour Report Card, including social, economic, environment, and cultural monitoring and modelling and management practice benchmarking under the Urban Water Stewardship Framework;
- coordinate with multiple organisations contracted to undertake the associated monitoring, research, and modelling;
- work with the contracted data management team, support the continuation of the GHHP DIMS;
- work closely with the ISP Chair to coordinate the GHHP science program;
- attend the ISP meetings, and record and provide Minutes to the ISP;
- work with the ISP, and the ISP Chair to finalise the indicator scores of the GHHP Report Card, and present to the GHHP Management Committee and Partners for feedback and approval;
- synthesise complex science into suitable formats for non-technical audiences;
- collaborate with the Communications Team to design the Report Card;
- support a collaborative approach among Partners and other stakeholders to identify opportunities for improving the environmental stewardship of Gladstone Harbour and the delivery of programs and projects;
- ensure science project contractors are completing work as outlined and agreed upon in each Contract Services Agreement in a timely manner;
- production of scientific publications and/or presentations;
- undertake work in a manner that complies with both the GHHP and the GHHP Host Organisation's policies, procedures and values; and
- implement a handover process with the new GHHP Research Officer prior to contract conclusion, if relevant.

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

13 Host Organisation

Details of the Host Organisation currently endorsed by GHHP are outlined in Appendix C.

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, such as:
 - Independent Chair
 - Project Officer
 - Research Officer
 - Communications Team
 - Delivery providers who undertake activities on behalf of GHHP.
- provide employees with the necessary facilities, technology, stationary and other resources required to undertake work. This will include maintenance and signage of facilities and equipment.
- support policies, procedures and values that are consistent with those of GHHP;
- manage membership revenue 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 insurance policies as required.
- coordinate and collate documents required for external audit; and

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 Risk Management

The GHHP Host Organisation will have a series of risk management policies, under which the GHHP Independent Chair, Project Officer, and Research Officer will abide. The GHHP Project Officer will be responsible for ensuring all GHHP Management Committee members have access and knowledge of the Host Organisation's current risk management policies.

13.4 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.

13.5 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
- provide the GHHP Management Committee and Australian and Queensland Governments with at least six months' notice of intent to cease hosting arrangement; 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 contracts on behalf of GHHP in order to facilitate GHHP's business operations 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 Research Officer will present the Scope of Works, developed through the consultative and decision-making process outlined in Policy 1: Process for Science Program, 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 Research Officer 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).
4. The Research Officer will inform the Host Organisation of the details of the contract once the contractor is selected and assist with developing the appropriate contract.
5. The Host Organisation will prepare and enter into contracts on behalf of GHHP as agreed under the Hosting Agreement.

15 GHHP Project Officer

The GHHP Project Officer is responsible for the successful delivery of secretariat and operational functions of the GHHP. The GHHP Project Officer will be recruited and employed by the Host Organisation on behalf of GHHP as per the Host Organisation recruitment process. The GHHP Project Officer will be subject to an annual performance review by the GHHP Independent Chair, as per the Host Organisation policies.

The GHHP Project Officer takes direction from and is accountable to the Management Committee through the GHHP Independent Chair for execution of GHHP objectives (including the performance of the Communications Team), and accountable to the Host Organisation's line management.

The Project Officer's responsibilities include:

- strategically position GHHP as the peak body for monitoring and reporting on the health of the harbour;
- secure new Partners whilst ensuring existing Partners continue to receive value from GHHP;

- promote GHHP to prospective Partners and sponsors to increase membership;
- maintain and develop networks and relationships with Partners, stakeholders and the community;
- organise and send annual membership fees to Partners by August each year;
- provide operational support to GHHP, the Management Committee and the ISP where required;
- undertake annual review 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;
- oversee implementation of annual project plans, contracts and budgets;
- leadership and management of staff/staffing contracts which includes ensuring compliance with the GHHP and the Host Organisation's policies, procedures and values;
- provide supervision and leadership for GHHP staff and contractors;
- organise meeting venues, catering, presentations, agendas and minutes for meeting of the Management Committee and GHHP Partners;
- follow-up agreed actions to ensure Partners' and Management Committee member's obligations are met;
- collate and report on GHHP Partners' and Management Committee members' views;
- disseminate GHHP information;
- document record keeping and version control in conjunction with Host Organisation, GHHP Independent Chair and staff;
- ensure all GHHP documentation is stored in a central location and made available to the Management Committee;
- maintain and build a culture of excellence, innovation, and continuous improvement;
- support an organisation-wide collaborative approach to identifying opportunities for improving environmental stewardship of Gladstone Harbour, where appropriate, and the delivery of programs and projects;
- undertake communication services in conjunction with the Communications Team, including social media campaigns and update of the GHHP website;
- coordinate event launches and the development of the annual stewardship report; and
- implement a handover process with the new GHHP Project Officer prior to contract conclusion, if relevant.

16 GHHP Business Operations

16.1 Financial Delegations

The following points apply to financial management and delegation for the GHHP Report Card program:

- Management Committee (in consultation with Project Officer and ISP Chair) develops the budget;
- Partners approve budget;
- Management Committee to approve proposed spending increase of greater than 10% against any individual project budget;
- Project Officer monitors GHHP budget expenditure in line with the annual budget approved by the Partners, and ensures adherence to Policy III: Budget Principles;
- 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 a representative from the Host Organisation's finance team for review at each Management Committee meeting; and
- Host Organisation's financial management policies and procedures will be followed when undertaking financial arrangements and related tasks on behalf of GHHP.

16.2 Policies

- GHHP policies will be managed with a policy register and be reviewed by the Project Officer on an annual basis, or as required.
- Please refer to Appendix D for GHHP policies.

17 Communications

17.1 Communication Procedures

The GHHP Independent 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 Plan. All other Partners should not speak on behalf of GHHP. All Partners can use all communications products developed by GHHP to communicate about GHHP and their role in GHHP.

17.2 Communications Team Role

The Communications Team is contracted by the Host Organisation which is reviewed on an annual basis. The Communication Team assists the GHHP Independent Chair, Project Officer, and Research Officer in the coordination of all communications activities of GHHP as documented in the Communications Plan.

Annually, the Communications Team is responsible for the:

- development of annual Gladstone Harbour Report Card;
- development of the annual Stewardship Report;
- creation of Technical Report cover page and barcode;
- creation of an annual report;
- creation of release of monthly Harbour Heroes community newsletter;
- creation and release of biannual Harbour Insights Partner newsletter;
- filming, creation, and release of Harbour Reflections video every two months;
- design of three digital billboard advertisements; and
- attend four yearly GHHP communications working group meetings.

18 Other staff

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

Appendix A GHHP Partner and Contributions List

(GHHP Partner Contributions are current from 2023/2024 financial year)

Organisation	Partner Tier	Cash Contribution	In-Kind Contributions
Gidarjil Development Corporation	Partner Tier 1	\$50	GHHP Management Committee
Gladstone Air Quality Community Group	Partner Tier 1	\$50	GHHP Management Committee
Fitzroy Basin Association	Partner Tier 2	\$10,000	GHHP Management Committee
CQG Consulting	Partner Tier 2	\$10,000	
Queensland Energy Resources	Partner Tier 2	\$10,000	PCIMP
Gladstone Area Water Board	Partner Tier 2	\$10,000	
Gladstone Airport Corporation	Partner Tier 2	\$3,000	Promotional Advertising
APLNG ConocoPhillips	Partner Tier 3	\$12,500	GHHP Management Committee PCIMP
Boyne Smelters (Rio Tinto)	Partner Tier 3	\$12,500	PCIMP
Queensland Alumina Limited (Rio Tinto)	Partner Tier 3	\$12,500	PCIMP
Rio Tinto Yarwun (Rio Tinto)	Partner Tier 3	\$12,500	PCIMP
NRG Gladstone Operating Services	Partner Tier 3	\$12,500	PCIMP
Orica Australia	Partner Tier 3	\$12,500	PCIMP

Organisation	Partner Tier	Cash Contribution	In-Kind Contributions
Shell QCLNG	Partner Tier 3	\$12,500	PCIMP
Santos GLNG	Partner Tier 3	\$12,500	PCIMP
Sealink Travel Group	Partner Tier 3	\$12,500	
Smit Lamnalco	Partner Tier 3	\$12,500	
Wiggins Island Coal Export Terminal	Partner Tier 3	\$12,500	PCIMP
Gladstone Ports Corporation	Partner Tier 4	\$100,000	GHHP Management Committee Seagrass Monitoring Program Data PCIMP
Gladstone Regional Council	Government Tier 1	\$10,000	GHHP Management Committee PCIMP
Queensland Government	Government Tier 2	\$280,000	GHHP Management Committee
Australian Government	Government Tier 3	\$205,000	
Australian Institute of Marine Science	Research	-	Coral Indicator Contribution Data Information Management System Contribution
CQUniversity	Research, Host	-	Mud Crab Indicator Contribution GHHP Management Committee PCIMP

Appendix B Expansion of Partner Categorisation Criteria

Partner Tiers 2 and 3 – Expansion of Criteria

Partner Tiers 2 and 3 are divided by categorising an organisation as a small, medium, or large company. To do this, GHHP assesses the organisation's employee number and operational scale. Should an organisation fulfill one criterion and not the other, approximate annual turnover is assessed. Any connection to local, state, or federal government will not be assessed when determining Partner categorisation.

Employee Numbers *Tier 2 (Less than 50 employees)* *Tier 3 (More than 50 employees)*

The number of employees serves as a fundamental metric when evaluating the size and complexity of an organisation. Workforce size is closely linked to resource management capabilities. A higher employee count signifies a broader allocation of resources for various tasks and projects, highlighting the organisation's operational depth, and economic influence. In regulatory contexts, employee count serves as a crucial criterion for classification, influencing regulatory requirements and compliance standards.

Operational Scale *Tier 2 (Regional, State)* *Tier 3 (National, Worldwide)*

The geographical scale of an organisation holds significant importance when evaluating size and impact. A broad geographical presence is indicative of the organisation's expansive market reach, with large companies often operating in multiple regions or countries. This expansive reach not only provides access to a broader pool of resources, including talent and technology, but also increases the economic sustainability of the organisation.

Annual Turnover *Tier 2 (Less than \$15M)* *Tier 3 (More than \$15M)*

Annual turnover offers a succinct overview of the organisation's financial health, indicating its ability to generate substantial revenue and manage expenses effectively. This metric becomes particularly crucial in assessing the operational scale, as larger organisations typically command a higher turnover, reflecting their expansive operations and revenue streams.

As an organisation increases in size, it may be considered that it has a bigger requirement to fulfill their social licence to operate. While size can bring positive economic impacts, such as job creation and economic development, it also raises expectations regarding the organisation's ethical and environmental practices and contributions to societal well-being. The environmental and social impact of larger operations becomes a focal point, which is a point in which becoming part of, or remaining part of the Gladstone Healthy Harbour Partnership will assist to fulfill the social licence to operate.

Partner Tier 4 – Expansion of Criteria

GPC has a multifaceted role as a Queensland Government-owned business with responsibilities for the sustainable management and future strategic development and use of the Harbour, a landowner, and an active industry operator within the Gladstone Harbour footprint operating two bulk material handling facilities.

In-Kind Contributions

The Port Curtis Integrated Monitoring Program (PCIMP) was established in 2001 as the first comprehensive monitoring effort covering the entire Port Curtis region. The program's vision is to facilitate coordinated water quality and sediment monitoring activities, sharing information to enhance natural resource management for community prosperity and environmental health.

PCIMP is a consortium of industry, local and state government, research institutions, and other stakeholders, and operates similarly to GHHP in that each consortia Partner contributes an annual financial amount. Several PCIMP Partners are also Partners of GHHP. This contribution is important to note within the GHHP Partner table, as the data from PCIMP feeds into the annual Gladstone Harbour Report Card and links both programs together.

Many GHHP Partners also contribute beyond their annual financial contributions, such as provision of data towards the Report Card in the instance of Gladstone Ports Corporation's seagrass monitoring program, in-kind support through GHHP's monitoring programs such as the coral indicator through the Australian Institute of Marine Science, advertising contributions such as Gladstone Airport Corporation, and hosting support through CQUniversity.

Appendix C Host Organisation Details

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

The contact details for CQUniversity are:

PO Box 1319

Gladstone, 4680

13 27 86

Appendix D Policy Register

Item	Name	Description	Last Reviewed
Item 1	Process for Science Projects	This document outlines the process for developing Scope of Works, assessment of new project proposals, and review and approval of final program reports by the ISP and GHHP Management Committee.	May 2024
Item 2	Partner Representation on Management Committee	This document informs the GHHP Management Committee of their roles and responsibilities to represent other GHHP Partners on the Management Committee.	May 2024
Item 3	Budget Principles	The GHHP has experienced financial challenges and erosion of its operating reserve. A budget review was conducted in 2020, proposing reforms and budget allocations for the next five years. Financial management and delegation guidelines were also outlined.	May 2024
Item 4	Conflict of Interest	Conflicts of interest must be declared by partners, staff, and committee members. Declarations should be recorded in a register and disclosed during meetings. Steps for managing conflicts are outlined, including withdrawal or limited participation.	May 2024
Item 5	Data Sharing Guidelines	These guidelines outline data access for GHHP staff, partners, and non-partners. Requests for data must be submitted via email, including specific information about the requested data and its purpose.	May 2024
Item 6	Records Management Policy	This Records Management Policy ensures effective creation, organisation, security, accessibility, and disposal of records, complying with legal requirements and fostering accountability and transparency in record-keeping practices.	May 2024
Item 7	Event Preparedness	This policy refers to the \$100,000 contingency as noted in Policy III: Budget Principles, for the use in extreme weather events. It lists the process for with the ISP must receive approval by the MC and/or Partners prior to monitoring.	May 2024

Appendix E Record of Alterations to Governance Charter

Version	Date	Author	Summary of Changes
5 May 2015	05/05/2015	GHHP Chair	Original Governance Charter (9 pages)
April 2020	01/04/2020	Management Committee	New Governance Charter (35 pages)
March 2023		GHHP Governance Charter Working Group	<p>Added table of acronyms following Table of Contents.</p> <p>Section 1 Governance Charter to be reviewed biennially. Partners list and contributions to be updated annually.</p> <p>Section 2 Changed wording from 'improve' to 'monitor' the health of the harbour.</p> <p>Section 4 and 5 Addition of 'independent, robust, and credible science'.</p> <p>Section 6 6.2 - removed section regarding legal entities. 6.3 – updated Membership Categories</p> <p>Section 7 Updated organisational structure.</p> <p>Section 8 8.2.1 – updated for inquorate meeting action. 8.2.3 – added section on role of proxy. 8.2.6 – updated for Minute process and access. 8.2.6 – removed Conflict of Interest section.</p> <p>Section 9 9.2.1 – updated for inquorate meeting action. 9.2.3 – added section on role of proxy. 9.2.6 – updated for Minute process and access. 9.2.6 – removed Conflict of Interest section. 9.3 – updated Management Committee representatives.</p> <p>Section 10 10.2 – updated selection of the GHHP Independent Chair. 10.5 – updated process if GHHP Independent Chair unavailable or steps down. 10.6 – added Chair KPI to this section and removed from Appendix B.</p> <p>Section 13 13.3 – added item on Host Organisation Risk Management. 13.5 – added provision of Host Organisation to provide notice in the event of intent to cease arrangements.</p>
April 2024		GHHP Governance Charter Working Group	<p>Removed reference to 'the Partnership' as GHHP is used as the abbreviation.</p> <p>Section 2 Added final paragraph relating to why GHHP continues to exist.</p>

<p>April 2024</p>		<p>GHHP Governance Charter Working Group</p>	<p>Section 4 Added 'opportunities for environmental stewardship' to final dot point.</p> <p>Section 6.4 Added - should a Partner not fulfill the requirements of Section 6.2, the Partner will become a non-voting member of the Partnership until such time that the Memorandum of Understanding is signed, or membership fee is paid, or the Partner withdraws from the Partnership.</p> <p>Section 8 8.1 – added review ISP recommendation of emergency monitoring program in the case of an extreme weather event, when the expected cost is to be greater than \$100,000, as per Policy III: Budget Principles and Policy VII: Event Preparedness. 8.2 - Added election of Management Committee (biennially). 8.2.3 - Changed from 'may nominate' to 'is encouraged'.</p> <p>Section 9 9.1 - Removed line regarding MC role to monitor Project Officer performance, as it is the role of the Independent Chair. 9.1 – added review ISP recommendation of emergency monitoring program in the case of an extreme weather event, when the expected cost is to be less than \$100,000, as per Policy III: Budget Principles and Policy VII: Event Preparedness. 9.2.1 - Removed double up of wording. 9.2.2 - Approval of areas of representation on ISP mid-year. 9.2.2 - Addition of approval of GHHP Deputy Chair and Working Group members at the beginning of the year. 9.2.2 – Addition of 'collective feedback of effectiveness of GHHP Independent Chair (annually end of year). 9.2.4 - Added 'at the discretion of GHHP Independent Chair' as per 8.2.4</p> <p>Section 12 12.4 - Added the RO role of ensuring that science contractors are completing work as required and agreed upon in the Contract Services Agreement. 12.4 - Added handover to role of Research Officer</p> <p>Section 15 15 - Added communication services to role of Project Officer, including social media campaigns and update of the GHHP website. 15 - Added handover to role of Project Officer 15 - Added 'promote GHHP to prospective Partners and sponsors to increase membership'. 15 – Added 'organise and send annual membership fees to Partners by August each year'</p> <p>Section 16 16.1 - Changed from 'relevant sub-program staff' to 'a representative of the Host Organisation's Finance team'.</p> <p>Section 17 17.2 - Updated Communications Team deliverables, as per tender presented</p>
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in March 2024.

Appendices

Appendix A - Updated GHHP Partner and Contributions List

Appendix B - Added in expansion of Partner Categorisation Criteria

Updated Appendix B (Host Organisation Details) to Appendix C

Updated Appendix C (Policy Register) to Appendix D

Appendix D – Added reference to Policy VII: Event Preparedness

Added Appendix E – Record of Alterations of Governance Charter



Gladstone Healthy
Harbour Partnership

Policy I: Process for Science Projects

Version 3: May 2024

Purpose

In order to ensure a well-informed and effective execution of the Science Program, it is essential to gather relevant information and insights throughout the process, encompassing the Scope of Works, the tender process, and project report approval.

Document Control

Date	Author	Summary of Changes/Comments
18 November 2020	GHHP Executive Officer	Initial document creation
16 May 2023	GHHP Project Officer	Updated Research Officer/Project Officer Updated roles
23 May 2024	GHHP Project Officer	Updated that repeated or unchanged SoW does not need to be reviewed by GHHP MC (Diagram 1). Added that Research Officer provides science project summary to Management Committee (Diagram 1). Added review every five years (Diagram 1). Added sole supplier (Diagram 1). Added flow regarding how to process if MC disagree with ISP provider recommendation (Diagram 2). Removed double wording (Diagram 3).

Diagram 1: Procedure for Developing Science Program Project Scopes of Works

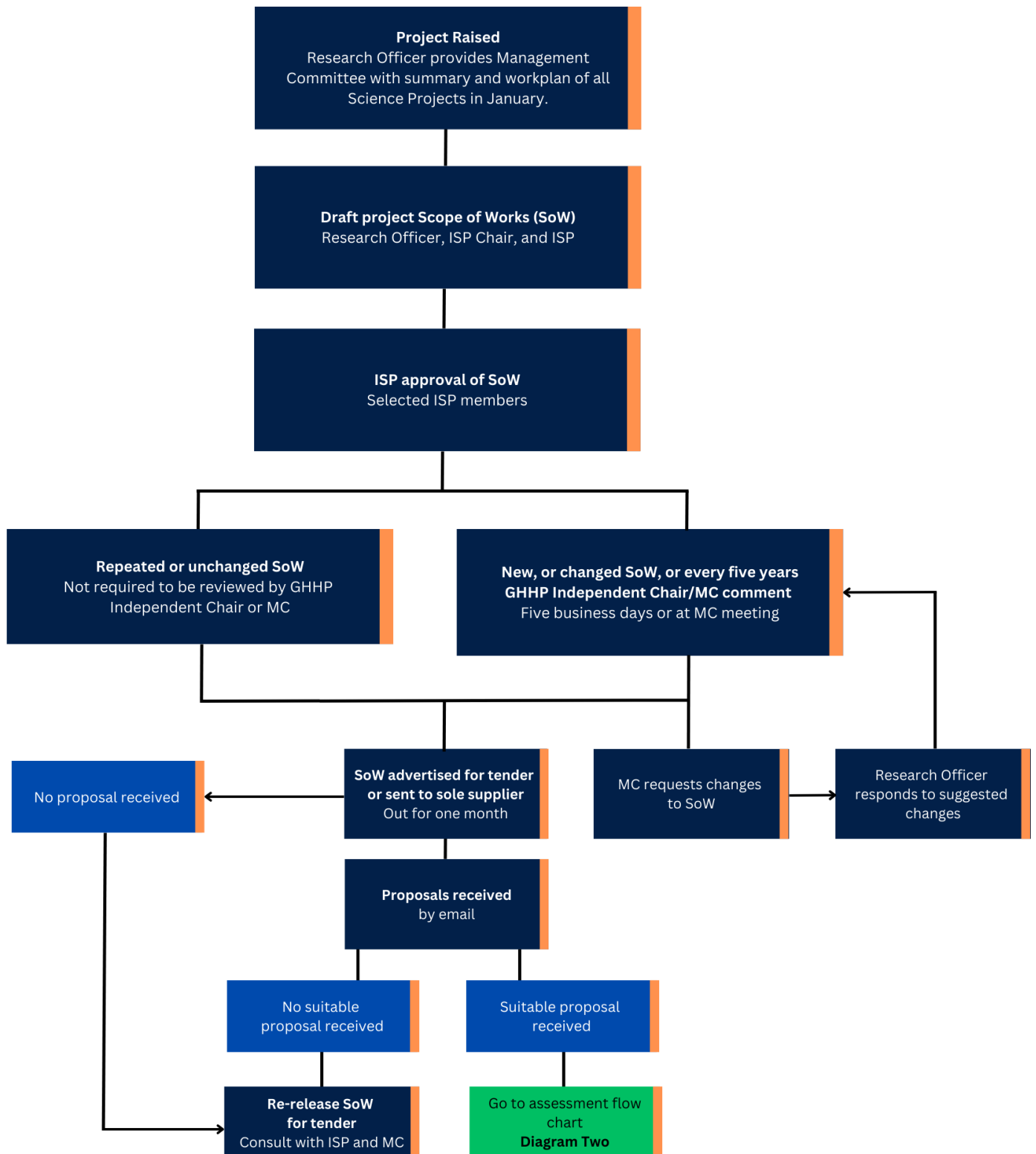


Diagram 2: Procedure for Assessing Science Program Project Proposal (For a New Project)

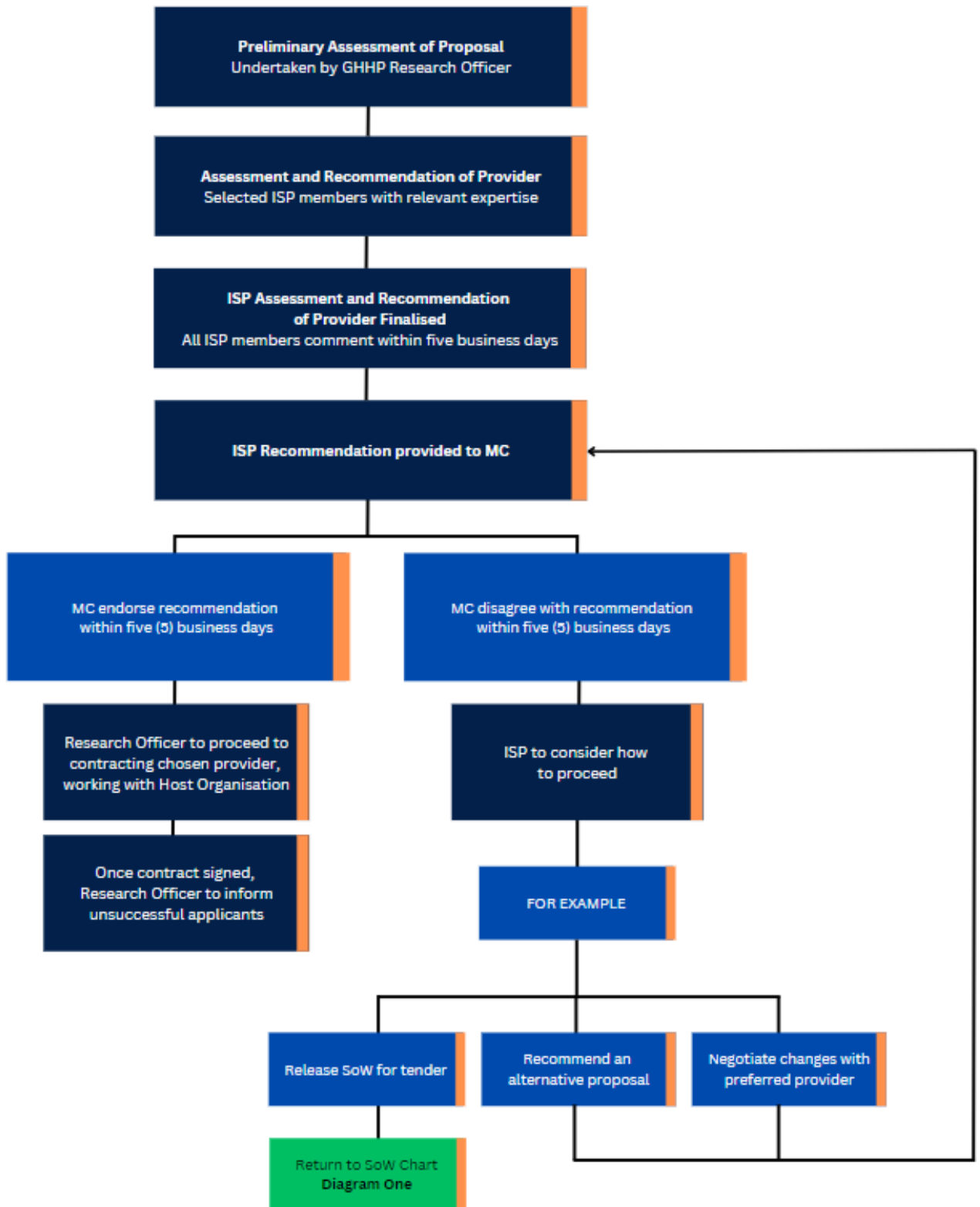


Diagram 3: Process for Approving Final Science Program Projects





Gladstone Healthy
Harbour Partnership

Policy II: Process for Management Committee Members to represent Partners

Version 4: May 2024

Purpose

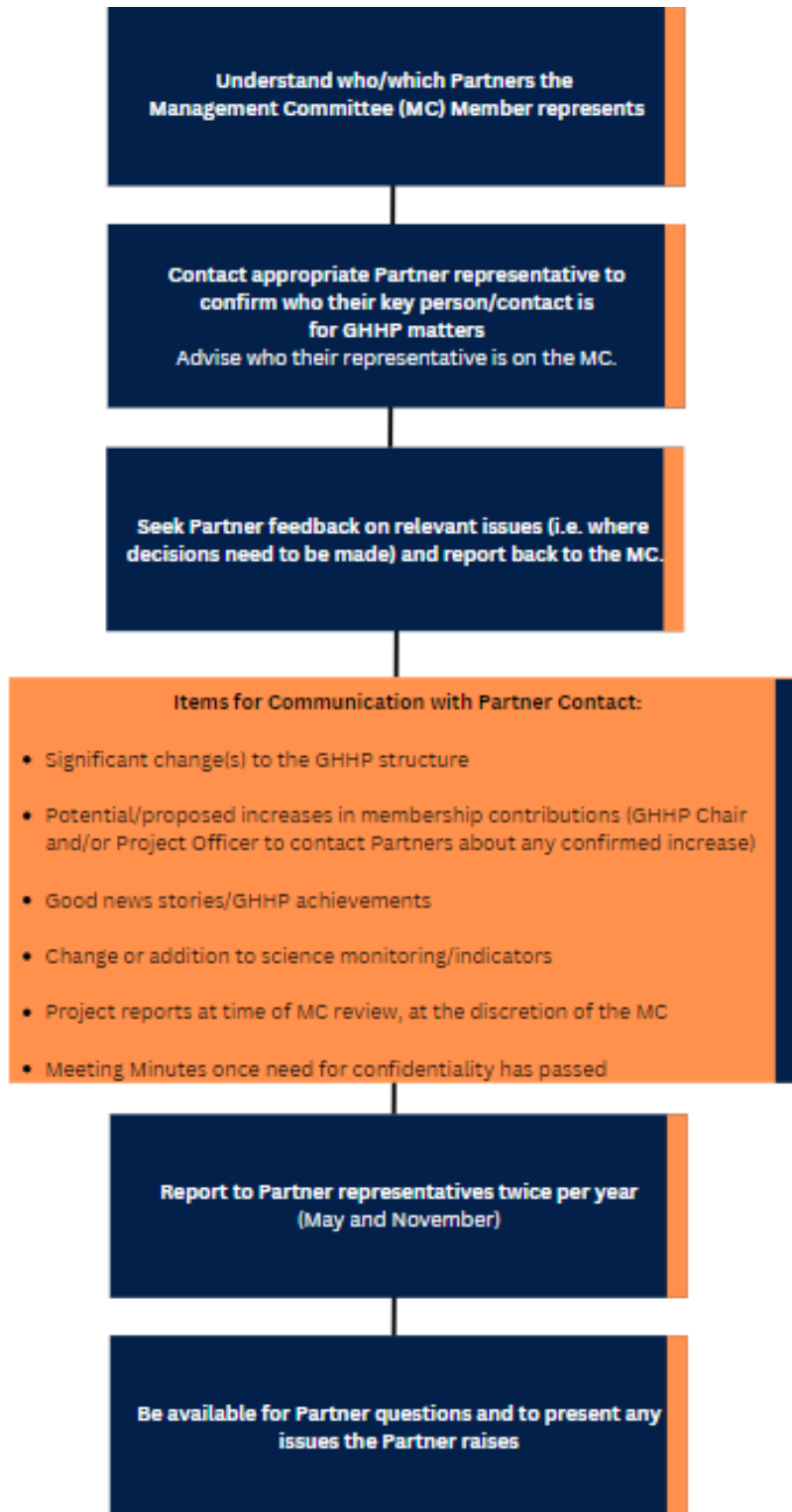
To inform GHHP Management Committee members of their roles and responsibilities to represent other GHHP Partners on the Management Committee.

Document Control

Date	Author	Summary of Changes/Comments
August 2020	GHHP Executive Officer	Original document in DRAFT for Management Committee review
September 2020	GHHP Executive Officer	Revised DRAFT following Management Committee review
October 2020	GHHP Executive Officer	Revised DRAFT following Management Committee Meeting 39
May 2023	GHHP Project Officer	Updated process table. Removed Appendix A and B as for GHHP Internal Use Only. It contained names and contact details of Partner spokespersons.
May 2024	GHHP Project Officer	Updated Partner meetings to May and November to align with Report Card Included reference to Policy V: Data Sharing Guidelines Added that unpublished reports may be sent to Partners for review, following Management Committee approval.

Process

The below table outlines the process for Management Committee members to understand and follow when representing Partners on the GHHP Management Committee.



Agenda items that are 'Reports' or items that 'Require Decision', as per the meeting agenda, can be sent to Partners. Items listed as 'For Consideration' should remain internal and be labelled as 'INTERNAL ONLY'. Unpublished reports may be sent to Partners for review, following Management Committee approval. Refer to Policy V: Data Sharing Guidelines.



Gladstone Healthy
Harbour Partnership

Policy III: GHHP Budget Principles

Version 3: May 2024

Document Control

Date	Author	Summary of Changes/Comments
18 Nov 2020	GHHP Budget Working group	Initial document creation
16 May 2023	GHHP Project Officer	Update document tense where necessary. Update to PO presentation to MC bimonthly. Removed reference to FY22 Budget Line Items
May 2024	GHHP Project Officer	Updated all references of sub-committee to 'working group'. Updated 3.1 point five, where it states that detailed line items cannot be varied without written approval. Now states cannot be varied with approval as recorded in Management Committee meeting. Included reference to Policy VII: Event Preparedness in Section 3.1 Updated 3.2 as GHHP has now met planned operating reserve.

1. Background

Since the commencement of the Gladstone Healthy Harbour Partnership (GHHP) in the Australian financial year 2013/14 (FY14), the Partnership has operated showing an annual reserve (surplus). From FY17, this operating reserve was eroded, accelerating after the FY19 year. At the time of first publication of the Budget Principles in FY20, it was forecasted that the GHHP would have essentially no available operating reserve by the end of the FY21 year.

The erosion of the operating reserve from FY17 corresponded with a significant decrease in income and an increase in expenditure, as all the scoped indicators came online. Whilst there were some efforts to reduce expenditure, it was not sufficient to ensure that GHHP remained financially viable into the future.

While there is potential to recruit further GHHP Partners to increase income, in the current economic climate there is also the potential for income to be further eroded.

In August 2020, a working group was formed to cover the GHHP recruitment of the Project Officer and GHHP Independent Chair positions. Following the establishment of this working group, it was determined that the FY21 and future budgets did not allow for the funding for the Project Officer or Independent Chair positions. To recruit these positions, the working group informed the Management Committee in October 2020 that it must complete a budget review to establish available funds. This paper describes that review and provides the associated recommendations.

2. Working group Budget Review

The working group undertook a review of key budget elements in September and October 2020. This review was also informed by the 'ISP Recommendation for Budgeting and Scheduling for Fish and Crabs Monitoring Over Five Years' paper presented to the October 2020 Management Committee meeting.

The working group adopted several fundamental assumptions across the three key budget aspects:

- **Income:** is fixed at the FY21 levels, noting that there may be variability through increasing membership or changes in government funding.
- **Communications and operations costs:** there are several fixed administrative costs, and given efficiencies already implemented in this area, there are limited opportunities for substantive financial changes.
- **Science Program:** can evolve utilising current base knowledge, leveraging visual and citizen science programs to compliment detailed monitoring programs, and the adoption of event-based monitoring.

Applying these assumptions, the working group established a budget planning approach outlined in the following sub-sections. This budget approach fundamentally aims to:

- Bring the GHHP back into a sound financial position without significantly compromising report card outcomes.
- Demonstrate to the Partners that GHHP has a multi-year budget plan that does not need to include increased fees.
- Enable GHHP to present to new potential partners solid budget planning principles.

3. Budget Planning Approach

The following principles and budget allocations form the basis of the proposed GHHP budget reforms and the recommendations of this paper.

3.1 Budget Principles

The following principles provide the framework for managing the GHHP budget:

- Partner financial contributions from FY21 were assumed to total \$750,000 per year, however it is recognised that this may vary.
- Proposed budget asks ongoing commitment from Partners at the same level as FY21.
- The budget be structured covering the areas of: Operational, Science, Science Projects, Communications.
- Expenditure against budget is managed by the Project Officer and reported bimonthly to the Management Committee at the Management Committee meeting.
- Approved annual budget area totals and detailed line items cannot be varied without Management Committee approval as recorded in a Management Committee meeting.
- To ensure ongoing financial viability of GHHP and to manage cash flow, an operating reserve between \$350,000 - \$500,000 has been established and will be maintained.
- A contingency for extreme weather event monitoring of \$100,000 be provided (from the operating reserve) from FY23, as per Policy VIII: Event Preparedness.

3.2 Annual Budget FY22 – FY26

Over the FY22 – FY26 years, the following base allocations be adopted for each budget area:

- Operational: \$199,100
- Science: \$180,500
- Communications: \$60,000
- Science Projects: \$212,300

Total expenditure in the initial year, FY22, was expected to be \$651,900, leaving approximately \$100,000 to build the operating reserve. Applying the same figures with a reasonable inflation rate was expected to result in GHHP meeting the proposed operating reserve within the next five years, which GHHP achieved in FY23.

3.3 Financial Delegations

The following points apply to financial management and delegation for the GHHP Report Card program:

- Management Committee (with Project Officer and Independent Chair) develops the budget;
- Partners approve budget;
- Management Committee approves proposed spending increase of greater than 10% against any individual project budget;
- Project 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 the Host Organisation's finance team and endorsement as an item at each Management Committee; and
- Host Organisation's financial management policies and procedures will be followed when undertaking financial arrangements and related tasks on behalf of the Partnership.



Gladstone Healthy
Harbour Partnership

Policy IV: Conflicts of Interest

Version 3: May 2024

Document Control

Date	Author	Summary of Changes/Comments
	GHHP Management Committee	Initial creation in Governance Charter
16 May 2023	GHHP Project Officer	Removal from Governance Charter and incorporation into own separate policy.
May 2024	GHHP Project Officer	General editing

1. Background

Gladstone Healthy Harbour Partnership (GHHP) Partners, staff, Management Committee, Independent Science Panel (ISP), and contractors 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, the individual 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 Conflicts 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, award 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, Management Committee, ISP, contractor, or staff 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.

2. Declaring a Conflict of Interest

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

- Declaration/s of Interests are to be recorded in a Conflicts of Interest register, with the live version managed by the GHHP Project Officer.
- Anyone with a Conflict of Interest should declare this at the beginning of every Partners', Management Committee, or ISP meeting 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 or meeting member 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 meeting representative considers that another representative may have a Conflict of Interest that has not been previously declared that representative who raised the matter should alert the GHHP Independent Chair and seek to have it clarified.

Agenda papers are circulated prior to any meeting, therefore giving attendees a good opportunity to identify potential Conflicts of Interest before a meeting. It is recognised that discussions during a meeting may give rise to the need to declare an interest as soon as the conflict becomes known.



Gladstone Healthy
Harbour Partnership

Policy V: Data Sharing Guidelines

Version 3: May 2024

Document Control

Date	Author	Summary of Changes/Comments
	GHHP Management Committee	Initial creation in Governance Charter
16 May 2023	GHHP Project Officer	Removal from Governance Charter and incorporation into own separate policy. Removed reference to e-Portal.
May 2024	GHHP Project Officer	General editing. Inclusion of Independent Science Panel. Removed reference to data sharing to be listed on GHHP webpage. Inclusion of other examples listed within the three categories. Consolidated the first and second sharing guidelines. which both referenced data not owned or licensed by the Partnership.

1. Background

These guidelines are intended for use by Gladstone Healthy Harbour Partnership (GHHP) staff, Management Committee (MC), Independent Science Panel (ISP), and Partners, if a Partner or a non-Partner would like to access data that GHHP staff have access to, or are in the possession of, because of the report card production process or other Partnership activities, such as communications products.

A large range of datasets are 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 possession of, because GHHP is not the owner of all the data.

The Partnership identifies three categories of datasets in this document:

1. Data that comes from existing programs that operate within the region. This data is not owned or licensed by the Partnership, such as Gladstone Ports Corporation's seagrass monitoring program, the Port Curtis Integrated Monitoring Program (PCIMP).
2. Data that has some from a specific monitoring program targeted at filling data gaps that has been funded by the Partnership and is owned by the Partnership, such as fish recruitment monitoring undertaken by Inforfish Australia.
3. Data that has come from a specific monitoring program targeted at filling data gaps that has been funded by the Partnership, and is owned by the Contractor, with an exclusive license to 'use, reproduce, adapt, communicate, and modify' granted to GHHP, such as coral monitoring undertaken by the Australian Institute of Marine Science.

The Partnership uses the Data Information Management System (DIMS) that was developed by the Australian Institute of Marine Science (AIMS) for the Partnership to store, calculate, and visualise report card raw data, results, and all other GHHP documents such as meeting minutes and budgets.

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 GHHP Project Officer 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; and
- Details of the person requesting the data, including organisation name, title, contact details, etc.

Partnership staff, Partners or contractors 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 from existing programs 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 length of retention 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.
- 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 data provider responds to requests.

2. Data from programs funded by the Partnership (data is owned 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.

3. 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 QA/QC 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 Independent 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.



Gladstone Healthy
Harbour Partnership

Policy VI: Records Management

Version 2: May 2024

Document Control

Date	Author	Summary of Changes/Comments
May 2023	GHHP Project Officer	Initial creation.
May 2024	GHHP Project Officer	General editing and inclusion of ISP to policy. Inclusion of version control in Purpose.

1. Background

This Records Management Policy outlines the guidelines and procedures for the effective management of records within the Gladstone Healthy Harbour Partnership (GHHP). The policy aims to ensure the creation, capture, maintenance, accessibility, security, and disposal of records in a manner that supports legal, regulatory, operational, and accountability requirements. This policy applies to all GHHP staff, Management Committee (MC), Independent Science Panel (ISP), contractors, and Partners who create, handle, manage, or view records.

GHHP has adopted the Data Information Management System (DIMS) hosted by the Australian Institute of Marine Science, that serves as a secure repository for record storage. This platform enables GHHP staff, MC members, and Partners to access the information needed, with access levels tailored to specific roles and responsibilities. By implementing this system, GHHP ensures that authorised individuals can retrieve and contribute to relevant documents seamlessly.

2. Purpose

The purpose of this policy is to:

- a. Establish a framework for the management of records throughout their lifecycle.
- b. Promote efficient and systematic creation, organisation, version control, and retrieval.
- c. Ensure the preservation of vital records and protect records of enduring value.
- d. Enable compliance with legal and regulatory requirements.
- e. Safeguard sensitive and confidential information contained within records.
- f. Facilitate the timely disposal of records that no longer have operational or legal value.
- g. Foster a culture of accountability, transparency, and integrity in record-keeping practices.

This policy applies to all records, regardless of format or medium, including physical and electronic records, audiovisual materials, and any other documentary evidence of business activities generated or received by the GHHP. It encompasses records created or managed by individuals, departments, and third-party service providers on behalf of GHHP.

3. Roles and Responsibilities

3.1 GHHP Project Officer

- a. Responsible for overseeing the implementation and adherence to this policy.
- b. Develop and maintain records management procedures, guidelines, and training programs.
- c. Provide support to GHHP staff, Management Committee, and Partners regarding record management practices.
- d. Conduct periodic audits and assessments to ensure compliance with this policy.
- e. Monitor technological advancements and industry best practices to improve records management systems and processes.

3.2 GHHP Staff, ISP Chair and Management Committee

- a. Understand and comply with this policy, including the handling, storage, and disposal of records.
- b. Create records that accurately and comprehensively document business activities.
- c. Safeguard records from unauthorised access, loss, damage, or destruction.
- d. Follow established filing and naming conventions to facilitate easy retrieval of records.
- e. Report any issues or concerns regarding records management to the GHHP Project Officer.

4. Records Lifecycle

4.1 Creation and Capture

- a. Ensure records are created or captured promptly and accurately at the point of creation.
- b. Assign appropriate metadata, such as date, creator, and subject, to facilitate retrieval.

4.2 Classification and Organisation

- a. Establish a standardised classification system based on GHHP's functions and activities.
- b. Categorise records according to their content, context, and value.
- c. Maintain an up-to-date records inventory or register for processes such as policies.

4.3 Storage and Security

- a. Implement appropriate security measures to protect records from unauthorised access, alteration, or destruction.
- b. Safeguard electronic records through access controls, encryption, regular backups, and disaster recovery procedures.
- c. Identify and preserve vital records and records of enduring value through proper storage and backup mechanisms.

4.4 Access and Retrieval

- a. Establish procedures for granting access to records based on Policy V: Data Sharing Guidelines.
- b. Implement efficient retrieval systems to enable timely access to records.
- c. Ensure records can be retrieved in their original format or reproduced in a usable format.

4.5 Retention and Disposal

- a. Determine retention periods for different categories of records based on legal, regulatory, and operational requirements.
- b. Develop a records retention schedule outlining the retention periods and disposal methods.



Gladstone Healthy
Harbour Partnership

Policy VII: Event Preparedness

Version 1: May 2024

Document Control

Date	Author	Summary of Changes/Comments
May 2024	GHHP Project Officer	Initial creation.

1. Background

The Gladstone Healthy Harbour Partnership (GHHP) has an objective to conduct efficient monitoring through the provision of independent, robust, and credible science. This monitoring is crucial, particularly in the face of extreme weather events, which can significantly impact the harbour's health and, by extension, the broader community, and industries reliant on it.

GHHP's Policy III: Budget Principles states the need for a \$100,000 contingency to be kept in the case of an extreme event, when monitoring is urgently needed, outside of the annual monitoring that GHHP delivers.

2. Purpose

The purpose of this policy is to outline the procedures and responsibilities for preparing, responding to, and monitoring Gladstone Harbour before, during, and/or after extreme events. This ensures the continuous monitoring of Gladstone Harbour's health and provides a framework for effective communication and coordination in collaboration with the Independent Science Panel, Management Committee, and GHHP Partners during such events.

3. Definition of an Extreme Event

For the purposes of this policy, an extreme event is defined as any meteorological phenomenon that can potentially cause significant disruption or damage to the Gladstone Harbour ecosystem and surrounding areas, or other event that might be expected to adversely impact the health of the harbour. This includes, but is not limited to:

- Tropical cyclones
- Severe storms and thunderstorms
- Heavy rainfall leading to flooding
- Prolonged drought periods
- Extreme heatwaves
- Major unexplained fish deaths
- Major pollution events

4. Workflow and Procedure

The following diagram showcases the workflow for use in the event of extreme weather.

