

# Cairns-Port Douglas Reef Hub Steering Group Terms of Reference

Endorsed: 13 May 2021, Updated: 4 February 2022

## Steering Group purpose

A Steering Group, representative of the diversity of hub network and bringing relevant skills and experience, will provide local and locally-relevant strategic leadership to guide the design and operations of the Hub, informed by the broader hub network.

## Steering Group role

With input from the broader Hub network on key priorities, the Steering Group's role is to:

- Refine and agree upon the governance of the Hub.
- Guide the collaborative design of the Hub planning activities to ensure that the design and work of the Hub is complementary to existing community efforts and other investment (in consultation with the Hub network).
- Provide strategic advice to support the work of the Hub Coordinator.
- Provide oversight for the operation of the Hub, including approving a strategic plan outlining Hub priorities, an annual work plan and a strategic communication plan.
- Identify opportunities for strengthening or resourcing the Hub.
- Provide input and regular review of the Hub Monitoring Evaluation and Learning Plan to track and report on Hub progress, outcomes and support the action-learning approach.
- Oversee the implementation of a Strategic Plan and Annual Work Plan developed from a Hub network strategic collaboration workshop.

Actively support collaboration and information exchange through their networks to promote positive outcomes through the Hub.

## Terms

Design and planning activities will help shape future governance needs for the Hub. Hub governance will be reviewed after the first six months of Hub development and operations to ensure it is fit for purpose. These Terms of Reference will be reviewed regularly and/or as beneficial.

## Members

The Steering Group is intended to be skills and experience-based and also reflect the diverse groups and interests in restoration and stewardship active in the region.

The intent is for the Steering Group to include a member(s) from each of the following groups (but not limited to):

- Representatives from GBR Traditional Owners for the region
- Small and/or larger Tourism enterprises engaged in restoration, or industry nominee / peak body
- Community organisation or NGO active in the region
- Regional science or research organisation
- Reef Restoration & Adaptation Program
- Great Barrier Reef Foundation (Funder)
- Great Barrier Reef Marine Park Authority

## Responsibilities

Members of the Steering Group will commit to:

- Being active champions for collaboration and for building a sustainable model for the Hub to bring wide community benefits
- Contributing to the Steering Group as an expert with relevant knowledge and skills, but bringing the knowledge of issues and concerns of their wider sector/networks to build shared understanding that benefits the broader sector.
- Dedicating appropriate time to prepare for meetings and to any agreed follow up actions.
- Making timely decisions based on best available information and experience.
- Notifying other members of the Group, as soon as practical, if any matter arises which may be deemed to affect the Group's roles and responsibilities, including Conflicts of Interest. Disclosing a Register of Interests including current projects and sources of funding.

- Putting into practice the 5 key principles of the Hub: respect, inclusivity, collaboration, action-focus and supporting learning.

Members of the Steering Group will expect:

- To be provided with complete, accurate and meaningful information in a timely manner to make key decisions.
- To be alerted to potential risks and issues that could impact Hub activities, as they arise.
- That information shared in confidence will be clearly communicated and treated as such, and the Steering Group will commit to a regular communique from meetings to be shared with the Hub network.
- A platform to apply good analytical skills, use objectivity and judgment; express opinions openly and respectfully; and ask questions that go to the fundamental core of an issue.

## Operation

- There are 4-6 meetings proposed per year, as well as requests for out of session feedback.
- It is proposed that the representative from the RRAP program would serve as interim Chair and be endorsed by the Steering Group. An open process for an Independent Chair will be undertaken as the Hub progresses to implementation.
- Secretariat and logistical support will be provided by the Hub Coordinator (or GBRF, as required).
- A meeting quorum is half of current members, with effort made to ensure Traditional Owner member representation.
- Decisions will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, the issue will be decided by majority vote.
- Meeting agendas will be prepared by the Secretariat in consultation with the Chair and circulated to members at least one week in advance of meetings. Draft minutes will be circulated within one week of the meeting.
- Proxies may be permitted when the regular member is unavailable to attend, but proxies will need to consult skills-based member for technical insight into any advice/decisions prior to the meeting.
- Additional observers with particular expertise may be invited as needed with agreement from the Steering Group. Terms of Reference must be followed by observers.
- To address actual, perceived or potential conflicts of interest, the Chair and members must declare any conflict of interest at the start of each meeting and these will be noted in the meeting minutes. Suitable actions to manage COIs may include excluding individuals from decisions and/or discussions.

## Reporting

The Chair of the Steering Group will report the advice and recommendations of the Steering Group to the Funders or program managers as relevant. This role may be delegated to the Hub Coordinator where appropriate.

## Nominations

- Nominations will be called for skills and experience-based membership for each of the identified sector groups. Nominees will be asked to submit a short description of relevant roles, experience and interest in contributing to the Hub, including their key networks and partnerships. A panel selected by RTP programs (from RRAP, Traditional Owner and Community Reef Protection Components) and Steering Group members will review nominations.
- Steering Group membership will be reviewed upon the regular review of the Terms of Reference.

## Terminating membership

- Steering Group members can step down at any time by providing notification in writing.
- If Steering Group members are absent from two consecutive meetings without notice or justifiable reason, or do not demonstrate commitment to the five key principles of the Hub, their membership may be reviewed and they may be removed by GBRF and the Chair (with input from the broader Steering Group).
- There is a zero-tolerance policy for bullying or discriminatory behaviour and this behaviour will result in removal from the Steering Group by GBRF and the Chair.

## Amendment, Modification or Variation

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by members.

## Appendix 2. Governance roles

The key roles and responsibilities of each of these groups in relation to the Hub are detailed below.

Lead	Activity
Coordinator	<ul style="list-style-type: none"> <li>• Manage the coordination and on-ground implementation of the Cairns Port Douglas Reef Hub (hub) on a day-to-day basis.</li> <li>• Provide secretariat support for Steering Group.</li> <li>• Design and facilitate a knowledge-sharing and collaboration workshop (with input from Steering Group and partners)</li> <li>• Enable development of the Hub Strategic Plan</li> <li>• Prepare a detailed Work Plan that operationalises the Strategic Plan and take the primary responsibility for leading, coordinating implementation and tracking delivery of the plan.</li> <li>• Communications, engagement and partnership development activities</li> <li>• 12 monthly summary report highlighting work and achievements developed with interested Hub members</li> </ul>
GBRF – Community Partnerships team	<ul style="list-style-type: none"> <li>• Enable the strategic design for the Reef Hub model.</li> <li>• Contract and provide contract management for the Coordination role.</li> <li>• Manage procurement and due diligence reviews in line with policies and procedures for the Reef Trust Partnership (working with other program teams providing co-investment where relevant).</li> <li>• Manage the strategic design of complementary Community on-ground program investment.</li> </ul>
GBRF – Traditional Owner Partnerships team	<ul style="list-style-type: none"> <li>• Enable the strategic design for the Reef Hub model.</li> <li>• Support initial and ongoing consultation and engagement with Traditional Owners in the Port Douglas and Cairns Region.</li> <li>• Lead co-design processes with Reef Traditional Owners.</li> <li>• Manage the strategic design of complementary Traditional Owner on-ground program investment.</li> </ul>
RRAP engagement subprogram team	<ul style="list-style-type: none"> <li>• Enable the strategic design for the Reef Hub model.</li> <li>• Design a short-term engagement plan to support development of the Hub working with partners, including a draft Monitoring, Evaluation and Learning Framework for the Restoration Hub model.</li> <li>• Facilitate connection points with the RRAP engagement subprogram.</li> <li>• Manage the strategic design of complementary RRAP engagement on-ground program investment.</li> </ul>
(RTP Program Team - leads from each of the three RTP Components)	<ul style="list-style-type: none"> <li>• Design a collaborative planning approach with representation from Community &amp; Traditional Owner Reef Protection Components, RRAP Engagement Team</li> <li>• Lead process to appoint a Hub Steering Group.</li> <li>• Ensure connectivity back to respective management groups and processes.</li> </ul>
Hub Steering Group	<ul style="list-style-type: none"> <li>• Refine and agree upon the governance of the Hub working with the Funder and key program areas (e.g. RRAP).</li> <li>• Guide the collaborative design of the Hub planning activities to ensure that the design and work of the Hub is complementary to existing community efforts and other investment (in consultation with the Hub network).</li> <li>• Provide strategic advice to support the work of the Hub Coordinator.</li> <li>• Provide oversight for the operation of the Hub, including approving a strategic plan outlining Hub priorities, an annual work plan and a strategic communication plan.</li> <li>• Identify opportunities for strengthening or resourcing the Hub.</li> <li>• Provide input and regular review of the Hub Monitoring Evaluation and Learning Plan to track and report on Hub progress, outcomes and support the action-learning approach</li> <li>• Oversee the implementation of a Strategic Plan and Annual Work Plan developed from a Hub network strategic collaboration workshop.</li> </ul>

Community Working Group & Traditional Owner Restoration Technical Working Group	<ul style="list-style-type: none"> <li>• Advise on the strategic direction of the Components and provide advice and support as requested.</li> </ul>
Independent Chair of Hub Steering Group	<ul style="list-style-type: none"> <li>• Convene and facilitate regular Steering Group meetings</li> <li>• Actively drive strategic program direction with input from the Steering Group</li> <li>• Enable the Hub Steering Group and Hub Coordinator to oversee progress on delivery of the Strategic Plan, including tracking and sharing Hub progress and achievements to enable an action-learning approach</li> <li>• Undertake targeted strategic engagement activities outside of meetings, including relationship building and enabling a sustainable model for Hub continuity past 2024</li> <li>• Oversee strategic risk management and dispute resolution</li> </ul>