



2021-2022

# Governance Charter

THE GOVERNANCE CHARTER 2020-2021 WAS ENDORSED BY THE PARTNERSHIP  
ON THE 8<sup>TH</sup> OF AUGUST 2019

Version 1.2 Endorsed by DTPHW Management Committee, 24/2/2021

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## 1. PURPOSE OF THE CHARTER

The Dry Tropics Partnership for Healthy Waters' (the Partnership) Governance Charter outlines the purpose, objectives, key personnel and committees, their operational responsibilities and the input of regional technical working groups. It also contains operational guidelines for the Partnership and host organisation including the Hosting Agreement and Memorandum of Understanding (MoU) for Partners.

It includes a consolidated set of arrangements developed and agreed by the Partnership since its inception. It aims to ensure that all Partners have a common understanding of the governance and operation of the Partnership.

This Charter is reviewed annually to ensure Partnership processes are current.

## 2. PURPOSE OF THE PARTNERSHIP

The Dry Tropics Partnership for Healthy Waters (the Partnership) is a partnership of organisations founded on a shared vision of improving the health of Dry Tropics waterways. The Partnership is currently focussed on the Townsville region and aligns with the existing Black Ross (Townsville) Water Quality Improvement Plan area, with potential to expand the scope to include the broader Burdekin region in the future. The purpose of the Partnership is to develop an annual regional report card which will inform effective catchment management for the benefit of local aquatic ecosystems and the Great Barrier Reef.

The Dry Tropics Partnership for Healthy Waters seeks to develop and implement a partnership approach to reporting on the health of Townsville waterways, including freshwater rivers, wetlands, estuaries, near shore coastal and marine environments, and advocate for management efforts and outcomes that support waterway and Reef health.

A range of reporting products are produced for the Great Barrier Reef that complement each other and respond to different drivers [Attachment A: Nested Program approach](#). The intent is to have a Reef-wide approach to reporting, with nested regional reports that provide finer scale information. The Dry Tropics program maintains its local focus by reporting on what matters to Partners. In doing so the Partnership entrains a cycle of continuous improvement for waterway health related issues (See Section 5).

The focus for the 2021-22 period, as defined in the 2020-2023 Strategic Plan, will be to consolidate the operations of the Partnership, expand membership and development of the annual report card for the Townsville region. This will involve working with a wide range of potential Partners and coordinating data from current assessments, aligning assessments and reporting with new and current programs, and identifying current data gaps. The latter is critically important to the development of a comprehensive understanding of the health of the region's waterways and adjacent area of the Great Barrier Reef and to inform Reef wide initiatives from a regional level.

## 3. SCOPE OF THE PARTNERSHIP

The reporting region for the current Report Cards follows the land-based boundary delineated by the Townsville Water Quality Improvement Plan and the Townsville City Council Local Government

Area boundary. This is a priority area of focus for the Partnership and sits within the broader Burdekin NRM region (See figure 1: Dry Tropics Region of North Queensland Burdekin NRM region), otherwise known as the Dry Tropics. Although the current focus of reporting is in the Townsville urban area (Figure 2: Priority Area of focus the Black/Ross Water Quality Improvement Plan Area (Townsville)) the influence of the greater region will be acknowledged.



Figure 1: Dry Tropics Region of North Queensland Burdekin NRM region. The reporting area is highlighted in context of the wider Dry Tropics Burdekin NRM region





**Figure 2:** Priority Area of focus Townsville Local Government Area, inshore northern boundary of NRM region, and offshore marine area adjacent Townsville.

## 4. MISSION, VISION AND OBJECTIVES OF THE PARTNERSHIP

The Partnership's mission defines how we intend to forge our intended outcome and is:

*Partnering to improve the values of our catchments and Reef*

The Partnership's vision was updated and developed in consultation with the 2020-2023 Strategic Plan in December 2020. This updated vision more thoroughly defines the Partnership's purpose and provides direction to Partners. Our vision is:

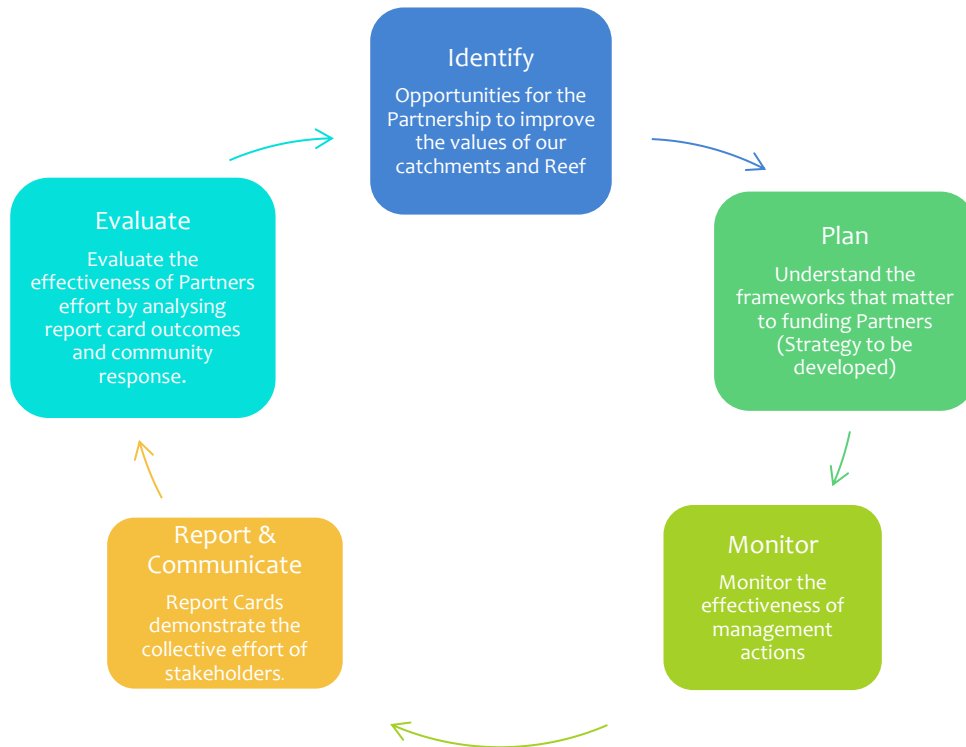
*Healthy waterways, Reef and a thriving Townsville community*

The Partners are committed to delivering the following objectives:

- a) Establish and maintain a diverse membership, including all levels of government, community, traditional owners, industry and research organisations committed to achieving the Partnership's vision.
- b) Communicate information effectively and at a relevant scale to the broader community on waterway health issues to increase knowledge and empower the local community on Reef issues.
- c) Develop an annual waterway health report card incorporating environmental, social, economic and cultural indicators, by building on existing monitoring and reporting programs, with scientific integrity, independence and transparency.
- d) Focus reporting initially on the Townsville region, and in the longer term, extend to the entire North Queensland Dry Tropics region.
- e) Coordinate and share data and information across a range of stakeholders to identify monitoring gaps and reduce duplication.
- f) Provide scientific information that may assist in improving or maintaining the environmental, social and economic values, identify long-term trends, stimulate management action and drive positive change.
- g) Recognise and support the efforts of Partners and others to improve regional waterway health by building upon, complementing, and enhancing their efforts.
- h) Identify waterway health-related knowledge, identify priority activities, and advocate for them.

## 5. FRAMEWORK FOR CONTINUOUS IMPROVEMENT

The Partnership functions in a cycle of continuous improvement, seeking ways to maintain or improve catchment and Reef health. It does this through a series of well understood and defined steps that have been determined by the Partnership.



### 5.1 Plan

The Partnership recognises that its' Partners each come from diverse backgrounds and are motivated to improve Reef and catchment health in different ways. The Partnership respects the need for individual organisations to have ownership for their own management actions and stewardship and encourages best management practice by promoting the good work of others. Funding partners have determined the important guidance documents that are aimed at managing; monitoring, and reporting of water quality are as follows:

- Reef 2050 Plan,
- Water Quality Improvement Plan (for Townsville)
- Burdekin NRM Plan
- Water Sensitive Cities
- Urban Water Stewardship Framework
- Eco certification programs

## 5.2 Monitor

Our Partners implement the requirements of the above planning frameworks to maintain or improve water quality. Monitoring programs are developed to monitor the effectiveness of management actions on receiving environments. Current monitoring programs funded by our Partners include:

- Water quality monitoring
- Reef monitoring
- Habitat monitoring
- Social and Economic monitoring of our community (concerned with Reef and waterway health); and
- Citizen Science monitoring (Water quality monitoring, macroinvertebrate monitoring, coral reef monitoring, removal of gross pollutants (marine debris/litter), fish and habitat monitoring)

## 5.3 Reporting and Communication

The report card is the Partnership's key communications product that outlines the Partners goals, locally specific information on drivers, pressures and management actions. A range of scores will be developed to communicate the ecological, social and economic health of our waterways and Reef. Once verified by the Independent Science Panel this information will be made available through variety of different media including but not limited to print, radio, and digital media.

## 5.4 Evaluate

Partners will evaluate the outcomes of the report in constructive and supportive ways. This is achieved by analysing the root cause of any issues and the current effectiveness of management actions.

# 6. MEMBERSHIP

Membership of the Partnership is open to any organisation with an interest in maintaining, and where necessary improving the health of the three freshwater basins (Black, Ross, and Magnetic Island), the urban area of Townsville and the adjacent coastal marine areas of the Great Barrier Reef Marine Park by reporting on the health and if necessary making recommendations for improvement.

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

- Read, understand and sign the Memorandum of Understanding (MoU) ([Attachment b: Partnership Memorandum of Understanding](#)).
- Be approved by the Management Committee or the broader Partnership,
- Pay a membership contribution in accordance with the approved membership tier provided in the MoU. Should a Partner not pay its membership contribution within 30 days, its voting rights shall be suspended at the discretion of the Chair.

Organisations who become partners may nominate one representative to participate in Partnership meetings. Partners will not be remunerated for their time by the Dry Tropics Partnership for Healthy Waters.

## 7. GOVERNANCE RESPONSIBILITIES

### 7.1 The Partnership

One of the key objectives of any partnership model is to ensure commitment and participation from all partners. Commitment to the Partnership will be through a Memorandum of Understanding (MoU) signed by all Partners ([Attachment B: Partnership Memorandum of Understanding](#)). The Partnership has agreed to meet at least twice a year and to provide updates to all Partners on progress. The full list of Partners and meeting representatives is in [Attachment C: Partnership Governance Group](#).

### 7.2 Chair

The Chair of the Partnership has responsibility for chairing the Partnership and Management Committee meetings. The election of a Chair generally occurs at the beginning of each financial year, unless the Management Committee agrees otherwise. Tenure is subject to an annual review (currently due at the end of 2021 Calendar Year).

The role of Chair is further detailed in the Terms of Reference for both the Partnership ([Attachment D: Partnership Terms of Reference](#)) and the Management Committee Terms of Reference ([Attachment E: Management Committee Terms of Reference](#)), and is subject to Key Performance Indicators (KPIs).

Chair KPIs for the 2021/22 calendar year are included along with measures to evaluate performance and the position's remuneration protocol. See [Attachment H: Chairs Key Performance Indicators, Remuneration and nomination](#).

### 7.3 Deputy Chair

A Deputy Chair of the Partnership is elected by the Partners at Partnership meetings via voting. The selected Deputy Chair will be responsible for chairing both the Partnership and Management Committee in the absence of the Chair. The Deputy Chair will only be remunerated for out-of-pocket expenses when standing in for the Chair.

The election of the Deputy Chair is to occur at the beginning of each financial year.

### 7.4 Executive Officer

The role of the Executive Officer is to successfully deliver secretariat functions and manage all operational arrangements for the Partnership and Partnership staff as required.

The Executive Officer is employed through the host organisation (currently Townsville City Council) on behalf of the Partnership and will:

- Coordinate the implementation of projects, all reports and any contracted works associated with the Partnership, including communications, governance and technical support.
- Coordinate the delivery of secretariat and operational functions of the Partnership.
- Work with Partners to finalise the development of the regional waterway health Report Card.

- Maintain and enhance governance arrangements for the Partnership via stakeholder engagement activities with current and prospective Partners, via promotion of the Partnership's profile and reputation.
- Maintain, develop and seek out new networks and relationships with Partners (including new Partners), stakeholders and the community.
- Oversee the management of the Partnership's budget including performance reporting and audits, as well as promoting financial membership for the next year to current and prospective Partners.
- Work closely with the designated communications team to develop a communication and engagement strategy for all Program phases as well as monitor and update all publicly available information on the Partnership and its deliverables (e.g. via the website and media releases).
- Provide program support for the secretariat and operational functions of the Partnership, including organisation of meetings/functions and providing/circulating deliverables.

### 7.5 Senior Technical Officer

The Senior Technical Officer coordinates all technical activities of the Partnership, the primary output being the annual Report Card for the region.

The Senior Technical Officer will be employed by the host organisation on behalf of the Partnership and will:

- Develop, collate, synthesise and disseminate technical and scientific information that contributes to the annual Report Card.
- Develop the program design and associated reporting to deliver the annual Report Card based on a range of data and information.
- Assist the Executive Officer with developing agendas and taking minutes for Partnership and other meetings as required.
- Work closely with the Partnership's Technical Working Group and the Reef Plan Independent Science Panel to ensure scientific validity of the reporting framework.
- Coordinate and implement a data management system on behalf of the Partnership.
- Communicate the program and its outcomes to technical and non- technical audiences, as per the Partnership's communications and engagement strategy.
- Work closely with the Executive Officer to develop relevant and tailored communication products on behalf of the Partnership.
- Assist the Executive Officer to develop scopes of work and contracts for external service providers on behalf of the Partnership, where required.

### 7.6 Management Committee

The Management Committee guides the operation of the Partnership on behalf of the Partners.

The Dry Tropics Partnership for Healthy Waters Management Committee (Management Committee) is a sub-set of the Partnership and provides an operational oversight role for the Partnership. The Management Committee meets up to 6 times per year and oversee management of the Report Card program design, budget, communication plans etc. The structure and membership of the management committee seeks to ensure adequate representation across sectors of the Partners, (community, industry, government and research) but not necessarily all.

Representation includes up to three industry, community and government representatives respectively as well as the Partnership Chair and deputy-Chair. Representatives are appointed based on a nomination process undertaken within each sector (i.e. industry, community and government). The Management Committee Terms of Reference is at [Attachment E: Management Committee Terms of Reference](#) and includes further detail on the formula for membership of the Committee.

Membership may be reviewed as more Partners join to ensure representation is adequate for the region.

The full list of Management Committee Partners is contained in [Attachment C: Partnership Governance Group](#).

### 7.7 Technical Working Group

The Technical Working Group (TWG) identifies and coordinates available monitoring data and modelling information, identifies critical gaps and develops the Report Card methodology and design. The TWG is supported by the Technical Officer of the Dry Tropics Partnership for Healthy Waters.

Membership of the Technical Working Group includes experts and data custodians across different organisations and is skills-based. The Technical Officer works closely with the TWG to identify datasets and develop an agreed methodology for Report Card grades and Report Card design.

Due to the frequency of meetings, upon request travel costs for TWG members will be covered by the Partnership budget.

The full list of TWG members and expertise covered is presented in [Attachment C: Partnership Governance Group Members](#).

Terms of Reference for the Technical Working Group are presented in [Attachment F: Technical Working Group Terms of Reference](#).

### 7.8 Independent Science Panel

To ensure the Report Card is based on the best available independent science, the Reef 2050 Water Quality Improvement Plan Independent Science Panel (Reef Plan ISP) provides advice and reviews and endorses methodologies, systems and processes used for the development of the Report Card.

The Reef Plan ISP also provides advice on how best to nest regional report cards within the wider context of Great Barrier Reef report cards.

The Chair of the TWG attends Reef Plan ISP meetings when Partnership business is on the agenda. It is the responsibility of the TWG Chair to liaise with the Partnership Chair to convey Reef Plan ISP decisions to the Partnership and Management Committee.

The Reef Plan ISP Terms of Reference can be found at web link below.  
<https://www.reefplan.qld.gov.au/about/committees/science-panel/>

## 7.9 Host Organisation

Townsville City Council is endorsed by the Partnership as the host organisation for the Dry Tropics Partnership for Healthy Waters for 2020/21. The role and responsibilities of the host organisation are detailed in the Host Agreement ([Attachment G: Hosting Agreement](#))

As the host organisation, Townsville City Council must disclose and seek to resolve to the satisfaction of the Management Committee any material or other interests which may constitute any conflict of interest. To this effect, the Partnership and/or Management Committee Representative will remove themselves from any Partnership voting where there is a potential conflict of interest, including re-nomination of the Chair or Deputy Chair if they are a staff member of Townsville City Council.

The Host will develop a contract for the Chair as required, and support and facilitate Chair activities. Townsville City Council as host will:

- Provide day-to-day workplace support and networks to broader NRM and Reef programs.
- Provide interstitial management support against the delivery of the Partnership work plan, acknowledging that the Partnership and Management Group sets the work plan and reviews progress at regular meetings.
- Regular catch up meetings between the Executive Officer and Townsville City Council Line Manager will be set at a mutually agreed times for the purpose of support, issue resolution and linkages to other programs or projects.
- Work with the Chair of the Partnership and Management Committee to ensure hosting arrangements are operating for the best outcomes of the DTPHW goals and broader Dry Tropics reef health challenges.
- Provide suitable desk space, phone, computer, internet, access to printers and access to IT and HR support services for DTPHW staff.
- Ensure that DTPHW staff are part of the Townsville City Council team, by inclusion in key team building staff meetings, training and networking opportunities that contribute to individual and Report Card needs.
- Conduct Annual formal Performance Reviews of each team member to formalise this ongoing process of management. The Performance Review is one part of an ongoing process of regular feedback, direction, and guidance about operational staff performance.
- The Partnership will review the performance of the Executive Officer annually against the Position Description, the work plan and the associated KPIs. This review will involve the Chair and the Host line manager and will be guided by the Host's standard procedures.
- The Executive Officer will undertake annual Performance Reviews of other team members according to the Host's standard procedures.

Host Organisation arrangements are reviewed annually by the Partnership based on alignment with the Host Agreement and outcomes.

## 7.10 Communications

Communications will be undertaken by the Executive Officer until such a time that the Partnership deems a Communications Officer is required. All communications activities of the Partnership are primarily documented in the Communications and Engagement Strategy and should include:

- Development and review of the annual Communications and Engagement Strategy
- Coordination of launch events including the official launch of the Partnership and the annual release of the report card

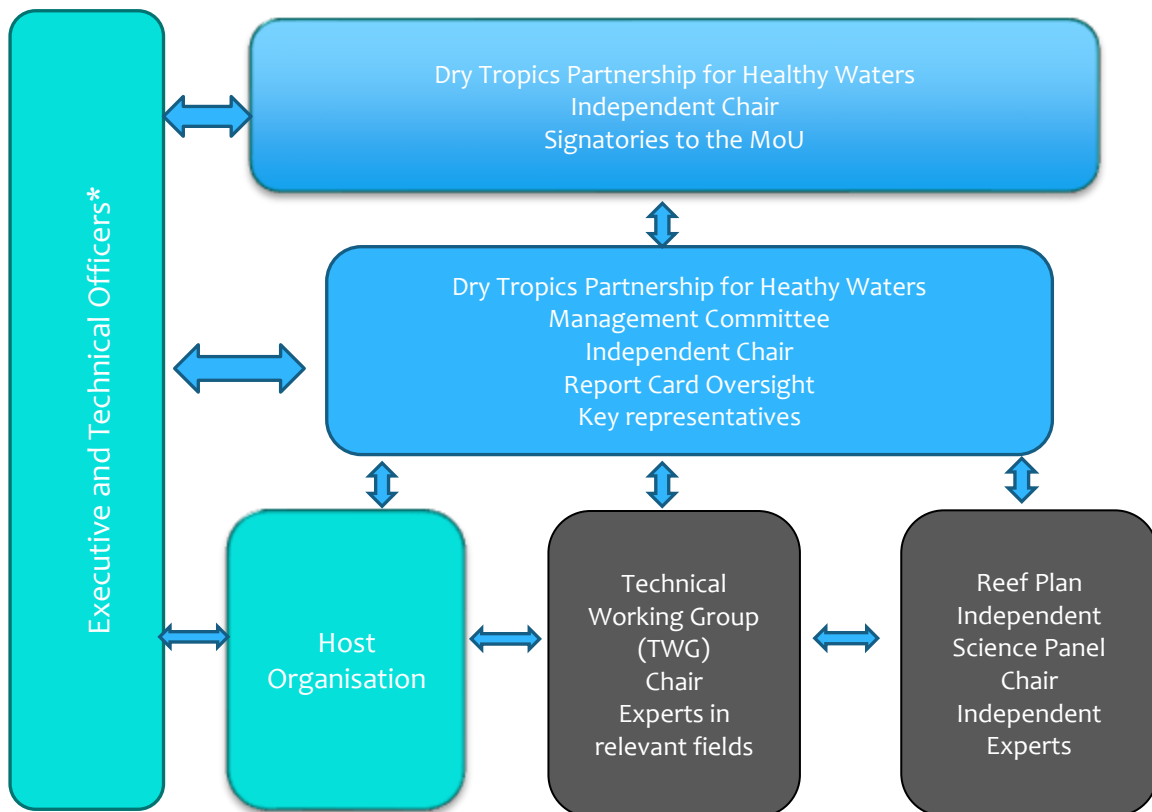


- Development and promotion of Partnership branding
- Development and review of the Partnership Value Proposition
- Preparation of media releases and associated material
- Maintenance and promotion of awareness of the Partnership with media, schools and other community stakeholders
- Coordination of website development and updates
- Development of newsletters and other promotional materials
- Updates on social media

## 8. OPERATIONAL GUIDELINES

### 8.1 Operational structure of the partnership

**Figure 3.** Shows the operational structure of the Partnership.



\* Employed by Townsville City Council under a Partnership Hosting Arrangement

**Figure 3:** Operational structure

### 8.2 Financial Delegations

- a) Management Committee (in consultation with Executive Officer) develops the budget.
- b) Partnership approves the budget.

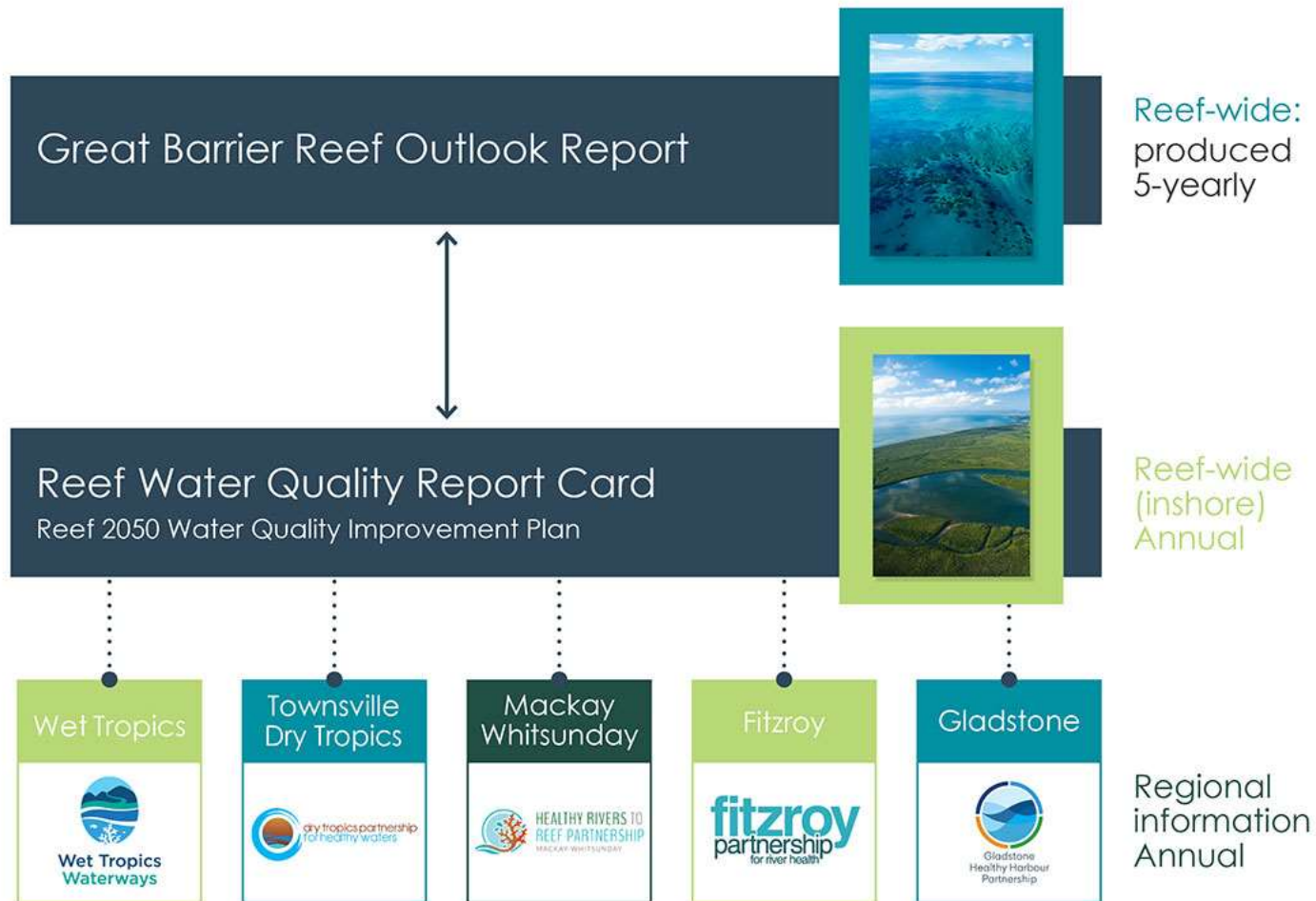
- c) Management Committee approves any variations to the budget to the value of \$10,000 (positive or negative variations).
- d) Executive Officer manages the Partnership budget with a delegation to \$5,000.
- e) Expenditure is consistent with the annual budget approved by the Partnership.
- f) Quarterly expenditure is recorded and reported to the Partnership for review and endorsement at meetings until such time as the Management Committee is appointed.
- g) The Host Organisation's finance protocols and procedures will be adhered to when undertaking financial arrangements and related tasks on behalf of the Partnership.

### 8.3 Contracting

The following are the agreed steps to enter contracts on behalf of the Dry Tropics Partnership for Healthy Waters for technical work.

- a) The Technical Working Group via the Chair will make recommendations to assist the Management Committee develop the Scope of Works document.
- b) The Management Committee will present the Scope of Works for sign off at the Partnership meeting or via an emailed "flying minute" for approval.
- c) The Partnership will agree to and sign off on a 'Preferred providers' list, conflict of interests with any preferred providers must be declared to the Partnership.
- d) The Executive Officer will release/advertise Scope of Works for proposals including direct to preferred providers.
- e) The Host Organisation's contract protocols will be adhered to when developing and executing contracts on behalf of the Partnership.

## Attachment A: Nested Program approach



		REPORTING PROGRAMS		LEAD	PRODUCT	PREPARATION	REVIEW	DRIVER
State/ Nationwide		Queensland State of Environment Report	Commonwealth State of Environment Report	Queensland Department of Environment & Heritage  Commonwealth Department of Environment	Queensland State of Environment Report (every 4 years)  Commonwealth State of Environment (every 5 years)	Queensland Government  Australian Government	Independent expert review	Legislative requirement
	Reef Wide	<b>Reef 2050 Plan</b> Water quality   Biodiversity   EcoSystem health Heritage   Economic benefits   Community benefits Governance		Joint Secretariat Queensland & Australian Governments	UNESCO World Heritage Committee (WHC) Report (as required)  Annual Report  Implementation Strategy (annual)	Queensland Government/ Australian Government	Reef 2050 Plan Independent Expert Panel (IEP)  Reef 2050 Advisory Committee (RAC)	Reef 2050 Plan
		<b>Reef 2050 Integrated Monitoring and Reporting Program (RIMReP)</b> Paddock to Reef Integrated Monitoring, Modelling and Reporting Program (for the Water Quality component of the Reef 2050 Plan)		Great Barrier Reef Marine Park Authority (GBRMPA)  Queensland & Australian Governments	Great Barrier Reef Outlook Report (every five years including more regular reporting)  Great Barrier Reef Report Cards (annual)	Design Working Group  Synthesis Working Group  Data Working Group  Paddock to Reef Coordination & Advisory Group	Reef 2050 Plan Independent Expert Panel  RIMReP Steering Group  Reef Water Quality Protection Plan Independent Science Panel (ISP)	Reef 2050 Plan & GBRMPA Strategic Assessment  Reef Water Quality Protection Plan
Regional / Local		<b>Regional Partnerships &amp; Regional Report Cards</b> Fitzroy Partnership for River Health (established 2010) Gladstone Healthy Harbours Partnership (established 2014) Mackay Whitsundays Healthy Rivers to Reef Partnership (established 2015) Wet Tropics Healthy Waterways Partnership (to be established 2016) Burdekin Partnership (to be established 2017) Burnett Mary Partnership (to be established 2018)		Report Card Partnerships	Regional Report Cards (annual)	Technical Working Group	Reef Water Quality Protection Plan Independent Science Panel (for the Mackay Whitsundays Healthy Rivers to Reef Partnership 2015)  Gladstone Healthy Harbours Partnership Independent Science Panel (ISP)  Fitzroy Independent Science Panel (ISP)	Local communities and stakeholders  Action in Reef 2050 Plan  Water Quality Improvement Plans (WQIPs)
	DATA & SYSTEMS							
	INCREASING LEVEL OF DETAIL							

## Attachment B: Partnership Memorandum of Understanding

### 1. Purpose

The purpose of this memorandum of understanding is to confirm the signatories' commitment to membership of the Dry Tropics Partnership for Healthy Waters (hereinafter 'the Partnership'). The Dry Tropics Region for the purpose of this Partnership will include the Black and Ross catchment boundaries as per the established water quality improvement plan (Gunn and Manning 2010), along with the adjacent marine zones, including Magnetic Island, and the Great Barrier Reef Marine Park.

The Partnership's primary focus is the development and release of an annual waterway health and management report card that will clearly communicate where effort needs to be made to improve catchment and reef water quality. The report card will endeavour to use the best independent science and integrate a range of monitoring programs to measure waterway health in an environmental, social, economic and cultural context. By drawing on information from existing monitoring programs, duplications and gaps can be identified, and more easily communicated information can be provided to the community in a cost-effective way.

The signatories recognise that more can be achieved together than alone and acknowledge the value of collaboration in achieving outcomes beyond those that can be achieved by any single agency or organisation. The signatories intend to cooperate and collaborate by: committing to the open sharing of their knowledge, program actions and monitoring and research information (for Partners with this information) focused on understanding the health of the catchments, rivers and reef in the region;

- a) making a commitment to long-term monitoring and reporting to inform management responses;
- b) working together to pool resources and knowledge to maximise outcomes and underpin effective and efficient management actions;
- c) ensuring the nesting of this initiative within other whole of Reef monitoring, reporting and management activities;
- d) working towards ensuring alignment between different policy and reporting initiatives including the Reef 2050 Long Term Sustainability Plan (Reef 2050 LTSP) and Reef 2050 Water Quality Improvement Plan (Reef WQIP) [renamed (August 2017) and formerly known as the Reef Water Quality Protection Plan i.e. Reef Plan (2003, 2009 and 2013)], and associated integrated monitoring program and other reporting programs e.g. relevant components of the Paddock to Reef and broader Reef Integrated Monitoring and Modelling Program; and
- e) engaging with the local and broader communities by communicating waterway health issues and management responses in collaboration with the Partnership.

This is not a legally binding document but confirms that the Partners will exercise their best endeavours to achieve the collective aims of the group of partners.

### 2. Principles, Values and Objectives

#### 2.1 Principles and Values

The Dry Tropics Partnership for Healthy Waters values are integrity, innovation, inclusiveness and knowledge sharing. It will operate to the following principles:

Rigorous science

All science products produced will be reviewed using robust independent science.

Openness and honesty

Report card results and supporting data will be made publicly available.

Community education

The report card will contribute to ensuring the Townsville community are educated about the status of their catchments, rivers and reef and the effect of management.

Communication

Information on the progress of the Partnership and the positive management responses of the signatories will be regularly communicated to the broader public.

Continuous improvement

The report card will be designed based on the best available information and will continue to evolve over time to incorporate contemporary approaches to report cards and new sources or types of information (e.g. social and economic indicators, citizen science datasets etc.).

Partnerships

Partners encourage opportunities for collaboration through waterway and ecosystem monitoring, community engagement and communication.

## 2.2 Objectives

Partners are committed to delivering the following objectives in the ongoing operations of the Partnership:

- a) Communicate information effectively and at a relevant scale to the broader community on waterway health issues to increase knowledge and empower the local community on Reef issues.
- b) Develop an annual waterway health report card incorporating environmental, social, economic and cultural indicators, by building on existing monitoring and reporting programs, with scientific integrity, independence and transparency.
- c) Coordinate and share data and information across a range of stakeholders to identify monitoring gaps and reduce duplication.
- d) Provide scientific information that may assist in improving or maintaining the environmental, social and economic values, identify long-term trends, stimulate management action and drive positive change.
- e) Recognise and support the efforts of Partners and others to improve regional waterway health by building upon, complementing, and enhancing their efforts.
- f) Identify waterway health-related knowledge, identify priority activities, and advocate for them.

### 3. Governance

One of the key objectives of any partnership model is to ensure commitment and participation from all Partners. The full Partnership will meet 2-3 times a year to provide strategic direction to the Partnership's activities. The Partnership Management Committee is a sub-set of the Partnership and will provide an operational role for the Partnership.

The Management Committee will meet up to six times per year to oversee management of the report card program design, budget, communication plans etc. The recommended structure and membership of the Management Committee seeks to ensure adequate representation across the partners. This includes up to three industry, three community and research and three government representatives respectively as well as the Partnership Chair and Deputy Chair.

An independent Chair will have the responsibility for chairing both the Partnership and Management Committee. The election of a Chair will occur at the beginning of each calendar year. Partners will also elect a Deputy Chair of the Partnership. The selected Deputy Chair will be responsible for chairing both the Partnership and Management Committee in the absence of the Chair.

The established Technical Working Group (TWG) will identify and coordinate available monitoring data and modelling information, identify critical gaps and develop the report card indicator/grades methodology and design.

To ensure the report card is based on best available independent science the Reef Water Quality Protection Plan Independent Science Panel (Reef Plan ISP) will provide advice and review and endorse methodologies, systems and processes used for the development of the report card. The partners acknowledge that Townsville City Council will host the Partnership for the 2020-2021 year to establish the partnership with a review of this arrangement to occur by the Partnership before the end of that financial year. Positions such as the Executive Officer and Technical Officer will be hosted by Townsville City Council through this period and will report to the Management Committee and Partnership Chair on the delivery of an agreed work program.

### 4. Leaving the Partnership

Partners may withdraw from the Partnership at any time by written notice to the Partnership Management Committee.

### 5. Funding

Partners agree that the Partnership is intended to integrate existing information, augmented if required to provide an agreed level of detail that will meet the stated purpose. Any additional funding required will be sought collaboratively from the Partners. This will include resourcing and in-kind support to undertake data identification and synthesis, program design and report card publication. Financial contributions from partners are to be invoiced by the Partnership in July for each financial year as outlined in the table below.

Partner type	Included in category/tier	Annual membership (\$)	Vote
<b>Industry/Commercial</b>			
Tier 1 (Small)	Local businesses and small companies, small public utilities and peak industry bodies	\$1000-\$5,000 (\$1,000 cash minimum, additional in-kind acknowledged)	Yes
Tier 2 (Medium)	Regional NRM bodies, medium companies and public utilities and research organisations	\$6,000-\$10,000 \$6,000 cash minimum, additional in-kind acknowledged)	Yes
Tier 3 (Large)	Large companies, industry and government owned corporations e.g. coal terminals, ports, airport, roads and rail	\$15,000-\$50,000 (\$15,000 cash minimum, additional in-kind acknowledged)	Yes
<b>Government</b>			
Local	Local Government	\$5,000-\$30,000 (\$5,000 cash minimum, additional in-kind acknowledged)	Yes
Queensland (State)	Covers all Qld Govt. including Dept of Env & Science (formerly EHP), Parks and Wildlife, etc.	\$100,000-\$200,000	Yes
Australian	Covers all Commonwealth Govt, including Dept of Env & Energy, Defence, GBRMPA, CSIRO etc.	\$100,000	Yes
Community	Community groups, Traditional Owners, Conservation and other NGOs	\$50-\$1000 (\$50 cash minimum, additional in-kind acknowledged)	Yes
University		\$2,000-\$20,000 (\$2,000 cash minimum, additional in-kind acknowledged)	Yes
Catchment Champion Sponsor	Corporate (large), CRCs and research organisations, philanthropic NGOs	>\$100,000	No

## 6. Data and Information Sharing

For the avoidance of doubt, nothing in this MoU alters or affects any existing intellectual property right of any of the Partners. If required, an appropriate data sharing agreement will be executed prior to the sharing of confidential information or intellectual property between the partners and agree that there will be no sharing of confidential information or intellectual property until such data sharing agreement is executed.

This MoU does not restrict in any way the freedom of any party to conduct research and consulting work (whether relating to the Townsville region or otherwise) by themselves or with third parties.

## 7. Promotion and communications

The Report Card produced by the Partnership will be a publicly available document. Partners agree to use of their corporate logos in producing the Report Card and any related informational documents. The Partnership will agree on how information and results are to be presented and communicated in the annual report card. Partners agree to promote the work of the Partnership and the Report Card through their own corporate communications activities and, for example, in signage and event materials etc.



In witness to the above understandings, this MoU is signed for and on behalf of the Partners on the dates inserted below.

**SIGNED** for and on behalf of the

This      day of

By

(name)

.....

.....

(position)

(signature)

in the presence of:

.....

.....

.....

.....

(full name of witness)

(signature of witness)

## Attachment C: Partnership Governance Group

### 1. Partnership list

**Chair:** Diane Tarte,

**Deputy Chair:** Sharon Marks

1. Department of Environment and Energy
2. Department of Environment and Science
3. Great Barrier Reef Marine Park Authority
4. Australian Institute of Marine Science
5. Townsville City Council
6. NQ Dry Tropics
7. Port of Townsville Ltd.
8. James Cook University
9. TropWater
10. C & R Consulting
11. Wild Environmental
12. Coastal Dry Tropics Landcare
13. Reef Check Australia
14. Magnetic Island Nature Care Association
15. Magnetic Island Community Development Association
16. OzFish
17. Queensland Water and Land Carers

### 2. Management Committee

**Chair:** Diane Tarte

**Deputy Chair:** Sharon Marks

Organisation	Member	Proxy	Sector
Port of Townsville Ltd.	1. Melinda Loudon	Elaine Glen	Industry
Office of the Great Barrier Reef	2. Rachel D’Arcy	Paulina Kaniewska	Government
Office of the Great Barrier Reef	3. Ben Hammill		Government
Townsville City Council	4. Chris Manning	Alana Lorimer	Government

Coastal Dry Tropics Landcare Inc.	5. Sharon Marks		Community
Wild Environmental	6. Nicolas Baker		Industry

### 3. Regional Report Cards Technical Working Group

**Chair:** Diane Tarte

**Deputy Chair:** none

<b>Core Expertise (Attendance at all meetings)</b>	<b>Expert</b>	<b>Applicable to Townsville</b>	<b>Organisation</b>	<b>Location</b>
Chair	Diane Tarte		Mepa	Brisbane
Paddock to Reef / Water quality	Carl Mitchell/Paulina Kaniewska	No Paddock to Reef program	DES	Brisbane
Catchment water quality / Report Cards	Paulina Kaniewska	Yes	DES	Brisbane
Urban Management and Planning & Total Water Cycle Management	TBC	Yes	TBC	TBA
Freshwater Water Quality	Michael Holmes/Michael Newham	Yes	DES	Brisbane
Estuarine Water Quality	Andrew Moss	Yes	DES	Brisbane
Marine Water Quality and Ecosystems	Elaine Glen	Yes	Port of Townsville	Townsville
Data Analysis and statistics	Lyndon Llewellyn	Yes	AIMs	Townsville
<b>Expert Members (Attendance where required)</b>			<b>Organisation</b>	<b>Location</b>
Loads and Pesticide Monitoring	Reinier Mann	No pesticide monitoring here	DES	Brisbane
Coastal Landscape ecology and processes / urban ecology	TBC	Yes	TBC	TBC
Freshwater fish monitoring	David Moffatt	Currently do not have dot	DES	Brisbane
Fisheries	TBC	Currently have no data	DAF	Brisbane
RIMRep / GBRMPA	TBC		GBRMPA	Townsville

Seagrass	Alex Carter	No – JCU program is not used in Townsville	JCU	Cairns
Wetlands and riparian habitat	Al Healy does riparian monitoring	Yes	DES	Brisbane
Coral Monitoring	Angus Thompson	Yes	AIMS	Townsville
Hydrology / Groundwater	Glynis Orr	No data but would like to include if possible in future	DNRME	Cairns
Port data	Nikki Stokes	No as focused on Mackay Ports	Mackay Port	Mackay
<b>Regional Expertise</b>			<b>Organisation</b>	<b>Location</b>
Social Scientist	Matt Curnock	Yes	CSIRO	Townsville
Water Quality	Steven Lewis	Yes	JCU	Townsville
Water Quality	Lyndon Llewellyn	Yes	AIMS	Townsville
Water Quality (Urban)	Chris Manning	Yes	TCC	Townsville
Statistics & Data Analysis	Lyndon Llewellyn	Yes	AIMS	Townsville
Marine and Terrestrial ecology and ecosystem services	Nathan Waltham	Yes	JCU	Townsville
Birds			TBA	Townsville
Seagrass	Elaine Glen	Yes	Port of Townsville	Townsville

\*Note that TWG membership is voluntary and varies.

## Attachment D: Partnership Meeting Terms of Reference

### 1. Objective

The Partnership brings together Partnership representatives interested in the health of Dry Tropics catchments, including the Ross and Black catchments, the Port of Townsville, Cleveland Bay, Magnetic Island, and the adjacent Reef lagoon through open and honest communication built on rigorous scientific based decisions to continuously improve the regional report card and informing the community with up-to-date information.

The Partners meet to guide ongoing development of the strategic direction of the Partnership; and to monitor performance of the project against that strategic direction.

### 2. Operation

All Partners may participate in Partnership meetings to receive performance reports, elect the Management Committee, contribute to forward planning and endorse the annual report card. The Management Committee will provide program oversight of Partnership activities and will comprise Partnership representatives from community, industry, government and research.

### 3. Role

Partners will:

- a) Genuinely work together and engage with other partners, the Management Committee and the Regional Report Cards Technical Working Group in a positive and proactive manner.
- b) Prepare for, attend and contribute to Partnership meetings: at least two times each year.
- c) Report back to their own organisation about Partnership progress and actions.
- d) Consider Management Committee, requests and concerns.
- e) Progress actions from Partnership meetings relevant to their own organisation.
- f) Raise concerns (if any) in a timely manner as they arise with the Independent Chair or Secretariat.
- g) Provide data and information to the Technical Working Group and Independent Science Panel, subject to commercial-in-confidence and a 'to be negotiated' data sharing agreement.
- h) Provide information at Partnership meetings on initiatives and activities relevant to the objectives of the Partnership.
- i) Make decisions using an evidence-based approach.

### 4. Membership

- a) Each Partner organisation is to appoint one representative only to attend Partner meetings.
- b) The Partnership can invite experts to meetings as required.
- c) Partners will not be remunerated for their time nor costs reimbursed.

## 5. Chair

- a) At least 9 weeks prior to the end of the Chair's term Partners shall review the Chair's performance and vote on whether the term should be extended for a further 12 months.
- b) Voting must be met by a quorum. For voting purposes, the quorum is taken to be half the membership plus one.
- c) The Chair shall leave the room for the review and voting process.
- d) Where the majority vote is in favour of maintaining the services of the current chair an offer shall be extended to the Chair when they return to the meeting.
- e) If the Chair declines the offer a public Expression of Interest process will be acted upon for the selection of a Chair.
- f) Partners will consider the Key Performance Indicators, and remuneration ahead of public advertising for the role at least 2 months prior to the end of the existing Chairs term.
- g) The Host of the Partnership will lead the process of selection of the Chair along with two other members of the Membership Committee (or Partnership where the MC is yet to be established).
- h) Applicants can be affiliated with Partner organisations or independent of the Partnership.

### Role at Partnership Meetings

- a) Facilitate meetings and maintain effective relationships with Partners.
- b) Review and manage the agenda and associated documents.
- c) Liaise with, and guide the Partnership on matters affecting, or affected by, the Partnership.
- d) Carry forward the desired outcomes of the Partnership to the Management Committee for implementation.

The Chair of the Partnership assumes the position of Chair of the Management Committee.

## 6. Management Committee

The management committee shall be composed of up to 3 people from each of the following groups;

- b) Three levels of government,
- c) Three industry representatives, and
- d) Three representatives from community and research organisations.
- e) Selection
  1. The Executive Officer will call for Expressions of Interest for Management Committee membership when there are sufficient partners to enable even representation from the three groups
  2. The Chair will lead the process of selection of the Management Committee.

3. Operational staff will not participate in discussion or voting for the Management Committee.
4. Nominations can be accepted at the relevant Partnership meeting.
5. If the number of nominees does not exceed 9, then all nominees will be appointed to the Management Committee.
6. If the number of nominees exceeds 9, all nominees will leave the room and the Partners will discuss nominations prior to vote by ballot, facilitated by the Executive Officer.

## 7. Executive Officer - Role at Partnership Meetings

- a) Distribute date claimers to Partners.
- b) Provide reminder notices at least 10 working days in advance of each meeting.
- c) Prepare the agenda and associated papers in preparation for meetings and liaise with the Chair in advance of meetings.
- d) Distribute the agenda and meeting papers at least 5 working days in advance of each meeting.
- e) Record minutes of meetings or nominate the technical officer to do so. Draft minutes will be distributed within two (2) weeks of meetings unless otherwise agreed.
- f) Carry out all actions arising from meetings prior to the subsequent meeting.

## 8. Meetings

- a) Partnership meetings are comprised of representatives of Partnership member organisations.
- b) The Partnership will meet a minimum of 2 times per year to receive performance reports, confirm a Chair and contribute to forward planning.
- c) The Partnership will make decisions by consensus. A 70% majority will be used in the event of an impasse. It is the responsibility of the Partnership Chair to manage the decision-making process.
- d) Partners are expected to attend Partnership meetings. If unable to attend a meeting, Partners may propose proxies, at the discretion of the Partnership Chair. Nomination of a proxy from the absentee Partnership member's organisation or another organisation from the same sector is encouraged.
- e) One observer per Partnership member may attend a Partnership meeting to assist the member. They are passive observers, not able to vote and may have to leave the room for some discussions.

## 9. Conflict of Interest

- a) Partners must disclose material, personal and professional interests that may constitute a conflict of interest at the beginning of Partnership meetings.
- b) Declaration of interests will be recorded in the minutes of the meeting.
- c) Subsequent involvement in the matter concerned shall be at the discretion of the Management Committee.

## 10. Leaving the Partnership

Partners may withdraw from the Partnership at any time by written notice to the Chair.



## Attachment E: Management Committee Terms of Reference

### 1. Objective

The Management Committee is a sub-set of the broader Partnership with more of an operational role and meets more frequently. The Management Committee supports the Partnership objective of bringing together Partnership representatives interested in the health of Townsville waterways, including the Ross and Black catchments, the Port of Townsville, Cleveland Bay, Magnetic Island, and the adjacent Reef lagoon through open and honest communication built on rigorous scientific based decisions to continuously improve the regional card and informing the community with up-to-date information.

### 2. Role

The role of the Management Committee is to:

- Genuinely work together and engage with other Partners and the Regional Report Cards Technical Working Group.
- Implement Partnership decisions e.g. work program, communication plan etc.
- Address matters raised by or affecting Partners.
- Prepare for, attend and contribute to Management Committee meetings.
- Report back to own organisation about Partnership progress and actions.
- Make decisions using an evidence-based approach.
- Provide data and information to the Independent Science Panel and Technical Working Group, subject to commercial-in-confidence and a 'to be negotiated' data sharing agreement.
- When required, prepare documentation for Management Committee meetings, implementing Partnership decisions or for making operational decisions.
- Communicate and promote ('champion') the Partnership in relevant stakeholder and regional forums and with other related programs.

### 3. Membership

The Management Committee comprises up to 9 Partners along with the Partnership Chair. The Management Committee is selected by the Partnership following a call for nominations and is comprised of up to 3 government (Australian, Queensland and Local), 3 industry, and 3 community and research representatives. If consensus cannot be reached by the Partnership in determining Management Committee membership, then a ballot is to be used to determine the outcome. Membership will be revisited annually.

### 4. Chair

#### a) Selection

1. See [Partnership Meetings Terms of Reference](#).

#### b) Role at Management Committee Meetings

1. Facilitate meetings and maintain effective relationships with members.

2. Review and manage the agenda and associated documents.
3. Review products developed as agreed to by the Management Committee.
4. Liaise with, and guide, the Executive Officer on matters affecting, or affected by, the Management Committee.

## 5. Executive Officer

Role at Management Committee Meetings:

Assist the Chair, in consultation with the Management Committee to develop the agenda. The agenda may include;

- a) Minutes and actions from the previous meeting
- b) Reporting on progress of Partnership activities
- c) Report from the Technical Officer of the Technical Working Group
- d) Any other business.

## 6. Meetings

- a) The Management Committee members are expected to attend Management Committee meetings. If unable to attend a meeting, Management Committee members may propose proxies, at the discretion of the Chair. Nomination of a proxy from the absentee Management Committee member's organisation or another organisation from the same sector is encouraged.
- b) One observer per Management Committee member may attend a Management Committee meeting to assist the member. They are passive observers, not able to vote and may have to leave the room for some discussions.
- c) The Management Committee will aim to make decisions by consensus. A quorum has been established to ensure the minimum number of attendees are present at each meeting to enable decision-making. The quorum for Management Committee meetings is half the Management Committee membership group plus one person.
- d) In the event of an impasse, the decision will be deferred to the Partnership. A discussion paper will be provided including arguments and recommendations for the Partnership to consider. It is the responsibility of the Chair to manage the decision-making processes.

## 7. Conflict of Interest

- a) Management Committee members must disclose material, personal and professional interests that may constitute a conflict of interest.
- b) Declaration of interests will be recorded in the minutes of the meeting.
- c) Subsequent involvement in the matter concerned shall be at the discretion of the Management Committee.

## 8. Leaving the Management Committee

- a) Management Committee members may withdraw from the committee at any time by written notice to the Chair and must provide details of the replacement representative, if any.
- b) If a Management Committee member withdraws from the committee because their Partner organisation has withdrawn from the Partnership, a replacement should be sourced from the Partnership.

## Attachment F: Technical Working Group Terms of Reference

### 1. Role of the TWG

Review and provide technical monitoring, modelling and reporting advice on environmental indicators for the Wet Tropics Healthy Waterways Partnership, Mackay-Whitsunday Healthy Rivers to Reef Partnership and the Dry Tropics Partnership for Healthy Waters (hereafter collectively referred to as the Partnerships).

The TWG will:

- a) Review technical aspects of the Partnership programs and suggest continuous improvement (integration, gaps and priorities), including the development of new environmental indicators.
- b) Provide technical advice on program implementation.
- c) Provide technical advice on data availability, collection and interpretation for integration into report cards.
- d) Review the reporting framework and report card material, including review of technical reports.
- e) Contribute to the strategic direction of the technical report card program.
- f) Advise on other relevant technical issues as identified by the Management Committees of the Partnerships and Reef Plan Independent Science Panel.
- g) Advise on the alignment and integration with other waterway health related reporting programs in the GBR catchments.

In addition, TWG members will:

- a) Provide peer support to the Technical Officers of the Partnerships.
- b) Participate in relevant program meetings and workshops of the Partnerships.
- c) Communicate and promote ('champion') the Partnerships in relevant stakeholder and regional forums and with other related programs.
- d) Encourage whole of program coordination.

The Paddock to Reef program Coordination Advisory Group (CAG) and the Regional Report Card Technical Working Group (TWG) function to deliver the Catchment and Estuary theme under the Reef 2050 Plan Reef Integrated Monitoring and Reporting Program (RIMReP). The further development of marine indicators will be informed through other RIMReP specialist working groups.

### 2. Operation

- a) TWG meetings will be chaired by an independent chair
- b) Partnership technical officers or the Chair will report TWG recommendations to the Management Committees of the Partnerships.
- c) TWG members will work closely with technical officers of the Partnerships, CAG and the Reef Plan Independent Science Panel.
- d) The TWG will consist of:
  - **Operational members:** chair / secretariat / technical officers. The secretariat and technical officers will attend all relevant meetings. Operational members will vote.
  - **Core members** will attend all meetings when available.
  - **Expert members** will attend meetings where their specific expertise is required to address specific agenda items.

- **Regional members** will attend meetings related to their specific region and regional expertise.
- e) TWG meetings must be attended by > 50 % of the core members who, along with the Chair and technical officers, will determine whether there are sufficient expert and regional members present at the meeting to provide robust advice or review required for endorsement of the tabled agenda items.
- f) The core TWG members are expected to convene on at least six separate occasions across the calendar year for full day meetings, which will be held on a rotational basis in Brisbane, Mackay, Cairns and Townsville.
- g) The expert TWG members will convene on up to six separate meetings. Attendance will be determined by the agenda.
- h) Review material will be provided to relevant TWG members at least five business days before the due date for comments.
- i) TWG members will follow up assigned actions in agreed timeframes and review and update the online action tracker on a regular basis.

### 3. Secretariat and operational support

- a) Technical officers are to lead the development of technical papers and reports, and the collation, analysis and documentation of methods and results for their respective report cards for review by TWG and the Reef Independent Science Panel (ISP).
- b) The Office of the Great Barrier Reef (OGBR) and the technical officers will provide secretariat assistance to the TWG. The secretariat will coordinate meetings; finalise agendas; take minutes at meetings; track meeting actions and other administrative functions.
- c) The meetings will be held on a rotational basis between the report card locations. The host technical officer or secretariat will organise all logistics for room and catering.
- d) The draft minutes will be available to the members within 10 days of a TWG meeting.
- e) Material provided to the TWG for review are confidential drafts and not for distribution, unless stated otherwise.

### 4. Specialist sub meetings

- a) TWG members will endorse the formation and membership of specialist sub meetings, to address technical matters that require more detailed advice or review, and that may be outside the scope of the existing TWG expertise.
- b) Technical matters may be identified by the Partnerships, the ISP or the TWG.
- c) A member of the TWG will attend specialist sub meetings to represent the TWG and will report back the findings of the specialist sub meeting for general endorsement by the core TWG members.

### 5. Chair Duties

- a) The Chair will be engaged on a 24-month term.
- b) The Chair position will be selected through an open process and advertised externally.
- c) The Chair appointment will be decided by a majority vote of the TWG members and technical officers.
- d) The Chair will play a strategic role, having oversight over all report cards, and identifying alignment with existing Reef policy and collaborative opportunities where possible.
- e) The Chair is required to review papers and officiate TWG meetings to guide technical decisions.
- f) The Chair is considered a “core” TWG member and is required to attend all TWG meetings.

## 6. Membership

- a) Members are nominated and invited by the Partnership or Management Committees of the Wet Tropics Healthy Waterways Partnership, the Dry Tropics Partnership for Healthy Waters and the Mackay Whitsunday Healthy Rivers to Reef Partnership.
- b) Gladstone Healthy Harbour Partnership and Fitzroy Partnership science officers and/or Chairs are invited to attend where relevant.
- c) The TWG is a skills-based membership that aligns with the reporting methodology endorsed by the various Partnerships.
- d) If a member is unable to attend a meeting, proxies must have similar expertise to the member; representation by organisation will not be permitted.
- e) The TWG members must have expertise in one or more of the following:

### CORE MEMBERS

- Report Cards / Scoring and scaling methodology
- Catchment and estuarine water quality and ecosystem health reporting
- Marine water quality and ecosystem health reporting
- Urban management and planning
- RIMReP linkage

### EXPERT MEMBERS

- Human dimension (representative from RIMReP HD working group)
- Indigenous Cultural heritage
- Economics
- Data Analysis and Statistics (specialist tasks)
- Water quality modelling and reporting
- Loads and pesticides monitoring
- Seagrass ecology and monitoring
- Coral reef ecology and monitoring
- Fisheries
- Freshwater fish ecology and diversity
- Geology/Hydrology/Groundwater
- Port related monitoring
- Wetland (mangrove, saltmarsh, lake) ecology and monitoring
- Stewardship monitoring and reporting
- Aquatic weeds and pest species

### REGIONAL MEMBERS

- Wet Tropics (northern limit to southern) waterways and regional knowledge
- Dry Tropics (Black, Ross and Bohle catchments) waterways and regional knowledge
- Mackay Whitsundays (northern to southern limit) waterways and regional knowledge

### REGIONAL REPORT CARD MEMBERS

- Expertise requested from: South East Queensland Healthy Land and Water; Fitzroy Partnership for River Health; or Gladstone Healthy Harbour Partnership as required.

The current list of core, expert and regionally specific members is documented in Appendix A.

The expertise required for the TWG is expected to expand to include human dimensions and economics. A suitable approach for this expansion is being investigated.

## 7. TWG costs

- a) Upon request, flight costs and where necessary, overnight accommodation for TWG members will be covered (and equally shared) by the respective Partnership budgets.
- b) Flights and overnight accommodation for meetings are to be paid for upon approval by the individual Partnership Executive Officers or Project Managers.
- c) Chair costs will be divided equally between the Partnerships.
- d) Costs for TWG meetings, including members' travel and accommodation, meeting room hire and catering, will be shared by the Partnerships based on an agreed arrangement between the Partnerships.
- e) The Queensland Government staff travel costs will be covered by their respective departments.

## 8. Leaving the Working Group

- a) Members may withdraw from the TWG at any time by written notice to the Chair of the TWG.
- b) A replacement representative will be approved by the Management Committees of the Partnerships.

## Attachment G: Hosting Agreement

### Townsville City Council Hosting Arrangement

#### 1. Purpose of the Partnership

The Dry Tropics Partnership for Healthy Waters (DTPHW) is a partnership of organisations founded on a shared vision of improving the health of Dry Tropics Waterways. The DTPHW is currently focused on the Townsville region and aligns with the existing Black Ross (Townsville) Water Quality Improvement Plan area, with potential to expand the scope to include the broader Burdekin region in the future. The purpose of the Dry Tropics Partnership for Healthy Waters (DTPHW) is to develop an annual regional report card which will inform effective catchment management for the benefit of aquatic ecosystems and the Great Barrier Reef.

The Dry Tropics Partnership for Healthy Waterways seeks to develop and implement a partnership approach to reporting on the health of Townsville waterways, including freshwater rivers, wetlands, estuaries, near shore coastal and marine environments, and advocate for management efforts and outcomes that support waterway and Reef health.

The Partnership will establish collaborative approaches that seek to integrate environmental, social, economic and cultural information. It will build upon existing monitoring, modelling and reporting within the region and broader such as through the Reef 2050 Integrated Monitoring, Modelling and Reporting Program. The Partnership will drive strategic direction and set program deliverables, which will be operationally supported by the host organisation.

#### 2. Purpose of this document

This Hosting Agreement outlines the role of the host organisation, relevant operational requirements, Key Performance Indicators (KPIs), measures to evaluate those KPIs and the Partnership's responsibilities. It also details what services are included in fees applicable to host the Dry Tropics Partnership for Healthy Waterways and how they are calculated. This Agreement is applicable from July 2020 to June 2021 subject to the performance on agreed host KPIs.

#### 3. Role of the host and operational requirements

##### 3.1 Governance

The host will be required to be a legal entity that can execute contracts with suppliers or customers on behalf of the Dry Tropics Partnership for Healthy Waterways, as well as maintaining up-to-date policies and procedures covering workplace health and safety, human resources, financial management, contract management, information technology, media and governance. In addition the host will be required to ensure legal and financial responsibilities of the Dry Tropics Partnership for Healthy Waters are met, finances are sound, contracts and operations are legal, and strategic and operational risk are managed within a sound strategic framework and monitored and reported regularly.

##### 3.2 Financial management

The host will maintain partnership funds in its bank account, with interest assigned to the balance of available partnership funds at the end of each month. Interest will be calculated on daily balances using the same rate as what is earned by the host. Membership fees will be obtained by the host annually, with new members to be invoiced on the direction of the Executive Officer. In addition, the host will undertake accounts payable and accounts receivable on behalf of the

Partnership, develop and provide financial reports for Partnership related activities, and ensure that a yearly independent audit of partnership's finances is undertaken.

### 3.3 Contract management

The host will prepare, enter and manage contracts on behalf of the Partnership, including contracts with the Queensland and Australian Governments. Contract delivery will be administered by the host who will maintain \$20,000,000 professional indemnity and \$20,000,000 public liability insurance. The Townsville City Council Procurement Policy shall guide contract management processes for the Partnership.

### 3.4 Employment and operational management

All DTPHW staff will be employed by the host who will provide employment services including employment contracts, employment administration, payroll, superannuation, position descriptions approvals, establishing performance plans, providing professional development opportunities and completing annual, mid and probationary reviews. Recruitment will be undertaken by the host where required in consultation with the Partnership, along with leading the development of position descriptions.

The host will provide day-to-day supervision for DTPHW staff to ensure implementation of Partnership activities is completed to a high standard and in a timely manner. The host will assist the Executive Officer to provide coordination between Partnership staff and the host's communication team to ensure that the project products and outcomes can be communicated and promoted. In addition, the host will assist both the Executive Officer and Technical Officer to provide coordination between Partnership staff and the host's regional working groups and data and information gathered by various host projects for inclusion and consideration into the Partnership projects.

It will be the responsibility of the host to provide office space as well as relevant IT facilities for Dry Tropics Partnership for Healthy Waterways staff, as well as to hold relevant insurance coverage to ensure there is no business interruption should the office be damaged by a disaster event. Processes and systems will be put in place by the host to ensure file and email security is maintained, along with record and data management processes.

### 3.5 Conflicts of interest

The host must disclose and seek to resolve to the satisfaction of the DTPHW Management Committee, any material interests that may constitute a conflict of interest.

### 3.6 Dispute resolution

Any dispute between the host and the DTPHW must be initially referred for resolution by a representative of the Queensland Government (Office of the Great Barrier Reef), and a representative nominated by the host, who must use their best endeavours to resolve the dispute within 14 days of giving notice of a dispute by either party. If the dispute is not resolved within this period, then the dispute will be brought to the attention of the Partnership Management Committee where a consensus vote will be undertaken to resolve the matter. If the matter cannot be resolved through the Management Committee then it will be raised to the DTPHW itself, where again a consensus vote will be undertaken. Should the matter still be unresolved following these measures, either party may by notice in writing seek referral for third party dispute resolution.

Any dispute between the host and the DTPHW staff should be referred initially to a representative of the Queensland Government (Office of the Great Barrier Reef) in a timely manner for possible advice and resolution. If unresolved, the dispute must be referred for resolution by a representative nominated by the Partnership Management Committee, a representative of the



Queensland Government (Office of the Great Barrier Reef), and a representative nominated by the host, who must use their best endeavours to resolve the dispute within 14 days of giving notice of a dispute by either party. If the dispute is not resolved within this period, then the dispute will be brought to the attention of the Partnership Management Committee where a consensus vote will be undertaken to resolve the matter. Should the matter still be unresolved following these measures, either party may by notice in writing commence third party resolution.

### 3.7 Re-evaluation or termination of agreement

Both the host and DTPHW can, at any time, re-evaluate the terms of the Agreement. If after discussions and/or dispute resolution processes have taken place and either party wishes to terminate the agreement they may do so through writing to the Partnership Chair or the host CEO.

## 4. Hosting fees

The DTPHW will be subject to two separate fees by the host organisation. The timing of invoicing of fees is to be agreed by the host and the Partnership through an agreed payment schedule.

### 4.1 Hosting fee inclusions

The hosting fee will include the following:

- Support for Partnership staff employed through the host organisation
- Contract management and administrative costs for Partnership projects
- Payroll processing for the Executive Officer and Technical Officer
- Booking travel for the Chair, Executive Officer and Technical Officer
- Hosting Partnership and Management Committee meetings
- Invoicing of membership fees and processing all invoices associated with contracts
- Salary expenses for management, finance, WHS and administration staff
- Budget, reporting and auditing management.

### 4.2 Hosting fee calculation

The annual host fee is calculated as being five percent of the projected revenue stream from membership contributions for the next financial year, or a baseline fee of \$35,000, whichever is the greater amount. The charge will be paid on a quarterly basis.

### 4.3 Business operating charge inclusions

The host will charge the DTPHW a set fee per Full Time Employee separate to the hosting fee. This charge will include the following:

- IT equipment and costs including software licenses required by Partnership staff
- Building and office costs
- Management and office systems to support internal communication, governance and effective office processes
- Use of the host's facilities including meeting rooms, vehicle expenses, travel booking service, printers/photocopiers and stationery
- General insurances
- WHS

### 4.4 Business operating charge calculation

The Business Operating Charge is calculated on an annual basis by the host as a per FTE figure and is supplied to the Partnership for the next financial year for budget planning purposes. The charge will be paid to the host on a quarterly basis.

#### 4.5 In-kind contributions

Townsville City Council will provide in-kind support to establish and promote the Partnership for the region to develop a regional waterway and reef report card over and above the hosting fee and business operating charge in accordance with the Grant Deed ([Attachment A: Grant Deed](#)).

The DTPHW will report on the in-kind contributions of partners through regular financial reporting, with any in-kind contributions offered by the host organisation to be included in the reporting to highlight where value-adding is occurring through the hosting arrangements.

#### 4.6 Partnership responsibilities

Through this agreement the Dry Tropics Partnership for Healthy Waterways will:

- Provide open and honest communication
- Provide advice and recommendations from the Partnership and the Management Committee to the host organisation in a timely manner
- Provide direction to the host from the Partnership and Management Committee via the Executive Officer and Chair
- Facilitate through the Executive Officer and Technical Officer, collaborative discussion on the development and implementation of the work plan and engagement strategy where host communication resources are utilised.

### 5. Host key performance indicators

#### 5.1 Governance

- Conduct all operations in accordance with governance arrangements determined through the Partnership.
- Develop and maintain policies and procedures covering WHS, human resources, financial management, contract management, IT, media and governance.

#### 5.2 Chair

- Develop contract for the Chair on behalf of the Dry Tropics Partnership for Healthy Waterways
- Provide support to facilitate the Chair's activities.

#### 5.3 Staff

- Employ or contract an Executive Officer, Technical Officer and any other necessary staff to deliver the project, consistent with operational protocols and project budget
- Ensure the Executive and Technical Officer deliver on the roles and primary duties of the positions
- Provide day-to-day supervision and support for Dry Tropics Partnership for Healthy Waterways staff ensuring that work is completed to the expected timeframes and standards
- Provide suitable office space, facilities and IT support, and access to vehicles
- Manage staff or contractual arrangements as required.

#### 5.4 Financial management

- Manage DTPHW membership revenue and project expenditure in accordance with relevant accounting standards and requirements, acquittal and the normal financial liabilities associated with such a role.
- Provide monthly financial reports to the Partnership in a timely manner

- Arrange for payment of invoices from members and other contracts as required.
- Management of Queensland and Australian Government contracts including delivering on the 2020-2022 Grant Deed between Townsville City Council and the Queensland Government
- Co-ordinate documentation for external audits and provide Partners with the audit report.

### 5.5 Communications and engagement

- Provide the necessary resources to assist in the developing and delivering on the Dry Tropics Partnership for Healthy Waterways communications and engagement strategy.

### 5.6 Meetings and working groups

- Arrange travel and accommodation for the Dry Tropics Partnership for Healthy Waterways Chair and other relevant partnership members as required.
- Meet with Partnership staff and the Chair on a regular basis to ensure support for Partnership staff including linkages to other programs or projects.
- Maintain communication with the Chair to ensure that hosting arrangements are operating for the best outcomes of the DTPHW goals and broader Dry Tropics waterways and reef health challenges.

## Attachment H: Chair’s Role Key Performance Indicators, Remuneration and Nomination

### 1. Chair’s Role

The role of the Chair (2020/21) is to:

- a) Support the Executive Officer to develop and manage the agendas and facilitate both the Dry Tropics Partnership for Healthy Waters meetings (2-3 per year) and Management Committee meetings (5-6) per year.
- b) In collaboration with the EO, recruit new Partners and maintain current Partners’ interest and commitment through meetings and communications.
- c) Facilitate contact between the Management Committee and the Partnership.
- d) Scope, review and approve meeting agendas, papers and minutes.
- e) Review documents and products developed by the Partnership.
- f) Maintain strong relationships with Partners to ensure the successful delivery of the Partnership’s annual Report Card for the region, other elements of its Purpose, and continued financial and in-kind contributions from Partners.
- g) Undertake media interviews on behalf of the Partnership.
- h) Maintain regular contact with the Executive Officer and contribute to her/his annual performance review.
- i) Maintain ties and communication with other Chairs of regional report card Partnerships.

### 2. 2020-21 Key Performance Indicators (KPIs):

The Chair will submit a quarterly report in the format below (see Table) to the Deputy Chair, based on the Measurables and KPIs outlined to the Deputy Chair for sign-off.

<b>Measureable 1:</b>	<b>KPIs:</b>
Effective facilitation of Partnership and Management Committee meetings	<ol style="list-style-type: none"> <li>1. The Chair is to attend all meetings unless unforeseen circumstances exist. In such instances the Chair is to liaise with the Deputy Chair to act as proxy.</li> <li>2. Prior preparation for meetings is evident.</li> <li>3. Feedback from meeting participants positive.</li> <li>4. <u>Note:</u> Need to institute regular evaluation and feedback process, either via form or wrap-up discussion.</li> </ol>

<b>Chair Response:</b>	
<b>Measurable 2:</b>  Timely contribution to and review of meeting papers, minutes, follow-up actions, media articles and web site material.	<b>KPIs:</b>  1. Review of materials undertaken within 2 working days of receipt unless otherwise agreed. Synergy with Partnership staff is evident.
<b>Chair Response:</b>	
<b>Measurable 3:</b>  Maintain effective relationships with all partners, as well as the Staff, Management Committee members <b>and Deputy Chair.</b>  <b>NB: Partners to be informed that any feedback should be provided to the Deputy Chair before the end of the Chair contract</b>	<b>KPIs:</b>  1. Positive feedback from Partners, as provided to the Deputy Chair or through a Mentimeter survey at the end of every Partner Meeting.  2. Positive feedback from Management Committee Participants as provided to the Deputy Chair
<b>Chair Response:</b>	
<b>Measurable 3:</b>  Provide leadership on the strategic direction of the Partnership including expansion of membership, and effectiveness of the Technical Working Group and Independent Science Panel.	<b>KPIs:</b>  1. Initiate annual strategic discussions with partners and ensure follow-up.  2. Liaise with relevant State and Commonwealth Ministers, local members, Mayors and other key local players to help ensure continued support for the Partnership.  3. Maintenance of existing membership contributions and increase in number of Partners each year.
<b>Chair Response:</b>	
<b>Measurable 4:</b>  Implement a handover process with the new Chair of the Partnership if required during the term of engagement.	<b>KPIs:</b>  1. Handover process with the new Chair from March to June 2020 (if a new Chair is appointed).
<b>Chair Response:</b>	

### 3. Appointment

Following selection by the Partnership, and acceptance, the Chair is appointed to the Partnership (annually) through a contractual arrangement with the Partnership Host Organisation (Townsville City Council). Upon commencement, or re-appointment, the Management Committee (or a sub-group) will meet with the Chair to map out Partnership priorities and processes for the upcoming year. Please see [Attachment D: Partnership Terms of Reference](#) for further detail on appointment of the Chair.

### 4. Remuneration

The Chair is appointed on an annual basis to the Partnership through a contractual arrangement with the Partnership host organisation, reflecting that the Chair's role is to drive the Partnership's strategic vision and building relationships with stakeholders in addition to chairing meetings. The time commitment and key performance indicators are reviewed and monitored by the Management Committee in line with budget and work plan. A Partnership teamwork program will be endorsed by the Partnership for each 6-month period via the Management Committee and Chair activities to support this plan will be determined by the Committee in an ongoing manner at the meetings.

Payment is expected to cover attendance at, preparation for, and document reviews prior to and following Partnership and Management Committee meetings as well as attendance at any other meetings related to the Chair's role with the Partnership and support of the EO and team.

The Chair will submit a quarterly report to the executive officer (with an invoice) which will be reviewed and forwarded to the remuneration section of the Host organisation for payment.

### 5. Other support

The Partnership Executive Officer will provide meeting venues, catering and other support as needed.

A work program/plan will be endorsed by the Partnership for each 12-month period. It is envisaged that the Partnership will meet between 2 and 3 times a year and the Management Committee will meet between 5 and 7 times a year depending on the circumstances.

A deputy chair shall be nominated by the Partnership to assist the Chair when they are not available to attend meetings and events. The election of deputy chair is via ballot and nominations/nominee forms are available in sections 8 and 9 below.

### 6. Travel and accommodation

The Chair's travel and accommodation bookings and costs will be managed by the Host Organisation (from approved Partnership funding). Airfares and accommodation will generally be booked in advance by the Partnership (via the host) and paid for directly. Reimbursement for other associated travel costs up to the amount stipulated in the Service Agreement will be via an invoice.

## 7. Protocols to avoid conflict of interest

Before making decisions, the Chair must declare any real or perceived conflicts of interest to Partners. While the conflict exists, the Chair must not be part of any decision-making processes related to the matter.

## 8. Deputy Chair Nomination Form

This form is for the nominating organisation to nominate the person they would like to put forward as a candidate for the role of Chair of the Dry Tropics Partnership for Healthy Waters.

I, \_\_\_\_\_ (Name)

Herein the Nominator,

Of \_\_\_\_\_ (Partner organisation)

Being a Member of the Dry Tropics Partnership for Healthy Waters,

Nominate \_\_\_\_\_ (Name)

Herein the Nominee,

Of \_\_\_\_\_ (Address)

To be considered for Deputy-Chair of the Dry Tropics Partnership for Healthy Waters.

### **On separate documentation: -**

Please identify specialist expertise relevant to the role

Please attach a current two (2) page Curriculum Vitae of the Nominee

\_\_\_\_\_  
**Signature of Partnership Member (Nominator)**

\_\_\_\_\_  
**Date**

Both pages of this completed and signed Form must be returned via email or in person addressed to the Executive Officer, to be received by **XXXXX**.

**Email address for submission:**

**XXXXX**

**Mailing address for submission:**

Attention: **XXXXX** –

**XXXX**, Townsville 4814

## 9. Deputy Chair Nominee Form

This form is for the Nominee to accept nomination, needs to be returned with the nomination form and must bear the Nominee's signature.

I, \_\_\_\_\_ (name) herein the Nominee, accept my nomination to be Nominee for Deputy Chair for the Dry Tropics Partnership for Healthy Waters.

I have read the Partnership Governance Charter including the Chair remuneration protocol included in Attachment H and consent to:

- my information being provided to the Dry Tropics Partnership for Healthy Waters, and;
- the Partnership Executive Officer making enquiries as to my eligibility, and;
- My name, CV and other findings of the Partnership Executive Officer being put forward to the Partnership for consideration.

I understand and accept that:

- as the Partnership will be endeavouring to seek a range of skills in Nominations to Chair, my name may or may not be put forward to the Dry Tropics Partnership for Healthy Waters for consideration, and;
- the Dry Tropics Partnership for Healthy Waters may accept or decline my nomination via ballot, and;
- the Nominee or the Nominator may withdraw consent to the nomination by giving written notice to the Executive Officer ([annie.bauer-civiello@townsville.qld.gov.au](mailto:annie.bauer-civiello@townsville.qld.gov.au) )

\_\_\_\_\_  
**Signed by the Nominee**