Bushfire Risk Management Research Projects Agreement

Governance Arrangements

Introduction

The *Emergency Risk Management Research Projects Agreement* (the Emergency Agreement), and the preceding *Bushfire Risk Management Research Projects Agreement* (the Bushfire Agreement), enable bushfire science research to be delivered for the Department of Environment Land Water and Planning (DELWP), through the management auspices of the Bushfire and Natural Hazards Cooperative Research Centre (the CRC). Each Agreement enables the CRC to engage researchers and organisations from across Australia and internationally, often in collaboration, to deliver topical and relevant research projects for DELWP.

The Bushfire Agreement was established with the Bushfire CRC in 2011 and transferred to the CRC in 2013. It originally outlined 12 projects known as "Schedules" with an additional 14 Schedules added between 2013 and 2016.

Roles and Responsibilities

Governance Diagrams

The following diagram provides an overview of the connection and interactions of roles within the Agreements- which are further described in the next few pages. This diagram reproduces the governance arrangements set out in Part 7 of the Emergency Agreement. Please note dotted lines denote operational relationships not described in the Agreement.

Diagram 1: Governance Arrangements (Part 7 of Emergency Agreement)
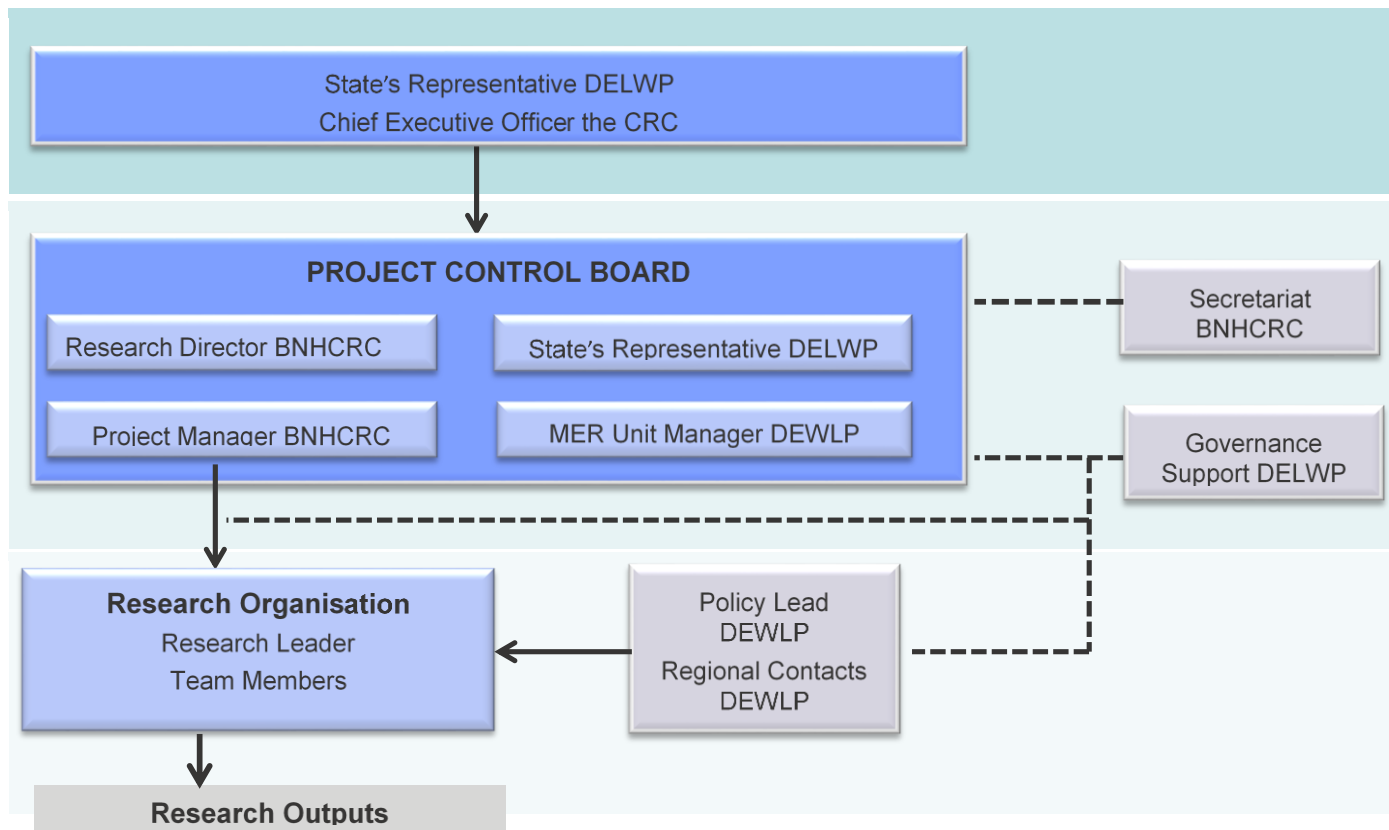
State's Representative (DELWP)

The State's Representative is the governance figurehead for the State, and the Chair of the Project Control Board (PCB) (*see description below*). The State's Representative 'exercises the power of the state with respect to the Agreement and is signatory to any associated legal instruments'. Decisions made by the State's Representative include, but are not limited to written approval of:

Project Schedules

Project Plans, changes to Project Plans including a change in researchers named in the Project Plan as playing a key role in delivering the project

satisfactory completion of project outputs, including interim and final reports and Project Evaluation Reports

requests to publish academic papers.

This role is specified under Clause 12 of the Emergency Agreement and is held by the *Director, Engagement and Risk Management.* For additional guidance please see *Part 3: Project Management.*

Delegation by State's Representative

The Agreement specifies a number of documents or stages of a project requiring the approval of the State's Representative. The State's Representative may, at their discretion, delegate approval to the Governance Support, the Policy Lead or another DELWP staff member, at their discretion.
The State's Representative will advise the CRC of this delegation in writing and the CRC may rely on the approval by these delegates as if it were approval by the State's Representative.

The CRC (Recipient's) Representative

The CRC's (or Recipients) Representative is the formal representative of the CRC on all matters associated with the Agreement and is signatory to any associated legal instruments. The CRC's Representative is a member of the PCB.

The CRC's Representative is accountable for the delivery of the of CRC responsibilities under the Agreement, including but not limited to:

appointment of a Research Organisation to undertake each Project

appointment of an appropriately skilled Project Manager to ensure the delivery of each Project

preparation of a Project Plan for approval by the State's Representative

timely delivery of milestones and reporting requirements for each Project

ensuring all activities conducted in accordance with State government policies and guidelines

protection of the State's Intellectual Property.

The CRC's Representative is also responsible to the PCB for the quality and integrity of specialist services for outputs of each project to the extent required by the approved Project Plan.

This role is specified under Clause 13 of the Emergency Agreement and is held by the Research Director CRC.

Project Control Board

The PCB role is strategic oversight and governance of the program. It meets quarterly, and meetings are minuted by the Secretariat provided by the CRC. The PCB is advisory only and neither the State's Representative nor the CRC are bound by its recommendations**.**

Each PCB meeting is provided the current Quarterly Report for each project, and ordinarily discusses the conduct of individual projects on a 'by exception' basis- if the project is not being conducted or managed within the approved Project Plan.

Table 1: Membership of the Project Control Board

Members	By Invitation
State's Representative (Chair)	*Governance Support DELWP*
CRC *Representative*	*Policy Lead/s*
Project Manager CRC	*Secretariat CRC*
Manager, Monitoring Evaluation and Research Unit DEWLP	

The PCB may make recommendations to the CRC on:

the appointment of a Research Organisation to deliver a specific Project

and to the State's Representative on

the approval of Project Plans (and variations to those plans)

whether the milestones set out in those plans have been achieved satisfactorily.

A recommendation of the PCB, supported by the State's Representative and recorded in the minutes, can be considered written approval of that matter.

Under Clause 14 of the Agreement a Project Control Board (PCB) must be set up for each Project or group of projects. For detailed discussion of the conduct of the PCB see *Part 2: Operations of the Project Control Board*.

Project Manager (CRC)

Under Clause 8 of the Agreement the CRC must appoint an appropriately qualified and skilled Project Manager responsible for the oversight of each project. In practice, the CRC has appointed only one Project Manager across all projects.

The Project Manager has day to day responsibility for the **management**, including **oversight** and **reporting** of projects, and the program of work required to deliver each project in accordance with the CRC's responsibilities in the Agreements. The Project Manager is a member of, and provides secretariat support to the PCB.

The Project Manager, as the key point of contact for the CRC, liaises with the Policy Lead and Governance Support as required, ensuring professional delivery of the program, and to support the relationship between the CRC, DELWP and the Research Organisation.

With respect to an individual project, the responsibilities of the Project Manager include:

conducting the process of calling for and evaluating the Expressions of Interest

project planning

project delivery within the Project Plan. This includes ensuring each project produces the required outputs/outcomes within timeframe, budget, quality, scope, risk and benefit constraints, and initiating corrective action where necessary.

If the CRC chooses to have more than one Project Manager, they will nominate one person as the Lead Project Manager to manage the program, act as a member of the PCB and provide secretariat support.

Governance Support (DEWLP)

Although not formally defined under the Agreement, DELWP has appointed a person as Governance Support. This person provides support and advice to the State's Representative, Policy Leads and the Project Manager in the implementation of the Agreement.

Specifically, the Governance Support:

supports the DELWP delivery of responsibilities in the Agreements, both the program and project

provides program-wide (not project specific) administrative support on DELWP's behalf

provides advice on the development and delivery of governance arrangements to meet State Government requirements

works with the Policy Leads to maintain consistency in approach across

enables opportunities to facilitate knowledge transfer activities within DELWP.

For the purposes of the operation of this Agreement the Governance Support reports to State's Representative and has a permanent invitation to the meetings of the PCB.

Policy Lead (DELWP)

DELWP appoints a Policy Lead for each project. They may be the end user, subject matter expert, or simply a facilitator of project liaison inside or outside DELWP.

The Policy Lead acts as the key point of project based contact for the CRC and Research Organisation. Meeting periodically with the Research Leader, the Policy Lead facilitates the conduct of the project by being responsible for communicating DELWP's *applied* needs of the project, and for monitoring that outputs meet these needs in terms of quality, functionality and ease of use within the constraints of the Project Plan. This enables the Project to be supported by DELWP to meet expectations. Policy Leads:

work with research teams when they need to access DELWP staff. They advise on the best way to engage with DELWP, and support appropriate preparation including lead time

work with the Research Leader and the Region/s to establish an appropriate process for any fieldwork required as part of the Project Plan

after a request is received by the Project Manager, facilitates access to DELWP datasets included in the Project Plan or requested though a supplementary request. Where these are not available, the Policy Lead and works with the Project Manager and Research Leader to identify appropriate alternatives or adapt the project plan

consider any emerging risks and work with the Research Leader to implement risk treatment plans where appropriate

consider the development of the project and, with the Research Leader, consider any changes to the Project Plan that may be required to better meet DELWP's needs

review and coordinate DELWP feedback on milestone completion and advises the State's Representative when milestones can be formally approved

reviews and comments on Quarterly Reports

ensure DELWP project records are kept

considers and advises stakeholders on any policy implications of emerging research.

The Policy Lead also provides technical support to the State's Representative for all aspects of individual projects including:

approval of the Project Plan

variations to the Project Plan

publication requests, assessment

feedback on project reports and project outcomes, For instance, when a project is complete the Policy Lead will:

review and provide to the States Representative (or arranges for provision of), formal feedback on project outputs to ensure these meet DELWP's requirements, input into the Project Evaluation Report, and provide a recommendation to State's Representative on formal project closure

receives and arranges storage of a copy of all Intellectual Property generated by the project, and

liaises with DELWP stakeholders to facilitate knowledge transfer.

The Policy Lead is supported by the Governance Support and the Lead Project Manager.

See also *Part 3: Project Management and Frequently Asked Questions*

Research Leader

The role of the Research Leader is to deliver the research project within as described in the approved Project Plan. The Project Plan itself is developed after execution of a contract between the Research Organisation and the CRC, to meet a CRC obligation under the Agreement.

The Research Leader is named in the Project Plan and is responsible for the delivery of the research project including the quality and scientific integrity of the research activity undertaken. As a component of the approved Project Plan, a change in the Research Leader requires the approval of the State's Representative.

The Research Leader manages the daily conduct of the research activity, project reporting and stakeholder engagement. This includes:

the development of the Project Plan

the delivery of the project in accordance with that plan, including understanding and addressing the applied objectives of the research for DELWP, meeting milestones, and identifying and escalating risks to the project

obtaining any necessary ethics or research approvals

project reporting to the CRC as required, and

ensuring that quality control requirements identified in the contract between the CRC and the Research Organisation are met.

The Research Leader engages regularly with the Policy Lead to ensure the research remains on track for DELWPs applied needs and supported by DELWP, and with the Project Manager to ensure governance and reporting requirements are met.

In delivering a Project the Research Leader acknowledges the role of the research project is to provide only scientifically evidenced and unbiased information in a way that can be used to inform policy development and management decision making and that unless specific policy narratives are requested such commentary should not be included.

See also *Part 3: Project Management* and *Part 5: Frequently Asked Questions*

Records and Reporting

Financial Reporting

The CRC and each Research Organisation appointed to deliver a project must establish and maintain proper books of accounts for activities undertaken under the Agreement. Financial reporting and record keeping must be conducted in accordance with accounting principles generally applied in commercial practise and to an auditable standard.

A summary of the financial position must be submitted to each PCB meeting and to the State's Representative at any other time, if so requested.

Details of financial expenditure on the program or an individual project must be provided to the States Representative, or auditor appointed by the State, within 30 days of request.

Research Records

The Research Organisation must maintain appropriate records and documentation of the research activities conducted in a project. All such research activities must be undertaken in accordance with the principles of research integrity, the Code for the Responsible Conduct of Research, and the terms and conditions imposed by a duly constituted ethics committee.

The Research Organisation must maintain a record of any ethics approval, including any conditions of such approval, relating to the conduct of the project.

Copies of records relevant to the project must be provided to the Lead Project Manager in accordance with the terms and conditions of the contract and the Agreement.

Intellectual Property

The CRC acknowledges and agrees that the ownership of all Project IP vests in the State on creation. This does not include Background IP. As part of the Project Plan, the Research Leader must clearly document all Background Intellectual Property the research team brings to the Project and grant the State an appropriate licence to use that Background Intellectual Property to gain full benefit from the project outputs.

The Project Manager must maintain a register of all IP generated under the Agreement. Details and copies of all Project IP (including metadata) must be provided to the Policy Lead at the completion of the Project.

Record of Publications

The Research Organisation must obtain the State's prior written consent to publish the Project IP. This includes publication in academic journals and presentation of project outputs at conferences. The Research Organisation and the CRC will keep a record of this approval and provide a copy of all material to the State upon publication.

Quarterly Progress Reports

CRC must submit a Quarterly Progress Report on each project to the States Representative on dates indicated in Table 3.

Table 3: Dates for Submission of Quarterly Progress Reports

Period covered by the Report	Date for submission to State's Representative
1 July to 30 September	31 October
1 October to 31 December	31 January following year
1 January to 31 March	30 April
1 April to 30 June	31 July

Quarterly Reports for each project are prepared by the Research Leader using the template provided in this Guide. Quarterly Reports must be reviewed by the Policy Lead prior to submission to the Lead Project Manager for consideration by the PCB. Any requests for supplementary information from either the Policy Lead or the Lead Project Manager will be submitted to the Research Leader within 10 working days of receiving the report. Revised reports must be submitted within five working days.

If a Research Organisation has not been appointed for an agreed Project Brief, the Quarterly Report will be prepared by the Lead Project Manager.

Unless otherwise agreed the Lead Project Manager will provide a both a hard copy and an electronic version of the consolidated set of Quarterly Reports to the PCB members by the due date. Reports will be tabled for *endorsement* at the next relevant PCB meeting along with any comments from PCB members. Incomplete reports will not be accepted.

See *Appendix 2: Templates "Quarterly Report"*

Milestone Delivery and Milestone Reports

The CRC must ensure that the milestones set out in the ERP Schedule, agreed by the CRC and DELWP, are achieved within specified time frames or an agreed variation thereto.

Upon request the CRC will provide the State's Representative with a Milestone Report for any milestones specified in the Schedule, within 30 days of receiving that request. This report must contain milestone descriptions, outcomes achieved as a result of completed Milestones completion, variations to Milestones, impacts on other Milestones, and issues, opportunities or lessons that arose.

CRC will maintain a Project Management System to provide this information at any time.

Completing and Evaluating a Project

Project Completion Approval of Project Materials and Outputs

The expected project outputs, along with the required steps to ensure high quality deliverables, are specified in the Project Plan.

The Project Manager will liaise with the Research Leader and Policy Lead to ensure a common understanding of general expectations with respect to the form and content of the materials to be delivered, and unless otherwise agreed, documentation including the final report, must be submitted using DELWP report templates.

In preparing the final report (and other project outputs), the Research Leader and the Research Organisation acknowledges that the role of the research project is to provide only scientifically evidenced and unbiased information in a way that can be used to inform policy development and management decision making. They further acknowledge and accept and that unless specific policy narratives are requested project outputs focus on factually describing how the research can be used to inform policy development and implementation and should not be used to comment on government policy.

Draft reports or other outputs provided to DELWP for formal review during the drafting phase must be submitted though the Project Manager. Research Leaders must clearly indicate the quality assurance steps already completed.

Where reports are submitted in accordance with the agreed project plan time lines, they will be formally submitted by the Project Manager to the Policy Lead who will arrange for appropriate internal review and written feedback on the draft project outputs in accordance with the timeframes set out in the approved Project Plan. If no time periods are specified in the Project Plan, a period of 30 days is set aside for the DELWP internal review. Complex or extensive reports (i.e. reports of over 70 pages) may require additional time for review. At the end of the 30 days the Policy Lead will

recommend the report be accepted and submitted to the State's Representative for approval

provide DELWP with comments on the document to the Lead Project Manager to be communicated to the Research Leader, or

advise if additional time is required for review, indicating the time frame in which that review will be completed.

Policy Leads are not expected to proof read or copy edit draft or final reports and should return reports which do not meet their expectations to the Project Manager for resubmission. Reports requiring resubmission should be returned to the Lead Project Manager within 10 working days. In this instance the 30 day review period will commence on the resubmission of that report.

Where reports are submitted after the date set out in the agreed project plan, they will be formally submitted by the Project Manager to the Policy Lead who will consider the submission and advise the Lead Project Manager on the time frame in which the review will be completed. The CRC and the Research Leader should recognise that other DELWP priorities may result in a considerable delay in the completion of such a review. Notwithstanding this, and unless provided earlier at the end of the 90 days the Policy Lead will:

recommend the report be accepted and submitted to the State's Representative for approval

provide DELWP comments on the document to the Lead Project Manager to be communicated to the Research Leader, or

advise the Lead Project Manager additional time is required for review indicating the time frame in which that review will be completed.

Reponses to DELWP comments and submission for approval by State's Representative

Research Leaders must provide revised documentation, including a response to DELWP comments, in accordance with the timeframes set out in the approved Project Plan.

When the Policy Lead is satisfied with the Project outputs, they will advise the Project Manager, who will request formal acceptance of these outputs in writing by the State's Representative.

Formal submission of the material for approval by the State's Representative must be through the Project Manager and be accompanied by a statement from the CRC confirming the quality assurance requirements set out in the Schedule have been completed to their satisfaction.

A copy of the final Project Outputs will be provided to the PCB members for information.

See Appendix 2: Templates *"Final Report"*

The Policy Lead will determine the appropriate knowledge translation activities and arrange for appropriate internal or external publication and promotion.

Quality Control of final reports and other Project IP

Clause 8.2. of the Agreement states *The State's Representative will hold the CRC Representative accountable for the quality and integrity of specialist approach and specialist outputs of the project to the extent achievable within the approved project plan and budget.*

All materials submitted to the Policy Lead, the Governance Support or the State's Representative must have completed the quality assurance checks identified in the Project Brief.

Materials not submitted at the required standard may not be reviewed in the agreed time periods Where the Policy Lead or the Governance Support is not satisfied with the quality of the materials submitted, they may return this material to the Project Manager with a request for reworking prior to review. Repeated failures to meet quality assurances standards may be referred to the PCB for recommendation.

Evaluation Report

For each project an Evaluation Report must be provided to the States Representative (Clause 15.3). The Evaluation Report must be submitted within three months of submission of the final report for a project but is more commonly submitted alongside the final report.

The Evaluation Report must include descriptions of:

- how the funds were used

- details of Project IP

- project outputs and publications

- the quantifiable outcomes and an assessment of effectiveness in meeting objectives

- a summary of consultation or communication and its effectiveness

- assessment of performance in terms of time cost and quality

- a discussion of key lessons learned in terms of planning and implementation, and what could be done differently for a better outcome, for the project.

The Lead Project Manager prepares a project specific version of the Evaluation Report template, including informal guidance as to what would be useful to include, and sends this to the Research Leader for initial draft. The revised Evaluation Report is sent to Policy Lead for additional input on knowledge translation/policy implications of the research.

The Evaluation Report must be considered by the PCB and **approved in writing** by the State's Representative before the formal closeout of the project.

See Appendix 2: Templates *"Evaluation Report"*

Project Management

Project Initiation

Adding a Project to the Agreement

The Emergency Agreement (Schedule 2) sets out the steps required to initiate a project summarised in Table 2 below.

Table 2: Process for the Initiation (Establishment of a Project through the CRC)

Action	Responsibility	Timeframe	Comment
Develop Project Brief	Policy Lead or other DELWP staff member	As required	Project Brief is prepared by DELWP and must have support through DELWP internal processes (i.e. to States Representative level) prior to being sent to the Project Manager for CRC consideration. Please see Appendix 2: Templates *Project Brief*
Review of Project Brief	Project Manager/ CRC	Within 21 working days of receipt of Project Brief	The CRC management may choose to accept or not accept a Project Brief. Project Briefs must be considered by the PCB. Governance Support will advise if DELWP representatives on the PCB require an opportunity to consider the Project Brief during this stage. Both DELWP and the CRC may recommend research organisations considered suitable to be invited to respond to any proposed call for EOI, or to recommend an open call for EOI.
Amendment to a Project Brief	CRC	As soon as practical	If the CRC wishes to make an amendment to a Project Brief they must submit a proposal to the State's Representative.
Approval/Rejection of Amendment to a Project Brief	State's Representative	Within 20 working days of receipt of amendment proposal	Representative detailing the nature of the proposed amendment or variation and explaining why this amendment or variation is necessary.
ERP Schedule	Project Manager		The Project Manager develops the Brief into an Agreement Schedule using the prescribed template. Please see Appendix 2: Templates *Project Schedule*
Signed Project Schedule	CRC Representative State's Representative	Within 20 working days of receipt of Project Brief	Copies of signed documents held by each organisation.

The Emergency Agreement *Clauses 8.2: Project Management and Clause 14.2: Functions of the Project Control Board* set out further project management requirements.

After full execution of the Project Schedule, the CRC will provide an invoice (inclusive of GST) to DELWP, who will pay the agreed amount. Please note: the Policy Lead is responsible for meeting DELWP requirements for financial delegate approvals and briefing under the *Financial Management Act 1994* authorising payment of the Schedule.

Expression of Interest and appointment of Research Organisation

Once the ERP Schedule has been fully executed, the Project Manager will prepare a call for Expression of Interest. This call for EOI may be sent directly to appropriately qualified Research Organisations identified by the Policy Lead, the PCB or the State's Representative and/or opened for general application though the CRC website.

The call for EOI must be sent to nominated research organisations within four (4) weeks of the execution of the Project Schedule unless otherwise agreed in writing.

Where the Policy Lead, the PCB and the State's Representative can identify only one research organisation appropriate to undertake the work, the CRC's Representative must advise the State's Representative of this situation, prior to that organisation being invited to submit a research proposal. This requires the CRC Representative to advise the State's Representative in writing that the work is of a specialised nature (niche service) and the identified organisation is the only organisation in the market with the necessary skills and expertise able to deliver the identified work to the required standard in accordance with the Project Brief. In this situation, additional sign off is required within DELWP. The CRC will provide this advice to DELWP in writing for approval. The call for EOI should not be released until this advice is obtained.

See *Appendix 2: Templates "Call for Expression of Interest"*

In preparing the call for EOI, the Project Manager liaises with Governance Support and Policy Lead to establish dates for opening and closing of submission period and for the evaluation of responses.

While the call for EOI is open, the Project Manager will respond to any questions from interested research organisations and seek guidance from Policy Lead or Governance Support to provide an appropriate response.

Evaluation of EOI and appointment of Research Organisation

Projects must be awarded in a manner consistent with State Government Procurement Guidelines.

CRC nominee (usually the Project Manager) receives all research proposals submitted in response to the call for EOI.

After closure of the time period for the call for EOI the Project Manager will:

review all submissions to ensure compliance with the specification

evaluate the proposals in accordance with the process agreed with the Policy Lead and/or Governance Support

provide a written response, on the template provided, to the Policy Lead and Governance Support, which clearly states whether and how the EOI has been addressed adequately and makes a considered recommendation from the CRC to the State's Representative.

A Call for EOI evaluation checklist has been prepared to assist in this process.

See *Appendix 2: Templates "Call for EOI Checklist"* and *"Report on Evaluation of Call for Expression of Interest"*

Following the completion of the evaluation, the CRC Representative makes a recommendation to the PCB on the appointment of a Research Organisation to undertake a project. The PCB will review and comment on any recommendations to appoint a Research Organisation (Clause 14.2.1.4). The CRC will not appoint a Research Organisation without feedback from PCB members, including a response in writing from the State's Representative.

The recommendation on the appointment of a Research Organisation to deliver the project must be sent to the State's Representative within four (4) weeks of the closing date of the EOI unless otherwise agreed in writing.

On acceptance of recommendation by the State's Representative, the CRC Representative may appoint the identified Research Organisation. The CRC may also instruct the Project Manager to advise successful and unsuccessful researchers and to negotiate engagement of the successful Research Organisation in accordance with the accepted proposal and the Agreement.

It is important to note that under Clause 5.1 of the Emergency Agreement the CRC can, and does, contract with a third party to perform a Project, the CRC is fully responsible for the performance of their obligations under the Agreement.

Approving a Project Plan

Emergency Agreement Clause 8.2.3 states the Recipient (the CRC) must prepare for approval by the State's Representative, a Project Plan for each Project Schedule. This clause also sets out the details of the matters to be included in that Project Plan. These are reflected in the template attached to this Guide. It is important to note that any data or state owned Intellectual Property (IP) required for the project must be detailed in the Project Plan.

For more information please see *Part 5: Frequently asked Questions.*

See *Appendix 2: Templates "Project Plan"*

Where a Project Plan has been submitted (in the required format) in response to the Call for Expression of Interest, and has been approved by the State's Representative, this should be appended to the contract prior to the execution of that document. No additional approval is required.

Where a more detailed project plan is required after the signing of the contract between the CRC and the Research Organisation, this should be prepared immediately following the appointment of the Research Organisation.

The Project Plan must be approved in writing by the State's Representative within three (3) months of the appointment of the research organisation and before research commences.

Project planning is usually undertaken by the Research Leader but may require the direct involvement of the Policy Lead and Project Manager.

Project Plans must be reviewed (and endorsed) by the Project Manager and the Policy Lead before being considered by the PCB and a recommendation being made to the State's Representative. This review must consider:

alignment between the approach set out in the Project Plan and deliverables and DELWP's requirements, articulated in the Project Brief

ability of DELWP to service data needs and other inputs identified in the Project Plan

ability of DELWP to participate in consultation processes (including considering the timing of such consultation processes)

ability of DELWP to respond to the requirement to review project outputs and reports

risk identification and risk treatment plans, and

knowledge transfer and policy applications, especially communication and training, included in the Project Plan.

When the CRC considers the Project Plan meets the requirements set out in Clause 8.2 of the Agreement and has the support/endorsement of the Policy Lead, the Project Manager submits that Plan to Governance Support for approval by State's Representative (this may or may not be as part of a PCB meeting). Incomplete Plans will not be considered and will be returned to the Lead Project Manager for rectification. The CRC Representative will be held accountable for the quality of the Project Planning.

It is assumed that the approval of the Project Plan by the State's Representative also gives approval of the change in start and end dates and any other details set out in the Project Schedule.

Research activities must commence within six (6) months of the signing of the Schedule to the Agreement, unless otherwise agreed in writing.

Variations to the Project Plan

The Research Leader must undertake the project in accordance with the approved Project Plan unless a Project Variation has been approved. Under the Agreement variations to the Project Plan must be reviewed by the PCB and approved by the State's Representative.

The State's Representative may delegate approval of variations to the Project Plans. These delegations will not include approval to change:

Research Leader or a key project team members

project budget

milestone dates greater than six months, or

final project completion date.

Where a variation to an approved Project Plan is required, the Project Manager, in consultation with the Policy Lead and Research Leader, will develop a proposed amendment and supporting justification and provide these and their recommendation to the State's Representative through the Governance Support.

Where approval of variation to project plans has been delegated to the Governance Support that person will:

approve or decline the request in writing, or

advise the CRC that additional time is required for consideration providing a clear indication as to when a decision on this matter will be able to be provided.

Variations to the Project Plan and any outstanding requests for variations must be reported to the next PCB for noting or action.

Variations requiring approval of State's Representative

The following variations to Project Plans must be considered by the PCB and approved in writing by the State's Representative:

Research Leader or key project team members (that is researchers named in the Project Plan)

project budget

milestone dates greater than six months

final project completion date.

Where such a change is required, the Project Manager, in consultation with the Policy Lead and Research Leader, should develop a proposed amendment and supporting justification and provide these to the PCB. and the Governance Support for consideration and recommendation to the State's Representative. Where approval is required as a matter of urgency, review by the PCB may be undertaken out of session, prior to a recommendation being made to the State's Representative.

Upon receipt of a request for Project Variation with a supporting recommendation from the PCB, the State's Representative will approve or decline the request in writing or advise the CRC that additional time is required for consideration providing a clear indication as to when a decision on this matter will be provided.

The Project Manager will append any approved Project Variations to the contract with the Research Organisation.

Conduct of a Project

Research Project Management

The Research Leader is responsible for the day to day conduct of the project. This must be in accordance with the contract between the CRC and the Research Organisation, the agreed Project Plan (which is an attachment to that contract), and the Code for the Responsible Conduct of Research. This means that where necessary, the Research Leader obtains the approval of, and conducts the project in line with any conditions imposed by, a properly constituted Ethics Committee.

Specifically, the Research Leader takes responsibility for the delivery of the research project including:

delivering the project in accordance with approved Project Plan, ensuring milestones are reached as specified

setting work plans and monitoring progress of the team's work and use of team resources to provide high quality research in accordance with the approved Project Plan

initiating corrective action (within the constraints set by the CRC), where objectives are at risk and ensuring these are communicated effectively to the CRC

ensuring that quality control activities specified in the contract or the Project Plan are scheduled and performed correctly and are within tolerance, ensuring project outputs being delivered with the appropriate reviews to ensure rigor in science

communicating regularly with the Project Manager and identifying any issues that require action by the CRC or DELWP early

providing timely response to queries or issues raised by the CRC or State

representing the project and presenting work as required.

Throughout the project the Project Manager:

keeps a watching brief on the project through the information provided in the Quarterly Report and periodic conversations with the Research Leader

monitors the delivery of milestones and reviews progress with the Research Leader, if these are becoming delayed, and

carefully monitors time dependent deliverables, such as, field work or consultation with DELWP staff.

The Project Manager will speak to the Research Leader for a less formal update in the lead up to the PCB meeting. This forms the basis of the Project Managers Report to the PCB.

The Project Manager provides copies of milestone deliverables to the PCB though the quarterly meetings.

Policy Lead Engagement

The Policy Lead acts as the key point of contact in DELWP for work undertaken on a specific project (or group of projects) commissioned or undertaken under the Agreement. The Policy Lead may be the end user, subject matter expert on the project or facilitate communication with them either inside or outside DELWP.

The Policy Lead meets periodically and at least quarterly with the Research Leader to give DELWP perspective, advice and guidance on project based issues and to ensure the Project stays 'on track' and the outcomes are consistent with DELWP expectations.

Activities the Policy Lead may be involved in during the project include but are not limited to:

the provision of advice on the appropriateness of the planned consultation process with DELWP staff to ensure appropriate preparation and lead time

working with the Research Leader and the DELWP region/s to establish an appropriate process for any fieldwork required as part of the Project Plan

facilitating access to DELWP datasets included in the Project Plan or requested though a supplementary request. Where data sets are unavailable, the Policy Lead works with the Lead Project Manager and the Research Leader to identify appropriate alternatives, or vary the project plan to address this

considering any emerging risks and working with the Research Leader to implement risk treatment plans

reviewing and commenting on Quarterly Reports and Evaluation Reports

considering the development of the project and, with the Research Leader, considering any changes to the Project Plan that may be required to better meet DELWP's needs, and

reviewing and coordinating DELWP feedback on milestone completion and advise the State's Representative when milestones can be formally approved.

Requests for Data

All parties acknowledge that the provision of data takes significant time and resources, and undertake to minimise the impact of data requests, while maximising project's potential.

In general, data requirements for the successful completion of a Project must be specified in the Project Plan approved by the State's Representative. Vague, speculative or generalised data requests will not be considered.

Supplementary data requests must be forwarded to the Policy Lead through the Project Manager.

Where the State is unable to provide the IP (including data items) in accordance with the request, the Lead Project Manager will liaise with the Policy Lead and the Research Leader to identify alternative materials, which will not compromise the delivery of the project outcomes and identify the impact and action they are taking to mitigate that risk.

The inability of the State to provide data or other items identified in the Project Plan or in supplementary requests is not considered acceptable grounds for the failure to complete a project in accordance with the Project Plan.

Where the State is unable to provide the IP (including data items) in accordance with the request, the Policy Lead will liaise with the Research Leader to identify alternative materials, which will not compromise the delivery of the project outcomes and identify the impact and action they are taking to mitigate that risk.

The Project Plan must be amended to reflect DELWP's ability to provide the requested data items (or other State owned IP) prior to submission for approval by the State's Representative.

Once the Project Plan is approved by the State's Representative, the Project Manager will provide a list of State owned IP required to complete the project to the Policy Lead, who will coordinate their provision in accordance with the timelines advised.

The Lead Project Manager will maintain a record of all State-owned IP requested and the dates these items were requested and provided. At the completion of the Project, the CRC is responsible for the return or destruction, at the State's Representative discretion, of any State supplied items.