



Dundee Botanic Garden
University of Dundee

Living Lab Steering Group Terms of Reference

Document Version: Final

December 2022

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1. BACKGROUND

The concept of a living lab goes back several decades to at least the 1980s when it was defined in terms of a co-creative process, integrating research and innovation on a given topic, in our case 'sustainability' which we aim to embed through knowledge, engagement, collaboration and innovation. The co-creation process involves students, academic staff, professional staff and external bodies collaborate on projects.

The Living Lab is a virtual entity but grounded by a 'hub' of some kind, be it the university campus, or as in our case, the Botanic Garden, with the Macro-Micro building as the physical centre. We see the 'hub' as the centre from which a network of projects emanates, with their own unique focus, qualities and applications.

This Terms of Reference is effective from the 1st of September 2022 and will be ongoing until terminated by agreement between all parties.

2. ROLE OF THE UoD BG LIVING LAB: STEERING GROUP

The role of the UoD BG Living Lab Steering Group is as follows:

- Ensures Living Lab is aligned with the UoD strategy.
- Ensures Living Lab makes good use of UoD and UoD BG assets.
- Assist with resolving strategic level issues and risks.
- Approve or reject changes to the Living Lab with a high impact on timelines and budget.
- Provide advice and guidance on business issues facing the Living Lab.
- Use influence and authority to assist the Living Lab in achieving its outcomes.
- Review and approve final Living Lab deliverables.

3. RESPONSIBILITIES OF THE STEERING GROUP CHAIR

The Steering Group Chair is the Academic Lead, **Dr Liz Lakin**. Should the Academic Lead be unable to attend a meeting, **Mr. Kevin Frediani** will serve as Group Chair.

The responsibilities of the Steering Group Chair are as follows:

- Sets the agenda for each meeting.
- Ensures that agendas and supporting materials are delivered to members in advance of meetings.
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.
- Clarifies and summarizes what is happening throughout each meeting.
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to two hours or less.
- Assess Living Lab progress and report on Living Lab to LL Steering Group, UoD senior management and higher authorities.
- Encourages broad participation from members in discussion by calling on different people.
- Ends each meeting with a summary of decisions and assignments.
- Follows up with consistently absent members to determine if they wish to discontinue membership.
- Finds replacements for members who discontinue participation.

4. RESPONSIBILITIES OF STEERING GROUP MEMBERS

Individual Steering Group members have the following responsibilities:

- Inform and progress the goals, objectives, and the outcomes of the Living Lab.
- Understand and represent the interests of Living Lab stakeholders.

- Take a genuine interest in the Living Lab's outcomes and overall success.
- Act on opportunities to communicate positively about the Living Lab.
- Foster collaboration.
- Explore opportunities for grants and suitable funding opportunities for Living Labs within the Living Lab.
- For the future:
 - Check that the Living Lab is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed Living Lab changes.
- Check that the Living Lab is aligned with the Botanic Garden strategy as well as policies and directions across the university, thereby enabling the Living Lab to achieve the University Mission within its area of responsibility: '*... to transform lives, locally and globally through the creation, sharing and application of knowledge*'.
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Group documents.

5. GENERAL

This section provides information on Steering Group membership, decision-making process, frequency of meetings, agenda, minutes and decision papers, and rules for proxies.

5.1 Membership

The table below lists the membership of the Steering Group.

Name	Organization
Marie Beresford-Dey	UoD: SHSSL SEPALChair
Susan Mains	UoD: SHSSL
Jessica Horrocks	UoD: PhD student
Tim Smith	UoD:
Mike Crabb	UoD:
Paul Harrison	UoD: DJCAD
Lynne Duncan	UoD: SHSSL Psy / Friends of BG
Michelle Swain	UoD: RIS
Alex Morel	UoD: SHSSL ES&G
Bruce Pearce	Grow Organic

5.2 Quorum and Decision-making

5.2.1 Quorum

A minimum number of **6** Steering Group members are required for decision-making purposes.

5.2.2 Decision-making Process

- **2/3 Majority: a course of action requires support from 2/3 of the members who attend the meeting if there is quorum.**

5.3 Meetings

The Steering Group will meet quarterly, with dates notified on an annual basis: September, December, March, June. The meetings would take place on Teams apart from the June meeting which would be in person.

5.4 Agenda, Minutes, and Decision Papers

A package will be sent to members three to five business days in advance of a Steering Group meeting. This package will include the following:

- Agenda for upcoming meeting
- Minutes of previous meeting
- Any other documents/information to be considered at the meeting.

5.5 Proxies

Members of the Steering Group are permitted to send proxies to meetings. Proxies are encouraged to participate in discussion but not allowed a role in decision-making.

Steering Group members will inform the Living Lab Lead as soon as possible if they intend to send a proxy to a meeting and no less than two business days before the scheduled meeting.