

The Mission

All aspects of the Centre's mission – what it is expected to do – are important and valued. The mission will encompass:

- directed, strategic research
- curiosity-driven academic research
- education and training
- engineering and technology development
- managing its data for the long-term using the designated data centres
- knowledge transfer and enterprise
- managing national and international facilities and services in an impartial way
- fulfilling leadership, coordination and facilitation roles for the wider UK marine sciences in an inclusive manner
- outreach and engagement of science with wider society



The Next Steps

Over the coming year we will be putting in place, piece by piece, all the key elements of the organizational model starting with the key Centre Executive Board appointments.

The existing NERC Research Divisions will be dissolved and replaced by more flexible Research Groups aligned with strategic priorities.

NERC and the University will develop a new Memorandum of Understanding to sustain the Partners' long-term relationship with the Centre and publish the finally agreed document. This will include a detailed articulation of the Centre's vision and mission statements.

In consultation with the science and other stakeholder communities we will develop and publish a strategy for the Centre which embraces all aspects of what it does.



Fact file

The Southampton Oceanography Centre (SOC) was formed in 1994 as a joint venture between the Natural Environment Research Council (NERC) and the University of Southampton

The Centre was renamed the National Oceanography Centre, Southampton (NOC, Southampton) on 1st May 2005 to reflect the expectation that it will now act as the UK national focus for oceanography

The Centre is housed in a £50 million purpose-built waterfront campus development on the Empress Dock, Southampton

The Centre has 450 staff and is home to 650 undergraduate and graduate students

In 2004 the Centre had a turnover of £25 million

Staff in the Centre are employed by either NERC or the University of Southampton

The UK ocean-going Royal Research Ships, RRS *Discovery* and RRS *Charles Darwin* are based at Southampton. In 2006 a new vessel RRS *James Cook* will join the fleet, replacing RRS *Charles Darwin*



Measuring Success

We will all recognise success in our endeavours when the National Oceanography Centre, Southampton

- is prized by the whole science and stakeholder community as a vital national asset working for the benefit of all
- is widely regarded as a model, both nationally and internationally, that others look to emulate

This is because our vision is not just about one Centre. It is about how to draw out the full energy and potential of a whole national science community by working together and getting the maximum impact from all our national assets.

Professor Ed Hill

Director
National Oceanography Centre, Southampton



www.noc.soton.ac.uk

June 2005

The Vision



The Challenge



We live on a rapidly changing planet with a growing human population. The oceans and seafloor are an integral part of how our planet works and hold the key to predicting the way its environment will change.

The oceans too, are the cradle of life on Earth and hold vital resources that, if carefully managed, can continue to sustain us.



The scientific challenges and the search for sustainable solutions are too big and too pressing for scientific endeavour to remain fragmented. Now is the time to harness the full capital of the UK's marine and earth science and technology community, so we can work together with others internationally, to undertake the science necessary to meet the challenges of living on a changing Earth.

The Vision

The vision for the National Oceanography Centre, Southampton is that it will be the UK's focus for oceanography and be explicitly designated and named as such. Formed in partnership between the Natural Environment Research Council (NERC) and the University of Southampton, the Centre will work with and for others to draw out the full potential of a whole national science community. This means three things. The Centre will:

- be excellent in its own right
- have a wide ranging mission, in line with what is expected of a national centre
- have an explicit remit to sustain national capability, to provide services and facilities to a wide science community in an impartial way, and to work in an inclusive way to facilitate strategic coordination of marine research

This vision is shared between NERC and the University. The Centre represents unparalleled public investment in marine and earth sciences and technology for the United Kingdom. It is our largest oceanographic institution and is one of just a handful of places in the world capable of sustaining, for a whole science community, oceanographic research with global reach.



National Oceanography Centre, Southampton

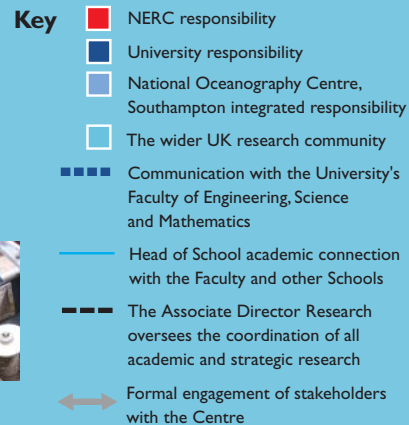
UNIVERSITY OF SOUTHAMPTON AND
NATURAL ENVIRONMENT RESEARCH COUNCIL

The Organisational Model

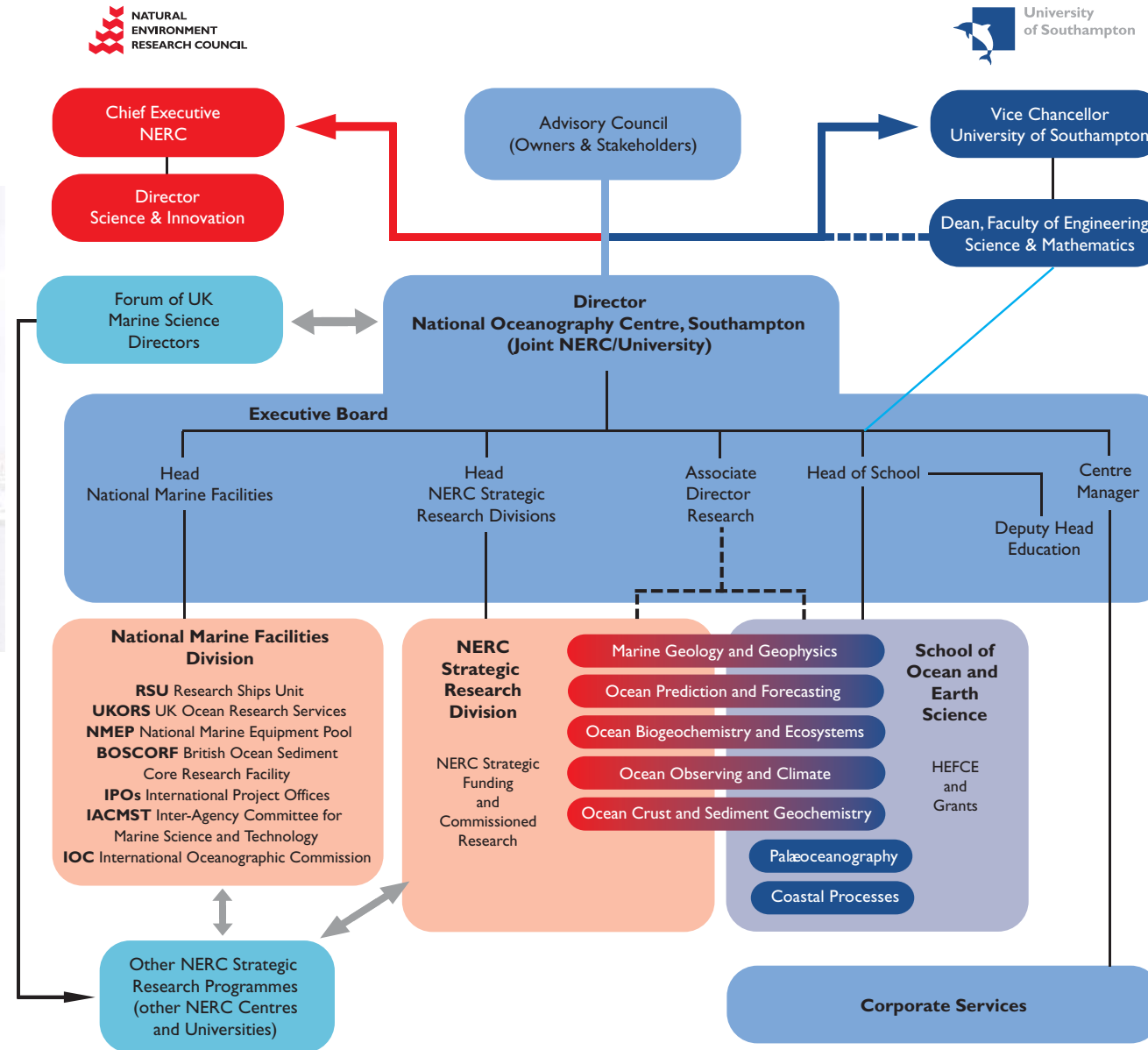
The Centre will act and operate as a single entity with one common vision. NERC and the University recognise that the Centre needs an organisational model that meets the new wider responsibilities. The Centre will be restructured into an integrated organisation but it will not have its own legal identity.

To be a successful joint Centre it will have to meet the needs and strategies of both the Partners. Ultimately the Partners are responsible for the parts of the Centre that support their strategic objectives.

The Vision



The organisational model for the integrated National Oceanography Centre, Southampton



Updated Nov 2005

The main features of the model

- ◀ An **Advisory Council** with an independent chair and both partner and outside stakeholder membership to sustain the shared vision and overall strategy for the Centre
- ◀ The **Director** is jointly appointed by the Partners and is accountable to NERC and to the University for their respective core areas of responsibility (red and blue in the model) and to the Partners via the Council for the effectiveness of the Centre as a whole
- ◀ An **Executive Board**, members of which are charged, not only with their own area of responsibility, but also for taking collective corporate responsibility for the effectiveness of the Centre as a whole
- ◀ A clear remit for the Centre to act in an impartial way regarding delivery of **National Marine Facilities**
- ◀ A clear remit for the Centre to facilitate, in an inclusive way, through a **Forum of Marine Science Directors** (which may include other senior members of the marine science and technology community), strategic coordination of NERC's marine research programmes and for developing collective approaches within the marine science and technology community for issues of common interest
- ◀ Research delivery will be organized into scientifically coherent **Research Groups** which span academic and strategic research, breaking down artificial barriers, whilst retaining ultimate organizational and financial transparency regarding the responsibilities of each Partner
- ◀ There is a clearly identifiable University **School of Ocean and Earth Science** to ensure care for academic research and education is fully discharged
- ◀ The **Corporate Services** infrastructure and business systems are the joint responsibility of the Partners under transparent funding arrangements. The support systems will be flexible and fit for purpose to support the Centre's uniquely wide-ranging mission

