

TAMWORTH REGIONAL COUNCIL

ANNEXURES for ORDINARY COUNCIL AGENDA

22 SEPTEMBER 2020

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Water Security CRC

Information for partners



WATER SECURITY CRC

The water security challenge

Cities and regional towns in Australia are grappling with an enormous water security challenge. Growing populations, food production and industrial activities coupled with increasingly uncertain and variable climate conditions are placing demands on already stressed water supplies and waterways that are more vulnerable to the impacts of drought, floods and fire. The liveability, prosperity and environmental values of our cities, towns and communities are at risk.

Infrastructure centric solutions alone will not be able to meet these challenges, and well-integrated and collaborative research and implementation approaches across communities, industry and governments are needed to create holistic, multi-benefit solutions for water security.

Our purpose

The Water Security CRC will deliver innovative water security solutions for cities, towns and communities that optimise water-related benefits for people and economic activities, sustain healthy aquatic ecosystems and protect against growing environmental challenges.

The CRC program

The Cooperative Research Centre (CRC) Program is the Commonwealth Government's largest single and most popular program for industry providing grants for up to 10 years. CRCs are independent entities, established and governed as incorporated companies limited by guarantee. They comprise of industry-led collaborations between industry, researchers and the community. The focus is on research and development that will have commercial uses.

The CRC program aims to improve the competitiveness, productivity and sustainability of Australian industries, especially in government priority areas, use high quality research to solve industry-identified problems, and encourage and help Small and Medium Enterprises (SMEs) to take part in collaborative research.

With more than 226 CRCs being funded since the program's commencement, the Australian Government has committed more than \$4.5B in CRC funding.



Water Security CRC

The Water Security CRC (WSCRC) will realise the full value of infrastructure investment necessary to strengthen water security in Australia, across rural communities, regional towns and major cities. It will enable this by providing underpinning research and implementation approaches to:

- > Enhance water security for resilience to population pressures and impacts of climate change and shocks (e.g., floods, drought, heat waves, fire).
- > Ensure quantity and quality aspects of water security are aligned to improvements in natural systems, food security, liveability and climate change mitigation.
- > Expand the influence of water-sensitive practices in urban development, renewal and regeneration processes through integrated planning and implementation mechanisms.
- > Enhance the value of different land uses in a catchment through integrated and optimised delivery of economic, social and environmental benefits for rural and urban communities.
- > Develop and test market-based approaches for investment in green-infrastructure, with a particular focus on driving employment opportunities in regional communities.
- > Develop new tools to optimize investment in green and grey infrastructure to ensure that the best outcomes can be obtained for the least cost.



Participant benefits

The benefits to CRC partners will vary. In broad terms the WSCRC will provide partners with several unique benefits not available through any other mechanism. These include:

- > Being part of the nation's largest and highest profile collaboration focused on improving Australia's water security
- > A collaboration that gives partners access to an expected \$100 million to \$150 million of resources secured through this collaborative effort
- > A CRC program that provides partners with access to high quality impactful research and translation
- > Partner contributions are expected to account for only 15% to 20% of total CRC resources
- > Partners building valuable networks as well as having access to the collection of Australia's world-leading researchers
- > A collaboration that develops whole of water policy and planning mechanisms
- > Partners able to influence the direction of these resources and be at the forefront of development in the sector
- > A strong technology transfer focus aligned with the priority needs of partners
- > Contributions that may be eligible for R&D tax concessions (refer www.business.gov.au and the Australian Tax Office).
- > A CRC that has a focus on addressing workforce and skills shortages
- > A CRC that will support the translation of research outcomes into practice.

CRC grant application timeline



Preliminary priority research needs analysis

The following needs and opportunities have been identified that will drive the formation of the research and implementation program of the Water Security CRC:



Improved cross-entity and multi-disciplinary **collaboration** are needed to embed water security as a core consideration in urban and regional planning, development and renewal.

A more **holistic catchment-based water planning and management** approach is needed for cities, towns and regional areas, to address the rising economic, social and environmental costs of increased flood risk and declining water quality and availability, due to changing upstream populations and economic activities, and climate change.



Ensuring that **productive food systems** can be sustained in close proximity to major urban centres without compromising water security for safe supplies and ecosystem protection will become increasingly important as transport costs rise, and are key to reducing costs of water treatment and increasing the efficiency of water use and re-use.

Landscape-based deliberative approaches, that emphasize collaboration and multi-benefit solutions, are needed to optimise grey and green **infrastructure investments** to improve water security for large cities and regional towns, and provide the best outcomes for the least cost.



As competition for water among communities, and farming, mining and other economic activities increases, improved approaches to **communication and engagement** in water planning are needed, especially in areas affected by drought and a drying climate and particularly for disadvantaged communities.

Improved planning and implementation of **green infrastructure** (waterways, trees, parks, etc.) is needed in urban fringes and regional towns, where rapidly growing populations and developments are increasing urban heat impacts, to address poor health, amenity and sustainability outcomes.



Further investment in new technologies is needed to ensure resilient and safe water supplies, especially in rural towns and remote Indigenous communities, and increase the **efficiency of water use and re-use**.

Proposed research programs

Program 1: Safe and integrated water supplies and sanitation

- > Exploring and ensuring alternative climate-resilient water sources especially for regional towns and remote communities
- > Quantifying the value and benefits of closing the loop for non-potable and potable supply options in various scenarios
- > Improved tools to guide water planning, including provision of environmental flows
- > Understanding future water security risks, including climate change, and exploring strategies to reduce them
- > Engaging digital tools to optimally manage community water systems
- > Developing novel, resource-efficient and resilient water security solutions
- > Safeguarding against emerging contaminants both biological (antibiotic resistant bacteria, viruses, etc.) and physical/chemical (microplastics, PFAS, etc.)

Program 2: Maximising value from water and catchments

- > Developing tools to optimise grey and green investments in catchments for multiple benefits
- > Valuing the economic benefits of green infrastructure investments
- > Harnessing the value of floodwaters while minimising their negative impacts
- > Identifying economic incentives and trading mechanisms to fund catchment-based solutions
- > Understanding and mitigating the threats to water quality and quantity from increased fire risk
- > Understanding urban-rural interface issues (e.g. the influences of water/food flows on water security).

Program 3: Healthy people and liveable places

- > Urban heat mitigation using blue-green infrastructure
- > Creating valued amenity and liveability in our cities and towns
- > Innovative, multi-benefit water solutions for new and infill urban developments
- > Physical and mental health benefits of blue-green infrastructure
- > Valuing the economic benefits of improved amenity, liveability and attractiveness (e.g. for tourism)
- > Creating resilient and sustainable urban solutions in regional Australia
- > Ensuring fairness of access for Indigenous communities and other vulnerable groups to overcome disadvantage

Program 4: Engaged communities and collaborative governance

- > Understanding the multiple values, uses, practices and benefits of water for diverse communities, including those that are vulnerable, disadvantaged and remote
- > Understanding the social drivers and dynamics of water security challenges and the community-wide impacts of water-related hazards
- > Designing and implementing deliberative processes for collaborative water planning and governance
- > Developing community engagement tools, including digital tools, that strengthen water security dialogues, planning processes and management responses
- > Developing evidence and tools to guide community transitions towards new water technologies, management practices and regional economies.



Education & training

The WSCRC education and training program will be designed to focus on the priority areas across the research programs and to deliver a highly skilled workforce with the capabilities needed to manage an essential resource for human existence. Both vocational and tertiary-level skill sets would be updated through educational partnerships between the Universities and with selected TAFE colleges. Additionally, professional development opportunities will be developed to support SMEs and start ups and facilitate career progression within larger companies.

The program will provide for:

- > Approximately 50 Higher Degree by Research (HDR) candidates (PhDs and research Masters) and 60 coursework Masters graduates.
- > Customised programs in business, leadership, commercialisation and driving innovation will generate highly valued and effective workplace candidates.
- > Tertiary programs that provide graduates with the skills, knowledge and aptitude required for incorporating water sustainability in their field of studies.
- > Flexible vocational, trade and micro credentialling courses
- > Innovation centres that foster creativity in the CRC's partners and other SMEs and start-ups, particularly those working in the digital technology space

Additionally, the CRC will enable the broader Australian community to be aware of water security and promote local and household measures that can be implemented to support it.

Approximately 10% of the CRC's cash budget will be allocated towards the Education and Training Program, which will complement the research agenda and align with industry needs.



Governance structure

The WSCRC will be established as a not-for-profit company limited by guarantee. It will be governed by a skills-based board, with an independent Chair and the majority of directors independent of the participants. A Research Advisory Panel, chaired by the skills-based director, along with other members elected from participants and external experts, will be responsible for reviewing research proposals against criteria pertaining to industry need, commercial potential and scientific basis. Following assessment, the Research Advisory Panel will make recommendations to the Board for a proposal's approval and / or to participants for its further development.

The CRC will maintain a flexible approach to IP ownership and use. The fundamental premise in IP discussions will be to ensure the impact of innovations are maximised. IP arrangements will be agreed upon in Project Agreements with alternative arrangements stipulated in Project Agreements.

Leith Bouilly (Interim Chair)

Leith Bouilly brings a lifetime of experience across all of the major sectors in water and natural resources from local to national scales. She is currently Chairman of Sunwater Ltd, The National Environmental Science Program - Tropical Water Quality Hub, and Palgrove. She is a board member of the Isis Central Sugar Mill Queensland Rural Industry Development Authority and the Australian Water Partnerships Committee. Leith is passionate about developing leadership capability in the sector and delivers the Peter Cullen Trust Science to Policy Leadership Program.

Past Chairman and Director roles include; The Australian Water Recycling Centre of Excellence, CRC Water Sensitive Cities, Widebay Water Corporation, National Water Commission, SeqWater, Land and Water Australia, Cotton Research and Development Corporation, ABC and a number of past roles in the Murray Darling Basin Initiative.

About the CRC bid team

Professor Stuart Bunn

Professor Stuart Bunn is the Director of the Australian Rivers Institute at Griffith University in Brisbane. His major research interests are in the ecology of river and wetland systems with a particular focus on the science to underpin river management. Stuart has extensive experience working with international and Australian government agencies and with industry on water resource management issues. He is currently the acting Chair of the Murray-Darling Basin Authority and has previously served as an Australian National Water Commissioner, the Chair of the Scientific Advisory Panel for the Lake Eyre Basin Ministerial Forum, and as a Director of Land and Water Australia. He was recently appointed as a member of the Earth Commission, hosted by Future Earth.

Professor Jurg Keller

Prof Jurg Keller was the Founding Director of the Advanced Water Management Centre at the University of Queensland, an internationally leading research centre for over 20 years. From 2015-2019, he served as Chief Research Officer of the CRC for Water Sensitive Cities, where he led the creation of a highly integrated, cross-disciplinary R&D program that enabled close collaboration between different research, industry and government partners. He has over 28 years experience in water industry research, particularly in wastewater treatment, environmental biotechnology, urban water management and resource recovery concepts. He is an inaugural IWA Fellow and was 2012 elected as Fellow in the Australian Academy of Technological Sciences and Engineering. In 2013 he was Australia's Water Professional of the Year, awarded by the Australian Water Association.

Dr Briony Rogers

Dr Briony Rogers is the Director of MSDI Water at the Monash Sustainable Development Institute and the Chief Research Officer for the Cooperative Research Centre for Water Sensitive Cities. In these roles Briony leads interdisciplinary research, collaborating with scientists, engineers, social scientists, computer scientists, planners, architects and economists to develop practical solutions to improve liveability, sustainability and resilience for water and cities. Her core research examines the dynamics and governance of sustainability transformations, with emphasis on collaborative processes and diagnostic tools that support change in policy and practice. Briony has worked with cities across Australia and internationally in action research settings to develop strategic guidance for cities pursuing visions of a water sensitive future.

Professor Tony Wong

Professor Tony Wong is formerly Chief Executive of the CRC for Water Sensitive Cities. Tony is internationally recognised for his research and practice in sustainable urban water management, and provides strategic advice to governments and industry internationally, translating research excellence into innovative practices. He has led a large number of award-winning urban design projects in Australia and overseas. Tony was presented the Sir John Holland Award as Australia's 2010 Civil Engineer of the Year, commended for having defined "a new paradigm for design of urban environments that blends creativity with technical and scientific rigour". He was elected Fellow of the Australian Academy of Technological Sciences and Engineering in 2012 and received the 2018 IWA Global Water Award for his leadership and lifetime achievements in developing the concept of Water Sensitive Urban Design.





Find out more

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WATER SECURITY CRC

Partner prospectus for
CRC Bid to be submitted
in July 2020



Connecting communities,
industry and researchers to
manage climate and water risks
in the Murray-Darling Basin

onebasin.com.au

“

The opportunities for the [agriculture] sector are enormous. We sit on the edge of the strongest growing region in the world, we have a developed agriculture sector with sound prospects for expansion, we have food safety and environmental credentials that are world-class, we develop and have access to up-to-date technology, we have a strong economy with a sound financial system and we have a well-educated and skilled workforce.”

Commonwealth of Australia (2015) Agricultural Competitiveness White Paper: Stronger Farmers Stronger Community

“

Controlling for non-climate factors, we find changes in climate since 2000 have reduced average annual broadacre farm profits by 22% ... Climate conditions during the post-2000 period have not only affected average farm profits, they have also contributed to increased risk in terms of more variable cash income and profitability, particularly for cropping farms”

ABARES (2019) The effects of drought and climate variability on Australian farms

“

People living in Basin communities facing reduced water availability and drought are under immense pressure - some consider themselves and their communities to be in crisis and report that their physical and mental health and wellbeing are declining. We heard from many people whose confidence is low, resilience is poor, and anxiety is high”.

Social and Economic Panel for the Independent Assessment of Social and Economic Conditions

“

Climate change will have significant implications in the Basin, increasing pressure on the health of the Basin's environment, its communities and its economy. (...) sharing and delivery of the Basin water resources will become significantly more complex, and contested.”

MDBA (2019) Climate change and the Murray-Darling Basin Plan

“

The NFF recognises that climate change poses a significant challenge for Australian farmers.”

National Farmers Federation (2016) Climate Policy

ACKNOWLEDGEMENT

We acknowledge and pay respect to the Traditional Owners of the lands upon which our campuses are situated. We also acknowledge and pay respect to the Traditional Owners, and their Nations, of the Murray-Darling Basin, who have deep cultural, social, environmental, spiritual and economic connection to their lands and waters. We pay respect to Elders – past, present and future.



The ONE Basin CRC vision is a resilient and sustainable Murray-Darling Basin, powered by a strong innovation capacity that supports rural communities, businesses and water managers to adapt and thrive with changing global drivers.

THE BASIN CHALLENGE

Australia's agricultural sector is well positioned to take advantage of increasing global demands for high quality agricultural produce. Our proximity to the Asian market is an important factor as Australia's agriculture sector aims to grow from \$60b in 2019 to \$100b by 2030.¹

For the Murray-Darling Basin, Australia's food bowl, innovation and growth in agricultural productivity could provide significant opportunities for the Basin's agriculture, communities and environmental systems to become more productive, resilient and sustainable.

Water security will be critical to success. Risks associated with climate stressors and complex water management challenges are major constraints to growth and sustainability in a dry continent like Australia. Over the last 20 years we have seen the impact of recent droughts on agricultural productivity, communities and the environment across the Basin.

These pressures are compounded by gaps in the skilled workforce required to adopt emerging technologies, inadequate investment in water-agricultural research, conflict over water reform and the enormous stresses experienced by many rural communities all of which are barriers to innovation and resilience.

The ONE Basin CRC will accelerate growth in the agricultural sector over the next ten years by tackling these critical agriculture-water challenges. It will bring together industry, government, research organisations and the community to deliver science-based solutions that contribute to growth and benefit rural communities and the environment. The focus of the ONE Basin CRC will be defined by the needs of our partners to build shared understanding, co-design solutions and build capacity across the agriculture and water sectors.

¹ NFF 2030 Roadmap

THE OPPORTUNITY FOR A ONE BASIN CRC

We have listened to organisations across the Basin about the possibility of the ONE Basin CRC. What we have heard has shaped this prospectus and it is clear there is an appetite for a ONE Basin CRC. The common messages regarding the opportunities of a CRC approach are:



Basin businesses, communities and government are looking for:

- resilient pathways to navigate a changing Basin
- opportunities to increase water availability and improve efficiency of water delivery and use
- understanding of Basin trajectories and for tools to support robust decisions in a changing Basin.



Across the Basin there is a widespread desire to:

- increase the professional workforce with the necessary skills
- reverse the decline in water R&D investment and ensure there is a trusted and constructive science-based perspective on Basin water challenges
- maintain a healthy Basin and to find innovative solutions for supporting regional development.



Water management decisions should be informed by best available science and made transparently so the community can have confidence in the basis of those decisions. (...) it is not universally accepted that this is how decisions are made"

Northern Basin Commissioner
First Year Report 2019



The success of agricultural businesses depends on the capacity of the sector to continue to innovate and adapt, using best practice to manage climatic risks and securing investment for the future. (...) The sector needs the skills, access to information and advice and incentives to make changes."

National Irrigators Council (2019)
Climate Change Position Statement

Water R&D funding is its lowest levels since the 1980's

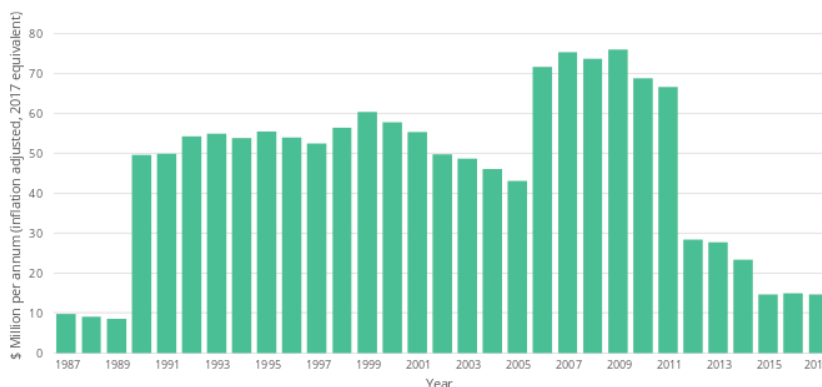


Figure1: Annual spend on non-core contestable and programmatic funding for water research in Australia, 1987–2017. Annual rate shown has been smoothed over duration of funding period. Spending shown is expressed in inflation adjusted terms using 2017 dollar values.

Source: Personal Communication Rob Vertessy

The ONE Basin CRC responds to these challenges shared across many Basin stakeholders.

The ONE Basin CRC has six core objectives:



Deliver the capacity for communities, government and industries to respond to emerging climate, water and related changes in business and planning decisions



Develop engineering and digital water infrastructure solutions that contribute to a resilient Basin



Enable adaptation by farm enterprises and rural communities to global trends and drivers



Build collaborations to tackle the emerging basin management opportunities and risks



Train the future leaders across basin businesses, communities and governments



Establish a strong regionally based innovation system supporting an entrepreneurial outlook by regional communities and businesses

The ONE Basin CRC will focus its research on the Murray-Darling Basin which is 40% of Australia's agricultural production and at the front-line of dealing with these water and climate risks. However, the CRC's R&D outputs will be applicable across Australia and internationally.

The ONE Basin Approach includes:

The whole Basin with a particular focus in five regional hubs that deal with distinct challenges experienced in different parts of the Basin;

Irrigated and dryland agriculture, particularly because transitions in land use are important;

Government, industry, business and community because all have a part to play in maintaining a resilient, productive and sustainable Basin;

A focus on indigenous communities which have a long cultural connection to the Basin's land, water and environment, and

Water for the environment as an integral part of a sustainable Basin, and also for towns.

The ONE Basin CRC will be a world-leading initiative in dealing with the emerging challenge of adapting agriculture to a changing climate. This will provide a production line of new research outputs that can be translated worldwide, sustaining Australia's reputation as a leader in water and agricultural research.

RESEARCH PROGRAMS

The ONE Basin CRC will have three interlinked programs to tackle major Agriculture-Water challenges.



Basin Foresight Program

The **Basin Foresight Program** will help government, industry and communities prepare for a different future. By building our understanding of what the future could look like, including possible new sources of water identified in the Water Solutions Program, the Basin Foresight Program will provide the information, tools and resources required by agribusiness, communities and governments to manage climate and water related risks. Informed by the Adaptation and Water Solutions Programs, the Basin Foresight Program will:

- Strengthen the preparedness of communities, industry and governments for changing water supply and demand
- Enable long-term environmental water plans that are prepared for changes in climate, water resource and river operations
- Inform regional development plans that are responsive to vulnerabilities and opportunities in a changing Basin
- Retail information on water and climate risks for use across the Basin's agricultural industry
- Anticipate and avoid Basin water crises
- Strengthen the capacity and reputation of the Murray-Darling Basin for sustainable water management.

Program Outputs

(under discussion with CRC Industry Partners)

- Basin-wide information product providing decadal-scale probabilities for future climate, water allocations and price
- Tools and models that innovate beyond existing capability to identify vulnerabilities, stress test options and strategies, and design implementation pathways, across scales
- Decision making outputs based on climate ready objectives
- Maps of potential future changes to catchments that will impact water availability – eg, bushfires, land use change
- Next generation modelling framework to accommodate uncertainty in decision-making, and
- Transition to vulnerability and risk management approach to planning and management in the Basin.

Industry Challenge

Agribusiness, regional communities and government policy makers face a common need to make decisions in the context of a changing Basin. This is particularly challenging because of the wide range of decisions available to them. For example, farmers can take decisions related to land and water ownership, a mix of farm enterprises, farming systems and on-farm technologies. Water planners also face a range of options to adapt water supply systems under a changing climate and in the face of shifting patterns of water demand, including policy responses and major investments in water infrastructure.

The models and tools that are currently available lead planners to make their decisions based on our "best prediction" of what future might unfold. However, we know from experiences such as the millennium drought—which prior to the event was only predicted with a less than 5% chance of occurring—that it is often the less likely events with more severe consequences that pose the greatest threat to water resource management at the Basin, regional and on-farm scale. To make robust decisions in the face of large uncertainty, we need new tools and methods that allow us to understand the implications of our decisions across the full range of plausible futures, so we are in a position to manage severe events prior to them unfolding.

A further challenge for the water industry is that from the farm-scale to the Basin scale, behaviour is constantly changing to accommodate and adapt to new environmental, social and economic drivers. Decisions at the farm-scale have implications for regional and Basin wide water resource management and vice versa. There is no existing modelling capability, nor engagement approach, that links together the objectives, values and dynamic behaviour across these different scales.

This program will build new capability to stress test on-farm management options and regional and Basin planning strategies under future scenarios. This will enable water planning agencies and farming communities to identify incremental, transitional and transformational changes required to successfully adapt with unfolding and unpredictable changes in climate, economics, societal values and technology. The Basin Foresight Program will give us the capability to take informed decisions in the face of an uncertain future.

Water Solutions Program

The **Water Solutions Program** will grow and diversify water sources and optimise the treatment, storage, delivery and use of water by developing on and off farm digital and engineering infrastructure solutions. Drawing on the insights and tools provided by the Basin Foresight Program, the Water Solutions Program will:

- Develop options to access and treat low quality water as an alternate localised water supply
- Improve the security of water supplies for the basin's inland cities and towns that are drought exposed
- Target investment in high-value infrastructure in the basin
- Accelerate the adoption of effective digital irrigation technologies to enhance farm water use efficiency and profitability
- Contribute to growth of the Australian ag-tech sector
- Enable reduced energy costs and lower greenhouse gas emissions in the basin's water supply systems
- Enable improved river operations to service dynamic consumptive and environmental water demands.

Program Outputs

(under discussion with CRC Industry Partners)

- Support for agricultural industries to adopt fit-for-purpose digital on-farm water use and sensing technologies
- A basin-wide dataset and mapping tool that quantifies available alternative water sources
- Demonstration of water treatment options to increase water availability and thereby increase potential diverse water supplies that are fit for purpose for different types of end-uses
- Tools to design coupled water treatment and energy solutions for different water sources and uses
- Tools for water supply operators to evaluate improved infrastructure configurations including additional storages, behind-the-meter energy sources, and pipe-lining distribution systems
- Tools for multi-objective regional-scale planning of local energy-water supply systems
- New methods and software tool for near-real-time river operations to achieve triple bottom line objectives.

Industry Challenge

The availability of good-quality water in sufficient volumes underpins sustainable, liveable and productive regional communities, businesses and industries. In the Murray-Darling Basin, demand for good-quality water is outstripping supply. Our changing climate is accentuating the naturally high variability of the Basin and increasing the frequency, duration and severity of dry spells and droughts.

We need to be innovative to increase the 'pool' of available and affordable water source options. The rapid transformation of Australia's energy sector provides an opportunity to do this. Using new treatment, pumping and energy technology, Basin industries will be able to harness waters that were once considered unusable within the Basin, as well as apply new approaches to storing and transporting water.

The Basin's irrigators and water supply authorities have made great improvements in water use efficiency, but there are significant opportunities for further gains with emerging sensing, forecasting and control technologies and by addressing constraints in the water supply system. Research is required to support strategic investments into water infrastructure and technology on farms and within the delivery system.

Adaptation Solutions Program

The **Adaptation Solutions Program** will co-design services and strategies to support successful adaptation of farm enterprise and rural communities in the context of a changing Basin. Drawing on the work in the Basin Foresight and Water Solutions program, The Adaptation Solutions Program will enable:

- Farmers to build more resilient, sustainable and profitable businesses and contribute to enhanced resource conditions
- Non-farm agricultural businesses to better manage flows of farm inputs and production outputs
- Agricultural financiers to invest in Basin assets and enterprises with increased confidence
- Those engaged with community development to optimise local investment and social capital and those engaged in Basin governance to create robust and innovative institutions and engagement processes that minimise conflict and increase values represented in outcomes.

Program Outputs

(under discussion with CRC Industry Partners)

- Evaluations of more diverse and novel farming systems and agricultural products
- Farm-level water management models and case studies for optimising water applications and trading
- New risk management tools and strategies for agriculture, such as insurance products and financial offsets
- New forms of engagement in Basin governance, that draw on international experiences and local trials, to accommodate a range of values and interests, especially those of First Nations people
- A cooperative extension model that enables a concentration of resources around adaptation issues
- Institutions and practices for co-innovation in research and adaptation built through the Basin Hubs
- Coordinated management of data for digital agriculture to enable adaptive farm business decision-making
- Bio-economic production models for trading in ecosystem services, including carbon farming.

Industry Challenge

Agribusinesses, rural communities and policy makers in the MDB, often experience significant barriers to adaptation due to the extent and complexity of pressures for change, uncertainty about information and especially projections, social and cultural constraints and conflict over Basin resources and governance. While there is general research and extension to support adaptations in farming systems and community development, this tends to be limited and incremental in scope, often based on short-term projects, particular commodities or local production systems and rarely are there cross-industry considerations, and psychological and social factors appropriately considered.

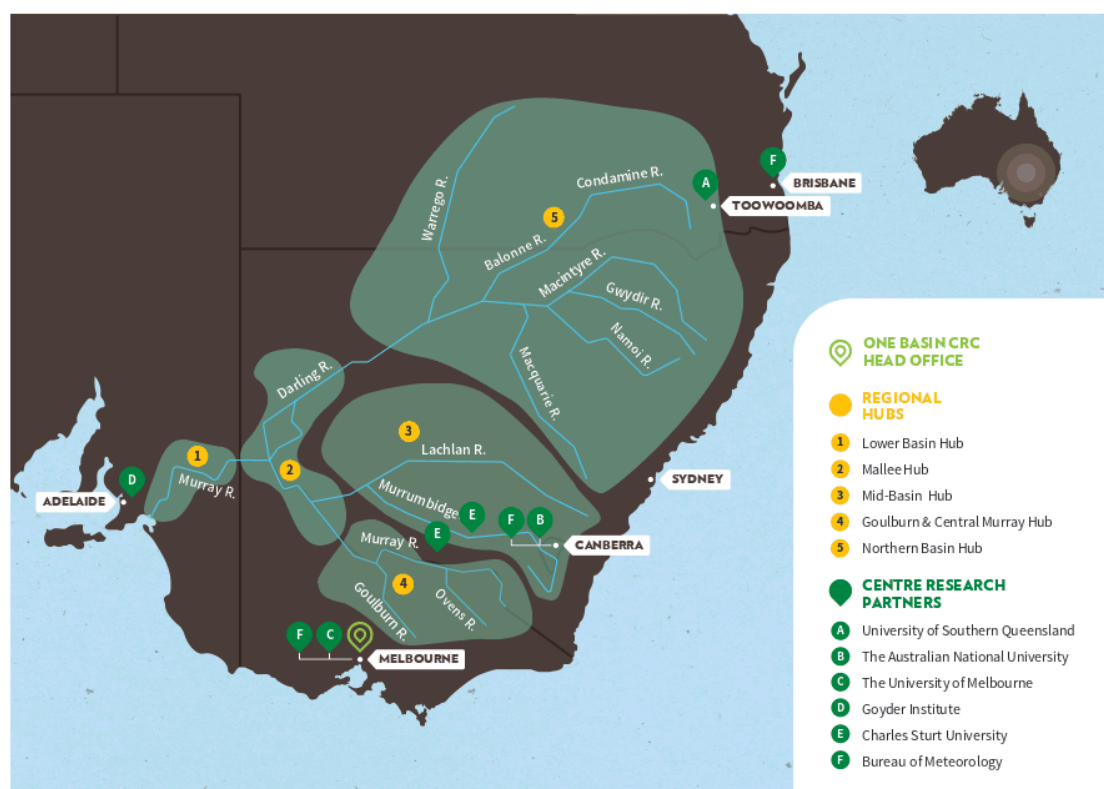
This program will enable: farmers to build more resilient, sustainable and profitable businesses and contribute to enhanced resource conditions; non-farm agricultural businesses to better manage flows of farm inputs and production outputs; and agricultural financiers to invest in Basin assets and enterprises with confidence. It will enable those engaged with community development to optimise local investment and social capital and those engaged in Basin governance to create robust and innovative institutions and engagement processes that minimise conflict and increase values representation in outcomes.

REGIONAL HUBS

Building Regional Innovation Capacity in the Basin

Regional hubs are an integral part to the ONE Basin CRC. Five hubs, located strategically across the Basin, will be the focal points for place-based research and development, and associated demonstration, evaluation, adaptation and

education and training activities. The hubs will provide a meeting place for the Regional Advisory Committees and a place for regional communities, businesses and industries to participate and connect with the CRC's activities.



A Place-Based Research Agenda

Many of the challenges being tackled by the CRC are centred in regional areas, so the CRC will focus much of its efforts in the five regional hubs. The regional hubs will provide an "efficiency of scale" supporting a concentration of facilities, partnerships, and research effort to maximise progress with these challenges. The regional hubs will build on existing research capabilities of the research partners and other agencies in the regions. As well as being a site

for research, the hubs will be used for testing and demonstrating applications of research outcomes.

The CRC will have a strong focus on participatory research – providing a platform to direct research efforts to the needs of the regions and to facilitate the uptake of the research by regional communities, businesses and industries. To support this, the Regional Hubs will have a critical role in shepherding effective and sustained

research-industry collaborations. The CRC partners including businesses, industries, government, researchers and the community will collaborate closely to address real problems, leading to action. Industry partners will be co-researchers and lead players in these case study projects. Researchers, business, industry, community and government will combine their skills and knowledge to seek innovative approaches to be tested for practical application.

FOUNDATION ACTIVITIES

Businesses, communities, industries and water planners want greater insights on future risks and opportunities in the basin to inform their decisions.

In particular there is an urgent need for information on changes in climate, water, energy systems, environmental conditions, the associated social and economic adjustments and implications of all these changes.

The specific needs vary depending on organisational priorities and processes but the underling requirement for insight on basin change is common.

The CRC is industry-led in the design of the foundation activities and as such, the ONE Basin CRC will create a range of products and services to meet the varied needs of our partners. These will be developed and refined with our partners in the early stages of the CRC.

Basin Insights:

The ONE Basin CRC will provide regular updates on basin risks and opportunities in a form that is accessible to all CRC partners. These will be easily digestible by a wide audience.

Risk Information Portal:

The CRC will provide information that can be used by businesses and other organisations in their own analyses of risks and opportunities. This will include standardised information on climate and water availability including multi-year sequences at decadal time scale.

Foresighting Service:

For those partners who are seeking an advanced analysis of risks and opportunities, the CRC will develop a Foresighting Service. This service puts the end-user in the driver seat of the analysis and asks what do they care about? And how do we best draw together the current thinking on climate change and other threats and drivers to inform the decisions that they need to make? This service will be delivered by professional consultants who are partnering with the CRC.

Basin Outlook:

The CRC will produce a periodic Basin Outlook to review and report on changes as a result of a range of global drivers affecting basin. This includes changes in climate, water, market forces, workforce, the energy sector and technology and its adoption. The Outlook Analysis will consider a range of future scenarios informed by the collective insights across the CRC partnership of business, industry government and community partners. The outlook will be accompanied by a valuation of the current benefits provided by the basin which will be extended and improved to reflect multiple values across the basin as the CRC proceeds.

Options Papers:

The CRC has the opportunity to provide leadership using an authoritative science-based 'voice' on important Basin issues. This role will be realised through publication of Options Papers dealing with issues of importance to the CRC's partners. These will be delivered as constructive evidence-based considerations of major threats and opportunities are relevant to basin businesses, industries, governments and communities. A strong and transparent peer review process will establish these Options Papers as science-based statements to support a critical fixed-point in the debate over Basin futures.

Multi-Sector Collaboration Framework:

A unique aspect of the ONE Basin CRC is its capacity to bring together partners across business, industry, community and government in a constructive collaborative research context to negotiate the risks and opportunities in the basin. Such a collaboration is difficult outside of a research environment which provides a safe space to build trust and explore long-term solutions, particularly those requiring collaboration across enterprises, sectors and regions. The increasing future climate and water risks make this collaboration more critical than ever. Most potential commercial and industry partners seek such an outcome from the CRC and support development of the framework. The CRC Programs provide a framework for convening focused cross-sectoral groups to tackle critical issues of basin transformation that require cross-sectoral thinking and collaboration.

EDUCATION AND TRAINING

Through our consultation with potential CRC partners – representing sectors from water and natural resource management, farm businesses and their supply chains, advisers, business, industry, government and researchers – we have identified a need to:



improve water literacy across the community and amongst business and political leaders supporting participation in citizen science, sustainable development and business transformation



actively build leadership and decision-making capacity within and across sectors



use cutting edge information and technology to inform future decision making in business and management (including climate, water, industry adjustment such as farming systems and on-and off-farm management, and socio economic)



build trust and social licence through effective communication, transparency and engagement

The CRC's Education and Training Program will provide the foundation for diverse groups - from multi-industries, research, government, farm businesses, and community – to, as a collective, develop creative solutions that address the MDB's complex challenges. The program will train the current and future generation of leaders, managers and workers across these sectors to be highly effective in managing the risks and opportunities in a changing Basin. Additionally, the CRC will provide critical skills in cutting edge science,

data and technology and will build knowledge, leadership, communication skills within and across sectors.

The delivery of Education and Training activities will be concentrated within the Regional Hubs using a range of delivery methods including face-to-face and digital. The objective is to provide workplaces across the Basin with access to professional development opportunities and a locally trained workforce.

Education and Training Deliverables



Industry linked research & vocation training

- 48 industry placed PhDs including communication and impact training delivered by the Peter Cullen Trust
- 9 Undergraduate summer schools training up to 180 students
- CRC led advancements as inputs to TAFE programs
- An engaged ONE Basin CRC alumni of early career researchers.



Digital ONE Basin School

- Digital platform for national and international training providing:
- 40 mini webinars for partners and the public
 - 6 interest groups with customised webinars for CRC partners to build capacity and collaboration
 - Bespoke webinars for CRC partners to build in-depth capability.



Regional Hub Programs

- A ONE Basin Leadership Program delivered each year by the Peter Cullen Trust, and an engaged alumni
- Innovation workshops for hub businesses and entrepreneurs
- Education and Training initiatives embedded in place-based R&D demonstration projects
- Community of Interest spanning sectors, regions and disciplines.

WHY PARTNER WITH THE CRC?

Innovative organisations consistently outperform their non-innovative competitors. The One Basin CRC will provide the avenue for Basin industries to identify and adopt innovative solutions.

Agricultural producers (both SME and corporate)

- Work with leading researchers on your water and climate challenges
- Be ahead of the curve in innovation by working closely with the CRC R&D projects relevant to your industry
- Engage with a Basin-wide network of leading industry and research organisations to influence the future of your industry
- Provide professional development opportunities for your key staff through engaging in leading edge thinking about your industry and to develop industry networks by participating in CRC projects and events.

Agricultural service sector: agricultural advisors, rural finance and insurance providers, water utilities and suppliers, agricultural technology companies

- Be part of R&D projects to shape new services and products
- Leverage your R&D investment in a CRC
- Provide new services and products to your customers based on the latest R&D
- Build your brand by association with the ONE Basin CRC
- Access networking
- Provide professional development opportunities for your key staff through engaging in leading edge thinking about your industry and to develop industry networks by participating in CRC projects and events.

Rural R&D corporations

- Invest in R&D that is aligned with your R&D priorities
- Collaborate with other rural R&D to invest in cross-sectoral R&D challenge
- Access the leading R&D capability in this field
- Invest in an organisation that has a disciplined research governance and management capability.

Peak organisations

- Receive CRC support for the knowledge and training needs of your members
- Represent the interests of your members in the activities of the CRC
- Access networking.

Agribusiness across the supply chain

- Work with leading researchers on your water and climate challenges in an R&D project
- Support the sustainability of producers that your business relies on.

Local government, indigenous groups and regional development organisations

- Benefit from R&D support for regional development planning with a focus on adaptation to risks associated with climate and water
- Support R&D which will strengthen the resilience of your region
- Invest in R&D that provide water infrastructure solutions for your region
- Support an initiative which has a focus on building workforce skills in your region
- Support a Regional Hub which will provide high-skilled job opportunities in your region
- Access advice from the leading researchers on agricultural-water issues
- Support participation of regional indigenous groups in water -agriculture R&D.

Regional NRM, State and Commonwealth Government Agencies

- Invest in R&D that addresses strategic needs for your organisation
- Co-develop authoritative R&D, working with key stakeholders in other jurisdictions or sectors to build shared understanding of issues and opportunities
- Leverage your R&D investment five-fold in a CRC
- Support training of the next generation of leading water and agricultural policy and management specialists
- Participate in projects or events that provide alternate pathways to interact with key stakeholders for your agency.

WHAT IS A CRC?

The Australian Government's CRC (Cooperative Research Centre) program is a proven model that supports industry-led collaborations between industry, business, researchers, government and the community within Australia and internationally to develop new technologies, products and services. Since its inception in 1990, the program has committed \$4.6 billion in funding to support the establishment of 297 collaborations.

The scheme provides grants of approximately \$45 million to each successful collaboration that is committed to addressing medium to long term industry challenges aligned to at least one of the Federal Government's Growth Centres. Partner cash and in-kind contributions add to the value of the CRC, and are typically three to

four times the value of Commonwealth funding. CRCs, which can receive grant funding for up to ten years, are independent entities, established and governed as incorporated companies limited by guarantee.

CRCs offer SMEs and multinationals a unique and attractive proposition.

These partners can access the best research teams in Australia via a single entity – the CRC – for R&D that delivers solutions on major industry challenges and supplement the R&D costs with grant funds awarded by the Commonwealth and research provider contributions.

GOVERNANCE AND TERMS

A draft Term Sheet that articulates the governance and management of the proposed ONE Basin CRC has been developed in consultation with lead partners. This document is available upon request.

The ONE Basin CRC will be governed by a seven member skills-based board, supported by four board subcommittees: Finance, Audit and Risk, Remuneration and Nominations and Research, Commercialisation and Translation. The CRC will be established as a not-for-profit company, limited by guarantee with a ten-year funding period.




The research agenda will be led by the needs of industry, business, government and community partners in the CRC. The Research, Commercialisation and Translation Committee will review and prioritise research proposals developed by CRC partners and provide prioritised projects to the Board for final approval.

Approvals for funding will be based on agreed criteria to be established upon the incorporation of the CRC and may include alignment to the goals of the CRC, industry need, extent of collaboration, scientific basis and budget. Research projects will include foundation projects developed during the bid process, commissioned projects developed by partners during the CRC's lifetime and appropriate (open) calls as nominated by the CRC board.

The CRC will have projects of various lengths, a significant portion of which will be three years or less, thus ensuring timely impact and addressing defined problems. Others will be over the life of the CRC. This portfolio will be designed to balance the need for readily adoptable industry solutions whilst recognising the need for continuous monitoring of Basin data for better predictability.

The CRC will seek to secure the maximum benefit for the Australian economy from Project IP. For public good projects, Centre IP ownership is proposed (subject to negotiation). For commercial projects, Project IP ownership and commercialisation rights will be negotiated on a project by project basis. Background IP will remain the property of the original owner and access rights to Background and Project IP will be clarified in Project Agreements at their outset. It is also proposed that a legacy process will be developed during the course of the CRC.

The ONE Basin CRC has two partner categories: research and non-research. Non-research partners include business, industry, government and community organisations. The table below details partner tiers, determined by the size of cash contributions.

PARTNER	CONTRIBUTIONS	MEMBER OF THE CRC COMPANY	VOTING AND NOMINATION RIGHTS FOR DIRECTORS
Tier 1 Non-Research Partner	Minimum \$300k p.a cash Approx. \$600k p.a. in-kind		Can nominate up to two independent board member candidates Ability to vote
Tier 2 Non- Research Partner	Minimum \$150k p.a cash Approx. \$300k p.a. in-kind		Can nominate up to one independent board member candidate Ability to vote
Tier 3 Non- Research Partner	Cash and in-kind as appropriate		Not applicable

In addition to the sub-committee of the board, each Regional Hub will have its own Regional Advisory Committee to represent the interests of the non-research partners in the region. The membership of these committees will be developed in consultation with Hub

partners during bid development. This committee will advise the Research, Commercialisation and Translation Committee on project priorities for the region and oversee annual reviews of Regional Hub Projects.

Opportunity to provide a gift to support the CRC's people and projects

For those interested in supporting the CRC but not interested in being a partner, there is an opportunity to provide support in the form of a gift. There are a number of specific projects which are less likely to be funded

through commercial partnerships. These are areas where philanthropic support could leverage off the CRC's R&D program to deliver high impact benefits. Contact the CRC team for more information about these opportunities.

HOW PARTNERS WILL SHAPE THE R&D PROGRAM

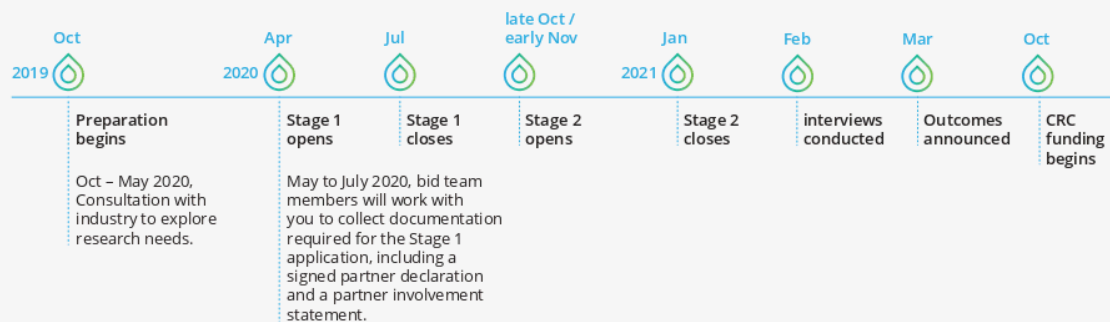
- Project proposals are outlined for each of the CRC's three Programs on the ONE Basin website. These are provisional areas for consideration and discussion. They are yet to be approved by the CRC partnership and ultimately the CRC Board.
- As partners discuss participation in the CRC we want to understand which project areas they are interested in, whether the current projects meet their needs or if there are other project areas of interest. This helps us feed back into the ongoing development of the CRC proposal.
- When partners agree to proceed with a partnership in the CRC and start work on their declaration they will join the partner committee. This committee will be kept informed of the progress with bid development and be able to make suggestions and raise concerns through this forum.
- Partners will also be able to nominate someone to join program teams to contribute to shaping the R&D projects if they wish. This will be an opportunity to make sure the partner interests are understood. It will also be important to identify what contributions all partners can make in achieving successful impact from the Program. This process will be managed and documented by the Program Leader.
- Some projects will be confirmed before commencement in the CRC, these are called Foundation Projects and are indicated in the prospectus and listed on the website. They are core areas of activity of particular importance to the CRC Partnership.
- Once the CRC commences, projects proposals (other than the Foundation Projects) will be prioritised using the process outlined in the Terms Sheet for the CRC to finalise the R&D Program. This process ensures partner interests are reflected in the prioritisation. The CRC Board is the ultimate arbiter in project funding decisions.

NEXT STEPS

ONE Basin CRC will enter its bid into the 2020 Round 22 Federal Government call for CRC submissions. Governance and management of the bid process has been established and these details can be provided upon request. By participating in the ONE Basin CRC bid process and subsequent formation, organisations will be able to provide input into the research areas and sector needs, so they are aligned with resolving defined problems and creating opportunities.

Partners can join the ONE Basin CRC bid at any time during the bid phase. However, we actively encourage Australian (business, industry, government and community) partners and international organisations to participate early in the bid phase to influence and drive the bid strategy and content; and to optimise the opportunity to leverage partner contributions with requested grant funding.

Once funding has been announced, the CRC will be established with agreed CRC best practice governance structures (appoint Chair, Board and CEO) as described in the Term Sheet. Defined programs and projects of work will commence shortly after agreement finalisation.





PARTNERS

Tier 1



Tier 2





PARTNERS

Tier 3





**To participate in the
ONE Basin CRC bid
please contact:**

Professor Michael Stewardson,
Interim CEO, ONE Basin CRC

The University of Melbourne
E: ONE-Basin@unimelb.edu.au
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1.1. COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT POLICY

OBJECTIVE: To demonstrate Tamworth Regional Council's commitment to ensuring that the Mayor and Councillors have access to induction and ongoing professional development which will assist in developing and maintaining the skills and knowledge required to effectively perform their civic role and responsibilities under the *Local Government Act 1993* (the Act).

SCOPE: This policy applies to all Councillors of Tamworth Regional Council, including the Mayor.

POLICY:

Statement of Commitment

Tamworth Regional Council is committed to developing an induction and ongoing professional development program for the Mayor and Councillors to ensure they can fulfil their statutory roles and responsibilities. As part of this program, the Mayor and each Councillor will have a professional development plan that identifies specific gaps in their capabilities (ie their knowledge, skills and attributes) and identify professional development activities to build these capabilities.

Council's induction and professional development program will consist of three elements:

1. Pre-Election Candidate Sessions
2. Induction Program
3. Professional Development Program

Pre-Election Candidate Sessions

It is vital that people who are considering nominating for election to Council have a solid understanding of the role before they nominate. This includes an understanding of what will be expected of them should they be elected, and the legislative boundaries they must work within.

Being fully informed will ensure that candidates who nominate have seriously considered whether they have the knowledge, skills and personal attributes required to fulfil the responsibilities of civic office (noting that the specific knowledge required can be developed if these skills and personal attributes are present). Being fully informed will also assist them to judge whether they will be able to effectively meet the demands of representing their community on Council.

Tamworth Regional Council will organise a minimum of one candidate information session prior to closing of nominations for people considering nominating for election to Council. The benefits of a pre-election information session include:

- candidates being fully informed about the:
 - roles and responsibilities of a Mayor and/or Councillors;
 - legislation and Council policies they are expected to comply with;
 - time commitment required; and
 - skills, knowledge and personal attributes needed;
- candidates being given the opportunity to learn from experienced Mayors and Councillors;
- candidates being given the opportunity to ask council any questions about the role;
- candidates being aware of the financial and other support available to them to fulfil the role of a Mayor and/or Councillor;
- candidates understanding that their behaviour as a Mayor and/or Councillor will be governed by Council's Code of Conduct and that there are penalties for breaches;
- Council being able to provide potential candidates ahead of time the key dates of any known events that they will be required to participate in during Council's term if they are elected so they can make tentative arrangements to attend (for example, Council Meetings, induction);

- the community benefit from each candidate seeking election based on a platform that reflects what they can and cannot do or achieve as Councillor; and
- reduced tension and conflict due to newly elected Mayors and Councillors having a better understanding of their roles and what can be achieved by a unified governing body.

Induction program

Tamworth Regional Council will develop an induction program for new and returning Councillors as well as a supplementary program for the Mayor (and Deputy Mayor) to ensure they are provided all the information they need to effectively fulfil their roles in the first few months of Council's term and feel confident in their ability to do so. The induction program will cover:

- an orientation to Council facilities and the local government area;
- an overview of the key issues and tasks for the new Council including Council's Community Strategic Plan, Delivery Program, Operational Plan, Resourcing Strategy and Community Engagement Plan;
- the legislation, rules, principles and political context under which Council operates;
- the roles and responsibilities of Councillors and the Mayor;
- Council's organisational structure, workforce management strategy and the roles and responsibilities of the General Manager and Council staff;
- what Council does and how it operates, including an overview of integrated planning and reporting, land-use planning, natural resource management, financial management and asset management by Council;
- key Council policies and procedures Councillors must comply with including the Code of Conduct;
- the role of Council Meetings and how to participate effectively in them;
- the support available to the Mayor and Councillors and where they can go to get more information or assistance, and
- information on the process for taking the oath of office and electing the Mayor at the first Council Meeting.

In the case of the Mayor, the program will also cover:

- how to be an effective leader of the governing body and Council;
- the role of the Chair and how to chair Council Meetings;
- the Mayor's role in integrated planning and reporting;
- the Mayor's role and responsibilities under the Code of Conduct;
- the Mayor's role and responsibilities in relation to the General Manager's employment;
- the Mayor's role at regional and other representative bodies; and
- the Mayor's civic and ceremonial role.

The Mayor and Councillors must have a working knowledge and understanding of these areas by the end of the induction program.

The induction program will also include team building activities to help the governing body establish itself as a cohesive and collaborative team focused on a common purpose with shared values and goals. Activities will aim to ensure Mayors and Councillors:

- identify how they would like to work together as a team and identify a common vision for the governing body;
- build relationships with each other based on trust and mutual respect that facilitate collaboration;
- contribute to a positive and ethical culture within the governing body;
- work towards consensus as members of the governing body for the benefit of the community;
- develop respectful negotiation skills and manage alternative views within the governing body without damaging relationships;

- understand what supports or undermines the effective functioning of the governing body;
- respect the diversity of skills and experiences on the governing body; and
- communicate and uphold the decisions of Council in a respectful way, even if their own position was not adopted.

Activities should also help the Mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within Council and when representing Council in the community and elsewhere.

The Mayor and Councillors, including those re-elected to office, must attend all induction sessions.

Tamworth Regional Council will evaluate the induction program at the end of each Council term to determine whether it has achieved these outcomes, and to identify and address areas for improvement.

Ongoing Professional Development Program

An individual ongoing professional development plan will be developed for the Mayor and each Councillor to address any gaps in the capabilities (ie the knowledge, skills and attributes) needed to effectively fulfil their role.

Each professional development plan will span the Council's term, and identify professional development activities that the Mayor or Councillor will participate in. Professional development activities will be prioritised according to need and approved by the General Manager where Council funds are required in accordance with Council's Councillor and Expenses and Facilities Policy. The Mayor and Councillors are expected to complete all the activities included in their professional development plan.

Professional development activities will, wherever possible, follow the 70/20/10 principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self directed learning, developmental roles, problem solving, exposure and practice;
- 20% of learning activities are provided via learning and training through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships and professional associations; and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The timing of professional development activities for the Mayor and Councillors will be designed in such a way so as to not overload Councillors with learning activities in the early part of Council's term. The timing will reflect what knowledge and skills Councillors and the Mayor need at various points in Council's term to undertake their roles.

The Mayor and Councillors will be provided with as much notice as possible for upcoming induction and professional development activities.

The Local Government Capability Framework highlights the Personal Attributes, Relationships, Results, Resources and Civic Leadership required of Mayors and Councillors that Council will use as a reference for the ongoing professional development activities.

Personal Attributes

	Councillor	Mayor
Manage Self		
Talks to the Mayor/Councillor, General Manager and other Councillors about own role and responsibilities, and seeks feedback	✓	✓
Pursues responsibilities with energy, drive and commitment	✓	✓

Manages own time effectively, balancing demands in line with Council priorities	✓	✓
Shows awareness of own strengths and areas for growth	✓	✓
Looks for and takes opportunities to develop knowledge and skills as a Councillor	✓	✓
Honestly examines personal motivation and capacity as Mayor		✓
Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours		✓
Display Resilience and Adaptability		
Is flexible and willing to change their mind in light of new information	✓	✓
Stays calm and objective in challenging situations	✓	✓
Advocates constructively for an idea or position, even in the face of strong, contrary views	✓	✓
Listens when challenged and seeks to understand criticisms before responding	✓	✓
Stays positive and perseveres in the face of resistance or setbacks	✓	✓
Accepts public feedback and responds in a thoughtful and considered way	✓	✓
Reads situations quickly and shows leadership in times of crisis		✓
Acts as a stabilising influence in challenging and emotionally charged situations		✓
Act with Integrity		
Is open, honest and consistent in words and behaviour	✓	✓
Tells the truth and admits to own mistakes	✓	✓
Maintains confidentiality	✓	✓
Takes steps to clarify ethical issues and seeks advice when unsure what to do	✓	✓
Follows the Code of Conduct, Legislations and Policies applicable to Councillors/Mayors	✓	✓
Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest	✓	✓
Helps Councillors understand their obligations to comply with the Code of Conduct Legislation and Policies		✓
Identifies and discusses ethical issues with Councillors		✓
Promotes a culture of integrity within Council and in dealings external to Council		✓
Demonstrates Accountability		
Prepares appropriately for Council Meetings	✓	✓
Acts in the public interest and observes the highest standards of personal conduct at all times	✓	✓
Takes responsibility for fulfilling the role of Councillor/Mayor to the best of their ability	✓	✓
Is transparent in actions and decision making, declaring potential conflicts	✓	✓

Models the highest standards of accountability, providing transparency to enable public scrutiny	✓	✓
Provides advice on strategies taken by Council to be accountable, transparent and efficient		✓

Relationships

	Councillor	Mayor
Communicate and Engage		
Clearly communicates ideas and arguments	✓	✓
Adjusts tones, pace and message for different audiences	✓	✓
Listens when others are speaking and asks appropriate, respectful questions	✓	✓
Shows sensitivity to cultural, religious and other individual differences when interacting with others	✓	✓
Uses communication channels that are suitable for the diversity in the community	✓	✓
Creates opportunities for people to engage with Council and contribute to public disclosure and debate	✓	✓
Community and Customer Focus		
Keeps up to date on current issues affecting the community	✓	✓
Shows pride in and talks positively about the community and region	✓	✓
Commits time and energy to serving the community	✓	✓
Works towards social, environmental and economic sustainability in the community/region	✓	✓
Collects and uses broad community feedback to identify opportunities for improvement	✓	✓
Builds effective relationships with a range of people who reflect the diversity in the community	✓	✓
Works Collaboratively		
Shares information with other Councillors about community issues, stakeholders and activities	✓	✓
Is respectful of Council staff and receptive to their advice	✓	✓
Shows respect for the diversity of skills and experience on the governing body	✓	✓
Initiates collaborative forums on issues facing the community	✓	✓
Works together with stakeholder networks for the benefit of the community and region	✓	✓
Encourages Councillors to work collaboratively		✓
Builds a productive working relationship with the General Manager based on clear expectations, trust and respect		✓
Supports positive relations between the General Manager and the governing body		✓
Builds partnerships between Council and external stakeholders that are of strategic value to Council		✓

Facilitates and supports strategic collaboration with other Councils to benefit the broader region	✓	
Influence and Negotiate		
Uses understanding of political processes and networks to develop a negotiation strategy	✓	✓
Listens to contrary points of view and endeavours to find common ground	✓	✓
Influence other with a fair and considered approach and sound arguments	✓	✓
Avoids starting from an entrenched position and is willing to give and take	✓	✓
Wins concessions without damaging relationships	✓	✓
Establishes and maintains relationships outside Council in order to find common ground and further Council's position		✓
Anticipates points of contention and plans negotiations accordingly		✓
Steers discussion and debate towards achieving an acceptable outcome		✓

Results

	Councillor	Mayor
Plan and Prioritise		
Identifies and pursues critical priorities and sets aside less critical activities	✓	✓
Contributes to setting clear performance goals that include quality measures	✓	✓
Considers Council performance reports and rollover of projects when making new plans	✓	✓
Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans	✓	✓
Incorporates sound risk management principles into strategic planning	✓	✓
Works with the General Manager to translate strategic direction into the delivery program and operational plan		✓
Monitors progress against the delivery program and operational plan		✓
Considers Council's current and potential future role within the community and region when planning		✓
Think and Solve Problems		
Gathers and investigates information from a variety of sources	✓	✓
Asks questions to get to the heart of the issue and define the problem clearly	✓	✓
Considers the broader context and long-term impacts of policy options	✓	✓
Works with others to assess options and identify appropriate solutions	✓	✓
Create and Innovate		
Thinks about issues and opportunities from different viewpoints	✓	✓

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Looks for non-obvious solutions	✓	✓
Encourages independent thinking and new ideas from others	✓	✓
Explores innovative solutions with long-standing community-wide impact	✓	✓
Deliver Results		
Monitors and provides advice on the delivery of customer/community focused services	✓	✓
Instigates and champions initiatives to deliver community outcomes	✓	✓
Identifies and addresses potential risks to the achievement of Council goals	✓	✓
Engages with senior staff about strategies to improve Council performance		✓

Resources

	Councillor	Mayor
Finance		
Uses basic financial terminology appropriately	✓	✓
Makes informed contributions to debate about the allocation of financial resources	✓	✓
Demonstrates respect for public funds and the obligation to manage Council's resources responsibly	✓	✓
Is aware of financial risks and strategies to manage and minimise these	✓	✓
Is able to discuss implications of Council's long term financial plan, audited financial statements and budget reviews	✓	✓
Identifies and supports opportunities to generate revenue and attract investment	✓	✓
Promotes the role of sound financial management and its impact on Council effectiveness		✓
Asset and Tools		
Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan	✓	✓
Makes informed contributions to debate about the allocations of assets to community priorities	✓	✓
Supports asset risk minimisation strategies, plans and outcomes for Council	✓	✓
Promotes the role of Council as custodian of community assets	✓	✓
Ensures asset management decisions consider long term financial sustainability	✓	✓
Promotes the role of sound asset management and its impact on long term financial sustainability		✓
Technology and Information		
Uses a range of technologies to communicate and engage with the community	✓	✓
Supports the introduction of new technologies to improve the efficiency and effectiveness of Council	✓	✓

Procurement and Contract		
Exercises commercial acumen in reviewing and approving Council contracts and tenders	✓	✓
Makes decisions on Council tenders according to value for money, probity and community benefit	✓	✓
Civic Leadership		
	Councillor	Mayor
Represent Communities		
Makes themselves available to discuss issues and Council activities with members of the community	✓	✓
Seeks to understand the range of views on complex issues in the community	✓	✓
Raises issues that are important to constituents with Council	✓	✓
Treats all people in the community impartially and champions their right to be heard	✓	✓
Uses a variety of approaches to gather views from a range of individuals and organisations		✓
Advocates for local interests in dealings with external stakeholders, including other sectors and governments		✓
Inspire Direction and Purpose		
Demonstrates passion, enthusiasm and personal dedication to Council's vision for the community	✓	✓
Champions the community strategic plan and communicates the way forward	✓	✓
Encourages community involvement in Council planning processes	✓	✓
Communicates the context and parameters surrounding Council strategies and plans	✓	✓
Communicates the purpose and plans, using a variety of channels to reach many audiences		✓
Regularly communicates progress against the community strategic plan		✓
Govern Responsibly		
Contributes constructively to debate in Council	✓	✓
Works towards consensus as a member of the governing body	✓	✓
Contributes to a positive and ethical culture within the governing body	✓	✓
Participates responsibly in exercising Council's employer functions in relation to the General Manager	✓	✓
Acts in a way that preserves the health and safety of people in the Council workforce	✓	✓
Leads constructive Council Meetings with a view to reaching consensus		✓
Cultivates a positive and ethical culture within the governing body		✓
Works with the General Manager to ensure legal and regulatory frameworks are applied consistently by Council		✓

Sets clear performance standards for the General Manager and monitors progress	✓	
Regularly discusses performance with the General Manager and addresses performance issues early	✓	
Make Quality Decisions		
Makes considered decisions on merit in the public interest	✓	✓
Considers information about the context and regulatory environment before making decisions	✓	✓
Considers financial and budget implications, including value for money, in decision making	✓	✓
Explains Council decision-making process to constituents	✓	✓
Communicates the decisions of Council in a respectful way, even if own position was not adopted	✓	✓
Assists the community to understand Council decisions in context, considering priorities and constraints	✓	✓
Ensures Council works through issues, considering all relevant information, before making decisions		✓
Ensures Council considers financial and budget implications in making decisions		✓

Responsibilities

The Mayor and each Councillor are responsible for making themselves available to attend any development activities identified in the professional development plan. The Mayor and all Councillors must make all reasonable endeavours to attend and participate in the induction sessions and professional development activities arranged for them during the term of Council.

Executive Services is responsible for planning, scheduling and facilitating induction and professional development activities for the Mayor and Councillors in consultation with the General Manager.

The General Manager has overall responsibility for Tamworth Regional Council's induction and professional development program.

Budget

An annual budget allocation will be provided to support the induction and professional development activities undertaken by the mayor and councillors. Expenditure will be monitored and reported quarterly.

Approval of Training and/or Expenses

Professional development activities that require Council funds are to be approved by the General Manager in accordance with Tamworth Regional Council's Councillor Expenses and Facilities Policy.

Evaluation

Council will evaluate the professional development program at the end of each Council term to assess whether it was effective in assisting the Mayor and Councillors to develop the capabilities required to fulfil their civic roles.

Reporting

The General Manager will publically report each year in Council's Annual Report:

- the name of the Mayor and each individual Councillor that completed Council's induction program (where an induction program has been delivered during the relevant year);
- the name of the Mayor and each Councillor that had a professional development plan;
- without naming individual Councillors, the percentage of professional development activities offered to the Mayor and Councillors during the relevant year that were completed; and

- the total cost of induction and professional development activities provided to the Mayor and Councillors during the relevant year.

Non-participation will be managed by the General Manager and the governing body.

Review procedures

This policy is to be reviewed at least once every Council term.

♦

♦ *HISTORY –*

Attachments of Ordinary Meeting - Tuesday, 22 September 2020



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1. COUNCIL SPECIAL PURPOSE COMMITTEES

1.1. ANNUAL DONATIONS PROGRAMME

Function

To review requests for donations from Council (under Section 356 of the *Local Government Act 1993*) and make recommendation to Council.

Responsible Directorate

Growth and Prosperity

Membership

Meets on an as needs basis.

TRC Representative: three Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Helen Tickle	Director Growth and Prosperity
Cr Juanita Wilson	
Cr Jim Maxwell	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 28/4/2014 – Minute No 97/15
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.2. GENERAL MANAGERS PERFORMANCE REVIEW PANEL

Function

The Council's governing body is to establish a performance review panel and delegate the task of performance reviews of the General Manager to this panel. The extent of the delegation should be clear.

It is recommended that the whole process of performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.

Performance review panels should comprise of the Mayor, Deputy Mayor, another Councillor nominated by Council and a Councillor nominated by the General Manager. The Council's governing body may also consider including an independent observer on the panel. Panel members should be trained in the performance management of General Managers.

The role of the review panel includes:

- conducting performance reviews;
- reporting the findings and recommendations of those reviews to Council; and
- development of the performance agreement.

Responsible Directorate

Nil

Membership

Meets Annually

TRC Representative: Mayor of the Day, Deputy Mayor, one Councillor nominated by Council and one Councillor nominated by the General Manager.

Councillor Representative	
Mayor of the Day	
Cr Helen Tickle	
Cr Phil Betts	
Cr Juanita Wilson	

- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.3. MURRAMI POULTRY BROILER FARM DEVELOPMENT COMMUNITY LIAISON COMMITTEE

A condition of development consent requirement that a Community Liaison Committee be formed, refer SF51/05 Strategy and Finance Committee 14 June 2005 – Item 5.11.

Function

To be consulted on any site management procedures, which shall be fully considered by the proponent.

Responsible Directorate

Planning and Compliance

Minutes

To be included in the Annual Environmental Management Report.

Membership

Comprised of at least three Community elected representatives, one Councillor, relevant Council Staff as required, and other Stakeholders endorsed by the Council.

Councillor Representative	General Manager or his Nominee
Cr Col Murray	Manager Compliance (or nominee)

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.4. TAMWORTH REGIONAL FLOODPLAIN MANAGEMENT COMMITTEE

Function

To assist the Director Regional Services and to formalise part of the community liaison between Council and ratepayers with respect to the implementation of the Floodplain Management Plan.

Responsible Directorate

Regional Services

Membership

TRC Representative: three Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Col Murray	Director Regional Services
Cr Phil Betts	Director Planning and Compliance
Cr Jim Maxwell	

Non Council Representation from:

Office of Environment and Heritage – Mr Ivan Rivas Acosta
NSW State Emergency Service – Mr Heath Stimson, Mr Andrew Galvin
Tamworth Community Representative – Mr Michael Osborne
Environmental Assessments – GHD Pty Ltd Representative, Stormwater Consultancy
Barraba Community Representative – TBA
Manilla Community Representative – TBA
Nundle Community Representative – TBA
Woolomin Community Representative – TBA
Bendemeer Community Representative – Mr Michael Osborne

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 28/4/2015 – Minute No 97/15
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.5. TAMWORTH REGIONAL LOCAL TRAFFIC COMMITTEE

Function

Council is required to establish a Local Traffic Committee (LTC) as a condition of the Delegation of RMS Traffic Powers.

Responsible Directorate

Regional Services

Membership

Meets Monthly

TRC Representative: one Councillor and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts – Chairperson	Manager Infrastructure and Projects
Cr Helen Tickle – Alternate Chairperson	

Non Council Representation from:

Local Area Command
Roads and Maritime Services
Member for Tamworth

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.6. TAMWORTH REGIONAL RURAL FIRE SERVICE LIAISON COMMITTEE

Function

Function to oversee the delivery of a Rural Fire Service within TRC and the discharge of Councils obligations under the *Rural Fires Act 1997* and *Local Government Act 1993*.

Responsible Directorate

Regional Services

Membership

Committee meets quarterly March, June, September and December and also includes Representatives of the RFS Volunteers Association, the RFS.

TRC Representative: two Councillors and one staff member.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts	Council's Local Emergency Management Officer (LEMO)
Cr Mark Rodda	
Cr Russell Webb	
Non-Council Representatives	
RFS Volunteers Association	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

1.7. TAMWORTH SPORTS DOME COMMITTEE

Function

The function of the Committee in relation to the Centre includes but shall not be limited to:

- providing direction and advice on management of the Centre to Council staff;
- providing recommendations on the management/use of the Centre's facilities and services;
- providing recommendations on the preparation and review of a business plan for the Centre;
- providing recommendations on the preparation and review of management/operational plans and other policies and procedures for the Centre;
- assistance with marketing and promotion of the Centre; and
- providing adequate volunteers to operate the Centre as/and when required.

Responsible Directorate

Regional Services

Membership

Meets a minimum of six times per year (noting Community Members are appointed for a period up to three years).

TRC Representative: one Councillor and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Mark Rodda	Director Regional Services or nominee
	Chief Financial Officer of Council or nominee
Community Representatives	
Tamworth Basketball Association	2 x Executive representatives
Tamworth Netball Association	2 x Executive representatives
Tamworth Hockey Association	2 x Executive representatives
Northern Inland Football	1 x Executive representatives
Community Representatives	2 x Currently vacant

Refer:

- Ordinary Council Meeting 10/9/2013 – Membership to be reviewed – Minute No 252/13
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2. COUNCIL WORKING GROUPS

2.1. AUDIT, RISK AND IMPROVEMENT COMMITTEE

Function

Tamworth Regional Council (Council) has established an Audit and Risk function as a key component of Council's governance framework. This Charter provides the Audit, Risk and Improvement Committee a structure for the conduct of the audit function at Council.

Tamworth Regional Council acknowledges that professional independence and objectivity are critical attributes of an efficient and effective Audit, Risk, and Improvement Committee. Council and the General Manager are therefore, committed to upholding and guarantee the professional independence and objectivity of the Audit, Risk and Improvement Committee.

Responsible Directorate

Office of the General Manager

Membership

The Audit, Risk and Improvement Committee should meet at least four times a year, with authority to convene additional meetings as required.

A quorum shall not exist unless three voting members are present. Meetings are to be rescheduled if there is not a quorum. Members are expected to attend each meeting, in person or via telephone or video conferencing.

The Audit, Risk and Improvement Committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.

TRC Representative: Mayor of the Day, plus one other Councillor and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Mayor of the Day – Voting Member	General Manager (or nominee) – Non Voting Member
Cr Glenn Inglis – Voting Member	Internal Auditor – Non Voting Member
	Director Corporate and Governance (or nominee) – Non Voting Member
Community Representatives	
Independent Voting Member – Chairperson	
Independent Voting Member	
Independent Voting Member	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.2. AUSTRALIAN COUNTRY MUSIC HALL OF FAME WORKING GROUP

Function

The Working Group was formed to capitalise on Tamworth's unique position as Country Music Capital and to advance a Hall of Fame and Museum which is of national significance in its content and presentation.

Objectives

The ACMF will continue to archive the history of Australian country music. This new arrangement lightens its load and enables more resources to be applied to the operation and development of the Hall of Fame.

Among priorities for the new Working Group is the development of a Strategic Plan for the development of the Hall of Fame, to investigate and source funding opportunities and sponsorship, provide professional advice and guidance, develop marketing strategies, and to investigate the development of a Country Music Precinct.

Responsible Directorate

Growth and Prosperity

Membership

The Australian Country Music Hall of Fame Working Group will meet on a monthly basis.

TRC Representatives: Director Growth and Prosperity, Manager Events, Director Tamworth Regional Gallery and Museums and Cultural Collections Officer.

Councillor Representative	General Manager or his Nominee
Mayor of the day (Chair)	Director Growth and Prosperity
Cr Charles Impey	Manager Events
	Director Tamworth Regional Gallery and Museums
	Cultural Collections Officer
Community Representative	
Australian Country Music Foundation Inc (one representative)	
One representative from a new group which will take responsibility for the exhibition space (appointed by the Working Group)	
One country music industry representative (to be appointed by the Working Group)	
One representative of associated events and groups such as the Roll of Renown, Hands of Fame, and others (to be appointed by the Working Group)	

Refer:

Ordinary Council Meeting 13/02/2018 – Minute No 19/18

2.3. DISABILITY ACCESS WORKING GROUP

Function

The activities of Disability Access Working Group are to assist Council meet legislative requirements under the *Disability Discrimination Act 1992*, the *NSW Anti Discrimination Act 1977* and the *Local Government Act 1993* which requires Council to provide adequate, equitable and appropriate services and facilities for the community.

Responsible Directorate

Growth and Prosperity

Membership

The Committee will meet quarterly.

The Disability Access Working Group will have the following core membership:

Tamworth Regional Council – one Councillor and an alternate representative;

One representative of the Aged Care Sector and an alternate representative;

Two representatives of the Disability Services Sector and alternate representatives;

The Chair of the Tamworth Local Access Group and an alternate representative;

A representative of the Seniors' community; and

Manager of Cultural and Community Services.

Councillor Representative	General Manager or his Nominee
Cr Helen Tickle – Chairperson	Manager Cultural and Community Services
Cr Charles Impey (alternate)	
Community Representatives	
One representative of the Aged Care Sector and an alternate representative	
Two representatives of the Disability Services Sector and alternate representatives	
The Chair of the Tamworth local Access Group and an alternate representative	
A representative of the Seniors' community	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 22/9/2015 – Minute No 270/15
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16
- Ordinary Council Meeting 12/3/2019 – Minute No 69/19

2.4. KING GEORGE V AVENUE WORKING GROUP

Function

The broad aim of the King George V Avenue Working Group (KGVAWG) is to provide support in relation to the management actions of the Conservation Management Plan (CMP).

Responsible Directorate

Regional Services

Membership

The Working Group will meet quarterly unless more frequent meetings are required to address specific issues of interest or concern.

The Working Group Membership consists of: five x Community Members; Director Regional Services; Manager Sports and Recreation; Horticulture and Arboriculture Specialist; and Council's Heritage Advisor.

From time to time, other members of the community and Council staff may also be requested to assist the Working Group when particular community skill, experience or input will improve the outcomes delivered by the Group.

It is anticipated that members will be appointed for a two year term.

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson	Director Regional Services
Community Representatives	Manager Sports and Recreation
Robin Gunning	Horticulture and Arboriculture Specialist
David McKinnon	Council's Heritage Advisor
Stephen Warden	
Barry John	
Carmel Madirazza	

Refer:

- Ordinary Council Meeting 11/4/2017 – Minute No 98/17
- Ordinary Council Meeting 27/02/2018 – Minute No 54/18

2.5. PLANT COMMITTEE

Function

To review tender evaluations exceeding \$150,000.00 for supply and purchase of plant.

Responsible Directorate

Regional Services

Membership

TRC Representative: two Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Col Murray	Director Regional Services
Cr Russell Webb	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.6. SPORTS WORKING GROUP

Function

To co-ordinate future development, promotion and assist in administration of sports throughout the Regional Council area.

Provide a balance to smaller centres throughout the Local Government Area. Where local facilities provide basic services for local needs, a centralised regional facility provides a full range of contemporary aquatic services for the whole Local Government Area.

Responsible Directorate

Regional Services

Membership

TRC Representative: four Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Mark Rodda – Chairperson	Director Regional Services
Cr Phil Betts	Director Planning and Compliance
Cr Russell Webb	Manager AELEC Precinct
Cr Charles Impey	Manager Sports and Recreation
	Senior Strategy and Facilities Co-ordinator
	Sports and Recreation Development Officer
	Manager Communications and Engagement

Non Council Representatives:

Executive Officer, NIAS
Northern Inland Cluster Coordinator NSW Sport and Recreation

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.7. TAMWORTH CITY CENTRE WORKING GROUP

Function

To set aims/objectives for the future development of the Tamworth Central Business District (CBD).

Responsible Directorate

Planning and Compliance

Membership

TRC Representative: Mayor of the Day, plus four other Councillors and relevant Council Staff and representatives from the Tamworth Business Chamber, professionals and a community member.

Councillor Representative:	General Manager or his Nominee
Mayor of the Day	Director Planning and Compliance
Cr Phil Betts	Manager Integrated Planning
Cr Mark Rodda	
Cr Juanita Wilson	
Cr Charles Impey	

Business Delegates

Three representatives of the Tamworth Business Chamber	Retail Delegate
	Commercial Delegate
	Junior Chamber Delegates
A representative of the Tamworth Real Estate Agents Association	
A representative of the Tamworth and District Liquor Accord	
A representative of Tamworth Regional Arts and Cultural Advisory Committee	
Community Representatives	
Four representatives of the Tamworth Regional Community	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.8. TAMWORTH REGION ARTS ADVISORY COMMITTEE

Function

The broad purpose and aim of the Tamworth Region Arts Advisory Committee (TRAAC) is to provide strategic advice to the Council in relation to 'Arts' matters within the region and make recommendations regarding priority areas for development and or support. TRAAC recognises and encourages diversity across the Tamworth Regional Council area.

Responsible Directorate

Growth and Prosperity

Membership

Meets Quarterly. Cultural forums with the wider arts and cultural community may replace scheduled Tamworth Region Arts Advisory Committee meetings on occasion.

A quorum will consist of 50 percent of committee members and must include at least one Councillor.

TRAAC will have a core membership of six community members and one Arts North West representative. TRAAC will have membership of three Councillors from Tamworth Regional Council.

Representation is also encouraged from arts practitioners from within hard to reach communities.

Community membership will be determined by the Mayor and the General Manager of Tamworth Regional Council, through an Expression of Interest process.

Councillor Representative	General Manager or his Nominee
Cr Glenn Inglis – Chair	
Cr Charles Impey	
Cr Col Murray	
Cr Juanita Wilson	
Community Representatives	
Arts North West	
Six community representatives	

Refer:

- Ordinary Council Meeting – Minute No

2.9. TAMWORTH REGION INCLUSIVE CULTURE ADVISORY COMMITTEE

Function

The broad purpose and aim of the Tamworth Region Inclusive Culture Advisory Committee (TRICAC) is to provide strategic advice to the Council in relation to diversity and other specific cultural matters, within the region and make recommendations regarding priority areas for development and or support. TRICAC recognises and encourages diversity across the Tamworth Regional Council area.

Responsible Directorate

Growth and Prosperity

Membership

Meets Quarterly. Cultural forums with the wider arts and cultural community may replace scheduled Tamworth Region Inclusive Culture Advisory Committee meetings on occasion. Joint meetings with the Tamworth Region Arts Advisory Committee (TRAAC) may occur from time to time.

A quorum will consist of 50 percent of Committee members and must include at least one Councillor.

TRICAC will have a core membership of six community members and one Arts North West representative. TRICAC will have membership of three Councillors from Tamworth Regional Council.

Representation is encouraged from arts and cultural practitioners from within hard to reach communities. Community membership will be determined by the Mayor and the General Manager of Tamworth Regional Council, through an Expression of Interest process.

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson – Chair	
Cr Russell Webb	
Cr Col Murray	
Cr Phil Betts	
Cr Mark Rodda	
Community Representatives	
Arts North West	
Six community representatives	

Refer:

Ordinary Council Meeting 22/10/2019 – Minute No 382/19

2.10. TAMWORTH REGIONAL COUNCIL EMERGENCY PRECINCT WORKING GROUP

Function

The purpose and aim of the Emergency Precinct Working Group is to provide a forum for formal discussion between Council and the relevant emergency service organisations on the feasibility of establishing an Emergency Precinct in Tamworth. It is intended that the Emergency Precinct will accommodate Council's Emergency Operations Centre and, if possible, house both the State Emergency Services Unit and the NSW Rural Fire Service Brigade.

Scope

1. Emergency Precinct

The Working Group will consider and make recommendation to Council on:

- a suitable location for a proposed Emergency Precinct; and
- a conceptual layout, including estimated costs, for a proposed Emergency Precinct which accommodates an Emergency Operations Centre, the State Emergency Services Unit and the NSW Rural Fire Service Tamworth Brigade Station.

NOTE: The Working Group will 'sunset' at the completion of tasks (i) and (ii) above.

2. Administration

The Working Group will provide the following administrative requirements:

- Meeting agendas and Minutes;
- Progress reports to Council on tasks (i) and (ii) above; and
- Other reports and correspondence as required.

Responsible Directorate

Regional Services

Membership

The Tamworth Regional Council Emergency Precinct Working Group will meet monthly, or otherwise as required.

TRC Representative: two Councillors and relevant Council Staff as required.

Councillor Representative:	General Manager or his Nominee
Cr Phil Betts – Chairperson	Director Regional Services
Cr Mark Rodda – Alternate Chairperson	Manager Design and Construction
	Local Emergency Management Officer (LEMO)
Community Representative:	
NSW Rural Fire Service	Local Manager Regional Manager Infrastructure Manager
State Emergency Services	Regional Controller Deputy Regional Controller

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14

- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.11. TAMWORTH REGIONAL COUNCIL HERITAGE WORKING GROUP

Function

The broad aim of the TRC Heritage Working Group is to provide advice, support and direction to Council on key heritage conservation issues and programs. The intended outcome from the input of the Working Group will be improved approaches to the conservation of the heritage items in the region and better recognition of community actions towards heritage conservation.

Responsible Directorate

Planning and Compliance

Membership

The Tamworth Regional Council Heritage Working Group will meet quarterly unless more frequent meetings are required to address specific issues of interest of concern.

TRC Representative: three Councillors, the Director Planning and Compliance, Manager Development and other Council Staff as required. From time to time, members of the community may also be requested to assist the Working Group when particular community skill, experience or input will improve the outcomes delivered by the group.

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson – Chairperson	Director Planning and Compliance
Cr Jim Maxwell	Manager Development and Approvals
Cr Mark Rodda	

Refer:

- Ordinary Council Meeting 22/9/2014 – Minute No 258/2015
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.12. TAMWORTH REGIONAL COUNCIL WASTE MANAGEMENT WORKING GROUP

Function

To examine long term future Waste Management Strategies, including a possible new Regional Landfill Site.

Responsible Directorate

Water and Waste

Membership

TRC Representative: two Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts	Manager Waste and Resource Recovery
Cr Col Murray	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

2.13. TAMWORTH REGIONAL CRIME PREVENTION WORKING GROUP

Function

The broad aim of the Tamworth Regional Crime Prevention Working Group is to provide advice to Council on key strategic priorities or issues in relation to crime prevention. The intended outcome is a safer community at a Regional Council level.

Objectives:

- (i) to provide advice to the Council on emerging crime prevention issues;
- (ii) to identify key strategic priorities or issues in relation to crime prevention;
- (iii) to assist in the assessment and review of crime prevention plans;
- (iv) to promote shared community ownership and partnerships for crime prevention across the regional area; and
- (v) to provide advice on community engagement regarding crime prevention strategies.

Chairperson of this Group also represents Council on the Tamworth and District Liquor Accord

Responsible Directorate

Planning and Compliance

Membership

The Tamworth Regional Crime Prevention Working Group shall meet quarterly.

TRC Representative: four Councillors and relevant Council Staff as required.

Councillor Representative:	General Manager or his Nominee
Cr Phil Betts	Director Planning and Compliance
Cr Mark Rodda	Manager Compliance
Cr Russell Webb	
Cr Juanita Wilson	
Community Representatives:	
State Member for Tamworth	
A Senior Representative of the Oxley Local Police District Crime Prevention Team	
A Representative of the Attorney General's Department (Juvenile Justice or Probation and Parole)	
A Representative of the Tamworth and District Liquor Accord	
A Representative of the Tamworth Business Chamber	
A Representative of either the Taxi industry or associated with the security of the secure taxi rank	
A Representative of the Domestic Violence services sector	
Chair of the Aboriginal Community Consultative Committee	
A Representative from the Aboriginal criminal justice services sector	
A Representative from the Department of Family and Community Services (Housing NSW)	
Three representatives of the Tamworth Regional Community, including one, where possible, with a legal/judicial background	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

- Ordinary Council Meeting 13/02/2018 – Minute No 30/18

2.14. TAMWORTH REGIONAL LICENSED PREMISES REFERENCE GROUP

Function

The Tamworth Regional Licensed Premises Reference Group was established through a collaborative partnership process between NSW Police, Hunter New England Local Health District (HNELHD) and Tamworth Regional Council to provide operational advice on development applications, community impact statements (CIS) and liquor licence applications requiring a CIS from across the Tamworth region.

The Tamworth Regional Licensed Premises Reference Group replaces the Tamworth Regional Council Liquor Licensing Committee.

Objectives

The objectives of the Tamworth Regional Licensed Premises Reference Group are to:

provide an opportunity for expert information and advice from each agency's perspective on the merit of a licensed premises development application;

provide an opportunity to discuss;

issues to be taken into account in the preparation of a CIS that will accompany a liquor licence application to the Independent Liquor and Gaming Authority; and

liquor licence applications;

coordinate responses from each agency regarding licensed premises development applications, CIS and liquor licence applications; and

monitor effectiveness of recommendations made on licensed premises development applications and liquor licence applications.

Responsible Directorate

Planning and Compliance

Membership

The Tamworth Regional Licensed Premises Reference Group will meet on a needs basis and report outcomes via the Crime Prevention Working Group.

TRC Representatives: the Councillors Members of the Crime Prevention Working Group and relevant Council staff as required.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts	Manager Compliance or delegate
Cr Mark Rodda	TRC Development Division Representative
Cr Russell Webb	
Cr Juanita Wilson	
Councillor Representative	
NSW Police Liquor Licensing Sergeant for the Tamworth region or delegate	
A representative of Hunter New England Local Health District (HNELHD)	

Refer:

Ordinary Council Meeting 22/10/2013 – Minute No 301/13

2.15. TAMWORTH UNIVERSITY STRATEGIC WORKING GROUP

Function

The purpose of the TUSWG is to provide a structural framework and forum to provide direction and specific advice on strategic and operational requirements to enable the University of New England to present a fit for purpose business case for final consideration by Tamworth Regional Council.

Objectives

The TUSWG is accountable for:

- Maintaining at all times the focus of TUSWG on the approved Terms of Reference;
- Fostering collaborative processes and open communication;
- Removing any obstacles to the successful delivery of agreed outcomes.

Members of the TUSWG will commit and can expect:

- That each member will be provided with accurate and meaningful information in a timely manner;
- To be given reasonable time to make key decisions;
- Open and honest discussions conducted in an orderly and respectful manner;
- To be alerted to any potential significant risks that could impact the purpose of the group;
- Championing the work of the TUSWG to any interested parties;
- Attend all scheduled meetings and if necessary nominate an alternate member.

Responsible Directorate

Growth and Prosperity

Membership

All meetings will be chaired by the Mayor Tamworth Regional Council.

A meeting quorum will be a majority of members from Tamworth Regional Council, Tamworth University Reference Group and Tamworth Business Chamber.

Decisions will be made by consensus and where not possible the Chair will make the final decision.

Meeting agendas will be agreed jointly by Tamworth Regional Council and University of New England. Each representative membership group will be able to generate topics for the agenda.

Business support to be provided jointly by Tamworth Regional Council and University of New England.

Meetings will be held on a needs basis at agreed locations.

Sharing and use of information and resources including confidential information is to be respected at all times.

All members must maintain the integrity and security of any confidential information.

All members must ensure effective conflict of interest declaration and management.

TRC Representatives: Director Growth and Prosperity, Manager Events, Director Tamworth Regional Gallery and Museums and Cultural Collections Officer.

Councillor Representative	General Manager or his Nominee
Mayor of the day (Chair)	General Manager
Cr Glenn Inglis	Director Growth and Prosperity
Cr Juanita Wilson	
Community Representative	
Tamworth Business Chamber	
Tamworth University Reference Group (Two members)	
Vice Chancellor, University of New England (UNE)	
Other representatives of UNE	

2.16. URBAN STREET TREE MANAGEMENT PLAN ADVISORY GROUP

Function

The broad aim of the Advisory Group is to provide technical expertise and comment in relation to the development of the different documents of the Urban Street Tree Management Plan.

Responsible Directorate

Planning and Compliance

Membership

The Advisory Group will meet every two months.

The Advisory Group Membership consists of:

three Councillor Members;

five Industry leaders;

five community members;

Manager Sports and Recreation; and

Horticulture and Arboriculture Specialist.

The elected chairperson will run the meeting according to the agenda. All members are to abide by Council's Code of Conduct while at meetings and with any information provided to them at or prior to meetings.

It is anticipated that members will be appointed for a one year term.

Councillor Representative	General Manager or his Nominee
Cr Helen Tickle	Manager Sports and Recreation
Cr Jim Maxwell	Horticulture and Arboriculture Specialist
Cr Juanita Wilson	
Community Representatives	

Refer:

- Ordinary Council Meeting 30/4/2019 – Minute No 123/19

3. EXTERNAL BOARDS, COMMITTEES, WORKING GROUPS AND ORGANISATIONS

3.1. ARTS NORTH WEST

Function

To provide the communities of the North West with a program that enables positive strategic development of arts and culture through the provision of information resources, promotion and expertise.

Responsible Directorate

Growth and Prosperity

Membership

Meets quarterly

TRC Representative: one Councillor and the General Manager or his Nominee.

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson	Manager Cultural and Community Services
	Manager Entertainment Venues

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.2. AViSKILLS

Function

Engineering Training College, conducting courses in avionics, mechanical and aircraft structural engineering.

Partnership involving TAFE, Council Qantas, BAE Systems and Federal and State Government Departments.

Responsible Directorate

Growth and Prosperity

Membership

Meets Monthly.

TRC Representative: one Staff Member.

Councillor Representative	General Manager or his Nominee
Cr Glenn Inglis	Manager – Airport and Aviation Development

Refer:

- Ordinary Council Meeting 11/09/2018 – Minute No 184/18

3.3. BUSH FIRE MANAGEMENT COMMITTEE

Function

The Bush Fire Management Committee is comprised of representatives of all key Land Management Agencies and Stakeholder Groups, the Rural Fire Service, Police Service and an elected Local Government Representative and Staff Member. The Committee is responsible for Bush Fire Risk Management Plans and Operational Plans. The Committee can make decisions with far reaching implications on local land holders and communities.

Responsible Directorate

Regional Services

Membership

This Committee usually meets twice yearly.

TRC Representative: two Councillors, one Staff member and other relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts – Representative	Council's Local Emergency Management Officer (LEMO)
Cr Russell Webb – Alternate Representative	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.4. CENTRAL NORTHERN REGIONAL LIBRARY

Function

Under Section 377 of the Local Government Act for the provision, control and management of libraries, library services and information services to the councils of Tamworth Regional, Liverpool Plains Shire, Narrabri Shire, Uralla Shire, Gwydir Shire and Walcha Shire pursuant to the Central Northern Regional Library Agreement.

Responsible Directorate

Growth and Prosperity

Membership

Committee meets in February each year.

Annual General Meeting is held in November each year.

TRC Representative: one Councillor, Manager Cultural and Community Services and relevant Council Staff as required.

Term

Four Year Term – 2008 to 2012

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson	Manager Cultural and Community Services
Cr Helen Tickle – Alternate	
Council Representation from:	
Tamworth Regional Council	
Liverpool Plains Shire Council	
Narrabri Shire Council	
Uralla Shire Council	
Walcha Shire Council	
Gwydir Shire Council	

Refer:

- Ordinary Council Meeting 25/9/2012 – Minute No 276/12
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.5. CLUB GRANTS COMMITTEE

Function

To make recommendation to eligible license Clubs who must make community contributions from club revenue in accordance with NSW Government Scheme which allows Clubs to claim a tax deduction of up to 1.5% on gaming revenue over \$1 million for monies spent on community support.

Responsible Directorate

Growth and Prosperity

Membership

Meets Quarterly

TRC Representative: one Councillor, the Inclusive Community Co-ordinator.

Councillor Representative	General Manager or his Nominee
Cr Mark Rodda	Inclusive Community Co-ordinator

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.6. COUNTRY MAYORS ASSOCIATION

Function

A Lobby Group on behalf of the concerns of Major Rural Centres within New South Wales.
A forum to discuss like issues.

Responsible Directorate

Office of the General Manager

Membership

The Committee meets quarterly.

TRC Representative: the Mayor of the Day and General Manager.

Councillor Representative	General Manager or his Nominee
Mayor of the Day	General Manager

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.7. NAMOI COUNCILS

Function

Coordination of Local Government within North West Region, Resource Sharing and Local Government Advocacy.

Responsible Directorate

Office of the General Manager

Membership

TRC Representative: Mayor of the Day (Representative), Deputy Mayor of the Day (Alternate Representative), General Manager (or his nominee) and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Mayor of the Day – Representative	General Manager (or nominee)
Deputy Mayor of the Day – Alternate Representative	

Non Council Representation from:	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.8. NEW SOUTH WALES PUBLIC LIBRARIES ASSOCIATION

Function

The purpose of the Association shall be to enable those Councils and Public Library Services which are Members to meet on a regular basis for common purposes and to undertake united action.

Responsible Directorate

Growth and Prosperity

Membership

The major public meeting is the Annual General Meeting and Annual Conference in November each year.

The New South Wales Public Libraries Association (NSWPLA) has several zones covering New South Wales. Tamworth is in the NE Zone. Zones meet four times a year – two just with Librarians and two (Full) with Councillors and Librarians.

TRC Representative: One Councillor, one Staff Member.

Councillor Representative	General Manager or his Nominee
Councillor Juanita Wilson	Manager Cultural and Community Services

3.9. NORTHERN INLAND REGIONAL WASTE GROUP

Function

A voluntary Local Government Networking Group that was established in July 1998 to specifically address waste management issues on a regional level.

Responsible Directorate

Water and Waste

Membership

The Group meets quarterly.

TRC Representative: two Councillors and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Vacant	Manager Water and Waste
Cr Col Murray	

Refer:

- Ordinary Council Meeting 09/09/2014 – Minute No 268/14

3.10. NORTHERN REGION PLANNING PANEL

Function

The functions of the Joint Regional Planning Panels (JRPPs) are to:

- 1 exercise certain consent authority functions for 'regional development'; and
- 2 where requested, advise the NSW Minister for Planning on planning or development matters or environmental planning instruments in respect to the JRPPs' region.

JRPPs will also have such other functions as are conferred on them by the Environmental Planning and Assessment Act 1979 (EP&A Act). For example, JRPPs may have a role in relation to Local Environmental Plans (LEPs). This may include being appointed as the Relevant Planning Authority (RPA) for a LEP or, where requested by the Minister, reviewing or providing advice in respect of a proposed LEP. Where a JRPP is appointed as an RPA for a LEP, the Minister may also delegate plan making powers to the JRPP. JRPPs may also, in limited circumstances, be appointed by the Minister to exercise the functions of planning assessment panels under s.118 of the EP&A Act.

A regional panel is not subject to the direction or control of the Minister, except in relation to the procedures of a regional panel and to the extent provided for in the EP&A Act.

Responsible Directorate

Planning and Compliance

Membership

TRC Appointments: two Member Councillors and three Alternate Councillors.

Council Members	General Manager or his Nominee
Cr Col Murray – Alternate Member	Director Planning and Compliance (or nominee)
Stephen Bartlett – Expert Member	
James Treloar – Community Member	

Refer:

- Ordinary Council Meeting 10/9/2013 – Minute No: 252/13
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16
- Ordinary Council Meeting 11/9/2018 – Minute No 184/18
- Ordinary Council Meeting 12/2/2019 – Minute No 9/19
- Ordinary Council Meeting 9/7/2019 – Minute No 221/19

3.11. NORTH WEST REGIONAL WEED COMMITTEE

Function

The purpose of the North West Regional Weed Committee (NWRWC) is to provide 'tenure neutral' strategic planning and coordination of weed management activities at the regional level. These activities play an integral part in an overall state weed management framework.

The NWRWC is a local community advisory group under the provisions of Section 33 of the *Local Land Services Act 2013*.

The NWRWC is established to:

- support implementation of the weeds components and underlining principles of the NSW Biosecurity Strategy, NSW Biosecurity Act and the NSW Invasive Species Plan 2015-2022;
- provide advice to the Board regarding delivery weed functions for the Local Land Services consistent with the Local Strategic Plan;
- to develop innovative and effective regional weed management strategic plans that consider risks, include all land tenure, and major stakeholders in the landscape;
- provide a forum for the community and stakeholders in decision making, and develop communication education and awareness programs based on local and/or regional priority weeds and issues.

Responsible Directorate

Planning and Community Services

Membership

Council Members	General Manager or his Nominee
Cr Jim Maxwell	Senior Weeds Officer

Refer:

- Ordinary Council Meeting 24/11/2015 – Minute No 349/15
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.12.

REGIONAL CITIES NSW

Function

Regional Cities NSW is an alliance of 15 regional cities from around the State. The alliance is responsible for representing regional communities through evidence-based policy and informed advocacy. The objective of these activities is to effect real change in their communities by seeking improvements to the infrastructure, liveability and sustainability of regional cities and the wide regional areas the cities support.

Responsible Directorate

Office of the General Manager

Membership

TRC Representatives: Mayor of the Day and General Manager (Board Members).

Meets quarterly.

Councillor Representative	General Manager or his Nominee
Mayor of the Day	General Manager

Refer:

- Ordinary Council Meeting 9/10/2018 – Minute No 218/18

3.13. TAMWORTH ABORIGINAL COMMUNITY CONSULTATIVE COMMITTEE

Function

- (i) To develop and implements strategies which reflect mutual respect, awareness and dignity in services for and to aboriginal people residing with the Tamworth Local Government Area (LGA).
- (ii) To promote the status of Aboriginal people in the Tamworth Regional Council Local Government Area.

Responsible Directorate

Growth and Prosperity

Membership

The Committee will meet on the second Wednesday of every second month, excluding January. If the need arises, the Committee can convene an extraordinary meeting.

TRC Representative: Mayor and one Councillor. The Mayor is always the Deputy Chairperson, however, both Councillors are voting members if present.

Membership is open to one representative of open membership-based Aboriginal Community Organisations who are in the Tamworth Local Government Area.

The quorum for the meeting will be five community representatives other than Tamworth Regional Council.

Councillor Representative	General Manager or his Nominee
Mayor of the Day	
Cr Phil Betts	

Refer:

- Ordinary Council Meeting 24/8/2010 – Minute No 295/10 (recommendation within 2010-2015 Cultural Plan)
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.14. TAMWORTH AND DISTRICT LIQUOR ACCORD

Function

The Tamworth and District Liquor Accord is based on a set of principles that all parties will implement in order to improve the safety and amenity of Tamworth and District Licensing Area. These principles relate to four key themes:

- Responsible Service of Alcohol;
- improved Safety and Security;
- commitment to being a good neighbour; and
- co-operation with the police and the community to improve local outcomes.

Underpinning these principles is industry best practice responsible licensees are committed to undertake.

Responsible Directorate

Planning and Compliance

Membership

TRC Representative: one Councillor (as Chairperson of the Tamworth Regional Crime Prevention Working Group) and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Juanita Wilson	Manager Compliance
Cr Mark Rodda (Alternate)	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16
- Ordinary Council Meeting 11/9/2018 – Minute No 184/18

3.15. TAMWORTH CARDIOVASCULAR HEALTH WORKING GROUP

Function

The purpose of the group is to investigate reasons the Tamworth region has poor cardiovascular outcomes and from that seek solutions to improve the cardiovascular health of the population through targeted advocacy and support for best practice primary and secondary prevention initiatives.

Responsible Directorate

Planning and Compliance

Membership

Member of the Committee will be by invitation and will be reviewed by the Working Group on an annual basis. Others may be invited to attend on a time-limited basis to progress specific discussions or initiatives. There will always be at least one member from HNECC PHN's Hunter New England Rural Clinical Council who will have responsibility to report back on actions and outcomes from the Working Group.

Meetings will be held at a frequency and time agreed by and suitable for the group, generally at the offices of the PHN.

Councillor Representative	General Manager or his Nominee
Cr Helen Tickle	
Organisation Representatives	
Hunter New England Central Coast Primary Health Network	
Hunter New England Local Health District	
Heart Foundation NSW	
University of Newcastle, Department of Rural Health	

Refer:

- Ordinary Council Meeting 27/2/2018 – Minute No 64/18

3.16. TAMWORTH HEALTH COMMITTEE

Function

Considers issues relating to Tamworth Hospital and Tamworth Community Health.

The Local Health Advisory Committee:

- identify and raise health issues of local concern;
- provide community input into ongoing Hunter New England Health Planning and Service Development;
- nominate community representatives for Hunter New England Consultative Groups;
- provide a community perspective on health issues rather than the views of individuals;
- provide information on health issues to the community; and
- encourage consumer advocacy and consumer perspective in public health care and development.

Responsible Directorate

Growth and Prosperity

Membership

Meetings are held on a monthly basis mostly at Tamworth Base Hospital but also at Gunnedah, Manilla and Barraba Hospitals.

TRC Representative: one Councillor as Delegate, one Councillor as Alternate Delegate and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Helen Tickle – Delegate	Manager Cultural and Community Services
Cr Juanita Wilson – Alternate Delegate	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.17. TAMWORTH REGIONAL CONSERVATORIUM OF MUSIC

Function

To promote the study, practice, performance and knowledge of music and the performing arts in Tamworth and the region by providing an appropriate centre for teaching and performance.

Responsible Directorate

Growth and Prosperity

Membership

Meets ten times per year.

TRC Representative: the Mayor of the Day, one Councillor (Alternate) as a Board Member and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Mayor of the Day – Representative	Manager Entertainment Venues
Cr Juanita Wilson – Alternate Representative	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.18. TAMWORTH REGIONAL LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC)

Function

A Local Emergency Management Committee (LEMC) is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Local Government area for which it is constituted and in the exercise of its functions, any such Committee is responsible to the relevant District Emergency Management Committee. Council's Local Emergency Management Officer is presently the Chair of the Committee and represents the Tamworth LEMC at District Emergency Management Committee Meetings.

Responsible Directorate

Regional Services

Membership

TRC Representative: two Councillors together with relevant Council Staff.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts	Council's Local Emergency Management Officer (LEMO)
Cr Helen Tickle	Other Support Staff as required

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

3.19. TAMWORTH REGIONAL STATE EMERGENCY SERVICE ADMINISTRATIVE COMMITTEE

Function

To oversee the delivery of the State Emergency Service within TRC and the discharge of Council's obligations under the State Emergency Service Act 1989.

Responsible Directorate

Regional Services

Membership

The Committee meets six monthly.

TRC Representative: one Councillor as Delegate, one Councillor as Alternate Delegate and relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Cr Phil Betts – Delegate	Council's Local Emergency Management Officer (LEMO)
Cr Juanita Wilson – Alternate Delegate	

Refer:

- Ordinary Council Meeting 9/9/2014 – Minute No 268/14
- Ordinary Council Meeting 27/9/2016 – Minute No 270/16

4. EXTERNAL BOARDS, COMMITTEES, WORKING GROUPS AND ORGANISATIONS (STAFF REPRESENTATIVES ONLY)

4.1. AUSTRALIAN AIRPORTS ASSOCIATION

Function

Association represents 260 Airports Australia wide including international, major regional and rural.

The charter is to facilitate co-operation among all member Airports and their many and varied partners in Australian aviation, whilst maintaining an air transport system that is safe, secure, environmentally responsible and efficient for the benefit of all Australians.

Responsible Directorate

Growth and Prosperity

Membership

Meetings: Annual General Meeting held October/November

State Meeting Bi-Annually

TRC Representative: one Staff Member.

Councillor Representative	General Manager or his Nominee
Nil	Manager – Airport and Aviation Development

4.2. COUNTRY MUSIC FESTIVAL EMERGENCY PLANNING COMMITTEE

Function

The Country Music Festival (CMF) Emergency Planning Committee prepares and reviews emergency plans or procedures relating to high level emergency risk management for Council's festival activities. Incorporates emergency management combat agencies and support agencies along with internal Divisions responsible for key operational aspects of the Festival.

Responsible Directorate

Regional Services

Membership

TRC Representative: Council Staff as appropriate to support the functions of the Committee.

Councillor Representative	General Manager or his Nominee
Nil	Manager Events
	Council's Local Emergency Management Officer (LEMO)

4.3. MID NORTH WEIGHT OF LOADS GROUP

Function

To minimise pavement damage caused by overloaded vehicles, through enforcement activities thus reducing maintenance and reconstruction costs on roads.

The enforcement of vehicle weight is undertaken by four full time Ordinance Inspectors under the control of the Supervising Engineer from Gloucester Shire. As required, the four Inspectors are supported by two part-time Assistants. Members of the Group includes Member Councils agreeing to jointly employ the six Ordinance Inspectors with other Member Councils.

Gloucester Shire Council administers the Group including any infringements issued on Member Council roads. Costs of this administration including the employment of the Ordinance Inspectors are covered by a grant from the Roads and Maritime Services and from contributions from Member Councils.

Responsible Directorate

Regional Services

Membership

Meets as required

TRC Representative: Relevant Council Staff as required.

The Mid North Weight of Loads Group was formed in 1986 and consists of the following New South Wales Local Government Councils:

Armidale Regional	Kempsey Shire	Nambucca Shire	Uralla Shire
Bellingen Shire	Liverpool Plains Shire	Port Macquarie/Hastings	Walcha
Coffs Harbour City	MidCoast	Tamworth Regional	
Dungog Shire	Muswellbrook Shire	Upper Hunter Shire	

Councillor Representative	General Manager or his Nominee
Nil	Manager Infrastructure and Projects

4.4. NAMOI PEEL CUSTOMER SERVICE COMMITTEE

Function

The Namoi-Peel Customer Service Committee provides a forum for communication and consultation and its customers. In these forums, the Committees ensure that the interests of all water users are considered when State Water Develops projects, policies and priorities.

The Namoi-Peel Customer Service Committee members and State exchange information so that a positive, constructive and efficient service provider-customer relationship can be maintained.

Responsible Directorate

Water and Waste

Membership

Meets Quarterly.

TRC Representative – two Staff members.

Term

30 June 2012 to 30 June 2016 – Four Year Term

Councillor Representative	General Manager or his Nominee
Nil	Director Water and Waste
	Manager Water and Waste Operations

Refer:

- Services and Infrastructure Committee Meeting 8/04/2008 – Minute No SI022/08

4.5. NEW ENGLAND DISTRICT EMERGENCY MANAGEMENT COMMITTEE (DEMC)

Function

The District Emergency Management Committee (DEMC) is responsible for overseeing the functions of the Local Emergency Management Committees within defined regions and is primarily tasked to review and advise on the plans prepared by the LEMCs. The Chair of the LEMC (a Council staff member) represents the Tamworth LEMC at the DEMC meetings. The DEMC reports to the State Emergency Management Committee.

Responsible Directorate

Regional Services

Membership

TRC Representative: Chair of the Tamworth Local Emergency Management Committee (LEMC)

Councillor Representative	General Manager or his Nominee
Nil	Council's Local Emergency Management Officer (LEMO)

4.6. NORTHERN INLAND GOVERNMENT WATER MANAGERS GROUP

Function

The Managers of Water and Sewer Services for Councils in the New England and North West of NSW have agreed that there is benefit in meeting on a regular basis to discuss issues that are common to all and to share knowledge and experience related to the delivery of water and sewer services.

These Terms of Reference provide a loose framework in relation to these meetings. They will be amended from time to time with the agreement of the Group.

Objectives

The objectives of the Group include:

- to provide a forum for staff involved in the delivery of water and sewer services to discuss issues common to all;
- to share knowledge and experience across the group;
- to improve contact between members across the group;
- to provide an opportunity for one or more members to attend conferences workshops etc.;
- perhaps as representatives of the Group, and to provide relevant information to all members of the Group;
- to provide opportunity for site visits and other inspections at councils across the group so that members can view, particular technology etc.; and
- mentoring/exchange of trainees and other employees across member Councils.

Responsible Directorate

Water and Waste

Membership

The following Councils are nominated members to participate in the Group

Armidale Dumaresq Shire Council	Inverell Shire Council	Tamworth Regional Council
Glen Innes Severn Shire Council	Liverpool Plains Shire Council	Tenterfield Shire Council
Gunnedah Shire Council	Moree Plains Shire Council	Uralla Shire Council
Gwydir Shire Council	Narrabri Shire Council	Walcha Shire Council
Guyra Shire Council		Warrumbungle Shire Council

Participants

Participants nominated by member Councils should be involved in the day to day provision of planning, operation, maintenance and capital works in water and sewer areas. Councils should nominate one participant and an alternate, although both can attend meetings.

The group will not be successful if there is a lack of numbers at meetings or different people attend each meeting. Therefore it is important that members commit to attending as many meetings as possible, regardless of location.

The host Council can invite other participants from its own organisation or outside organisation as required.

Meetings

Meetings to be held quarterly in December, March, June and September each year.

Meeting venues will rotate between member Councils.

Host Council will be responsible for supplying a suitable venue, preparing the agenda, providing minutes, providing lunch and will act as Chair.

Meetings will generally be held between 10:00am and 2:00pm, unless more time is required, including for site visits.

Where possible the venues for at least two future meetings will be decided at each meeting.

Agenda for meetings are to be circulated to participants at least one week prior to the meeting and the host Council will seek agenda items from participants prior to distributing the agenda.

Minutes to be distributed as soon as possible after the meeting to all participants whether in attendance at the meeting or not.

Councillor Representative	General Manager or his Nominee
Nil	Director Water and Waste
	Manager Water and Waste Operations

4.7.

NORTHWEST REGIONAL COMMUNITY CARE ADVISORY COMMITTEE

Function

The Northwest Regional Community Care receives funding from DADHC (Department of Ageing, Disability and Home Care) to provide services to the Tamworth Regional Council area. This includes case management and brokerage of community services to eligible aged and disabled people and their carers. It is a service that looks after people with high and complex needs. They have one worker for Tamworth City, one for the surrounding areas, one worker for Aboriginal clients in the Regional Area. The Committee acts as an advisory body for the service as is required in the funding agreement.

Responsible Directorate

Growth and Prosperity

Membership

Meets Quarterly.

TRC Representative: one Staff Member and other relevant Council Staff as required.

Councillor Representative	General Manager or his Nominee
Nil	Manager Community Care

4.8. REGIONAL ARTS NSW

Function

To champion, develop and support the creative arts and cultural sector through the network of 14 Regional Arts Development Organisations in NSW.

Responsible Directorate

Growth and Prosperity

Membership

Meets in March, April, July, September and November.

TRC Representative: one Staff Member.

Councillor Representative	General Manager or his Nominee
Nil	Director Tamworth Regional Gallery and Museums

4.9. REGIONAL GALLERIES ASSOCIATION OF NEW SOUTH WALES

Function

Regional Galleries Association of New South Wales was established in the mid 1970s. Its role encompasses not only lobbying for better infrastructure but also the promotion and professional development of Regional Galleries in New South Wales.

The Association supports member galleries function as community cultural resources by assisting the exhibition touring of work by regional artists to reach new audiences.

The Association is managed by a voluntary Committee comprising of Gallery Directors/Managers elected at an Annual General Meeting.

Responsible Directorate

Growth and Prosperity

Membership

The Regional Galleries Association of NSW Committee meets every six to twelve months during the year.

TRC Representative: one Staff Member.

Councillor Representative	General Manager or his Nominee
Nil	Director, Tamworth Regional Gallery and Powerstation Museum

5. AMENDMENT REGISTER

Date	Committee/Group Name	Council Meeting (if required)	Changes made
08/09/2015	Tamworth Sister City Committee	Ordinary Council 8 September 2015 – Minute No. 243/15	Committee Disbanded – Removed from register
22/09/2015	Tamworth Regional Racing Precinct Working Group; Chaffey Dam Upgrade Community Reference Panel; Country Towns Water Supply and Sewerage Scheme Steering Committee; Namoi Councils Water Working Group (Sub Group of Namoi Councils); Tamworth Community Safety Precinct Committee; and Tamworth Effluent Reuse Farm Community Liaison Committee.	Ordinary Council 22 September 2015	Obsolete – Removed from register as part of annual review. Committee not required. Minute No. 262/15
5/10/2016	Annual Donations Programme General Managers Performance Review Panel Murrumbidgee Poultry Broiler Farm Development Community Committee Tamworth Regional Floodplain Management Committee Tamworth Regional Local Traffic Committee Tamworth Regional Rural Fire Service Liaison	Ordinary Council Meeting 27/9/2016 – Minute No 270/16	Appointment of Councillors as representatives and delegates to Council Special Purpose Committees, Working Groups, External Boards and Organisations and the removal of the Minerals and Energy Working Group and the Tamworth Effluent Reuse Farm Community Liaison Committee. Inclusion of the following to the register: Heritage Working Group Tamworth Regional Arts and Cultural Advisory

Committee	Committee
Tamworth Sports Dome Committee	Tamworth Aboriginal Community Consultative Committee
Audit and Risk Committee	
Disability Access Working Group	
Major Plant Selection Working Group	
Sports Working Group	
Tamworth City Centre Working Group	
Tamworth Regional Aviation Strategic Development Steering Group	
Tamworth Regional Crime Preventions Working Group	
Tamworth Regional Council Emergency Precinct Working Group	
Tamworth Regional Council Waste Management Working Group	
Arts North West	
Bush Fire Management Committee	
Central Northern Regional library	
Club Grants Committee	
Community Projects Working Group	
Country Mayors Association	
Evocities Steering Committee	
Tamworth Health Committee	
Minerals And Energy Working Group Namoi Councils	

	<p>Northern Inland Regional Waste Group</p> <p>Northern Region Joint Regional Planning Panel</p> <p>North West Regional Weed Committee</p> <p>NSW Inland Forum</p> <p>Tamworth and District Liquor Accord</p> <p>Tamworth Regional Conservatorium of Music</p> <p>Tamworth Regional Local Emergency Management Committee (LEMC)</p> <p>Tamworth Regional State Emergency Service Administrative Committee</p> <p>Heritage Working Group</p> <p>Tamworth Regional Arts and Cultural Advisory Committee</p> <p>Tamworth Aboriginal Community Consultative Committee</p>		
16/8/2017	Australian Pacific Aeronautical College		Committee replaced by Aviskills. Council not longer has representation on this board.
11/9/2018	<p>Joint Regional Planning Panel</p> <p>Aviskills Committee</p> <p>Tamworth City Centre Working Group</p> <p>Tamworth and District Liquor Accord</p>	Ordinary Council Meeting 11/9/2018 – Minute 184/18	
8/10/2019	<p>Inland Forum</p> <p>Audit, Risk and Improvement Committee</p>	Ordinary Council Meeting 8/10/2019 – Minute 351/19	<p>Inland Forum replaced with Regional Cities</p> <p>Removed community representative names</p>

	Avskills		Removed meet schedule of three times a year
	Disability Access Working Group		Terms of Reference amended
	Regional Arts New South Wales		External board added
	Northern Region Joint Regional Planning Panel		Committee name amended to Northern Region Planning Panel
22/9/2020	Tamworth University Strategic Working Group	Ordinary Council Meeting 22/9/2020 – Minute	Added to Register
	Growth and Prosperity		Replaced all reference to Business and Community
	Tamworth Region Inclusive Culture Advisory Committee		Added to Register
	Tamworth Region Arts Advisory Committee		Added to Register
	Tamworth Regional Arts and Culture Advisory Committee		Removed from Register
	Sister City Working Groups		Removed from Register
	All Committees and Working Groups		Renumbered and moved to ensure alphabetical order within a section and in the correct section
	Regional Arts NSW		Added to Register

TAMWORTH REGIONAL COUNCIL INVESTMENT REGISTER 31/08/2020

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Date Invested	Due Date	No of Days	Interest Rate	Market Value at 31/07/2020	Market Value at 31/08/2020	% of Amount Invested
St George	A-1+	Held to Maturity	TD	31/03/2020	04/08/2020	126	1.30%	2,500,000.00	-	0.00%
St George	A-1+	Held to Maturity	TD	07/04/2020	11/08/2020	126	1.30%	4,000,000.00	-	0.00%
St George	A-1+	Held to Maturity	TD	14/04/2020	18/08/2020	126	1.30%	4,000,000.00	-	0.00%
St George	A-1+	Held to Maturity	TD	21/04/2020	25/08/2020	126	1.20%	4,000,000.00	-	0.00%
St George	A-1+	Held to Maturity	TD	06/05/2020	01/09/2020	119	1.10%	4,000,000.00	-	2.41%
NAB	A-1+	Held to Maturity	TD	19/05/2020	08/09/2020	112	0.95%	2,000,000.00	2,000,000.00	1.20%
St George	A-1+	Held to Maturity	TD	26/05/2020	15/09/2020	112	1.02%	5,000,000.00	5,000,000.00	3.01%
ANZ	A-1+	Held to Maturity	TD	02/06/2020	22/09/2020	112	0.81%	5,000,000.00	5,000,000.00	3.01%
NAB	A-1+	Held to Maturity	TD	04/06/2020	01/12/2020	180	0.93%	5,000,000.00	5,000,000.00	3.01%
St George	A-1+	Held to Maturity	TD	09/06/2020	29/09/2020	112	0.92%	4,000,000.00	4,000,000.00	2.41%
NAB	A-1+	Held to Maturity	TD	16/06/2020	06/10/2020	112	0.90%	4,000,000.00	4,000,000.00	2.41%
NAB	A-1+	Held to Maturity	TD	23/06/2020	13/10/2020	112	0.88%	4,000,000.00	4,000,000.00	2.41%
NAB	A-1+	Held to Maturity	TD	30/06/2020	20/10/2020	112	0.85%	4,000,000.00	4,000,000.00	2.41%
St George	A-1+	Held to Maturity	TD	30/06/2020	27/10/2020	119	0.85%	6,000,000.00	6,000,000.00	3.61%
NAB	A-1+	Held to Maturity	TD	07/07/2020	03/11/2020	119	0.85%	4,000,000.00	4,000,000.00	2.41%
St George	A-1+	Held to Maturity	TD	14/07/2020	10/11/2020	119	0.77%	5,000,000.00	5,000,000.00	3.01%
St George	A-1+	Held to Maturity	TD	04/08/2020	17/11/2020	105	0.75%	-	2,500,000.00	2,41%
St George	A-1+	Held to Maturity	TD	11/08/2020	24/11/2020	105	0.65%	-	4,000,000.00	2.41%
NAB	A-1+	Held to Maturity	TD	11/08/2020	01/12/2020	112	0.75%	-	4,000,000.00	2.41%
St George	A-1+	Held to Maturity	TD	18/08/2020	08/12/2020	112	0.70%	-	4,000,000.00	2.41%
St George	A-1+	Held to Maturity	TD	25/08/2020	15/12/2020	112	0.62%	-	4,000,000.00	2.41%
ANZ	A-1+	Held to Maturity	TD	25/08/2020	22/12/2020	119	0.73%	-	4,000,000.00	2.41%
NAB	A-1+	Held to Maturity	TD	14/07/2020	13/07/2021	364	0.70%	13,000,000.00	13,000,000.00	7.82%
Westpac	AA-	Held to Maturity	Floating TD	28/09/2017	28/09/2020	1,096	1.77%	3,000,000.00	3,000,000.00	1.80%
CBA	AA-	Held to Maturity	Floating RN	18/02/2016	18/01/2021	1,796	2.00%	3,000,000.00	3,000,000.00	1.80%
Westpac	AA-	Held to Maturity	TD	05/06/2018	10/05/2021	1,070	3.12%	3,000,000.00	3,000,000.00	1.80%
BOQ	BBB+	Held to Maturity	TD	08/05/2018	11/05/2021	1,099	3.15%	5,000,000.00	5,000,000.00	3.01%
Westpac	AA-	Held to Maturity	TD	05/06/2018	17/05/2021	1,077	3.12%	3,000,000.00	3,000,000.00	1.80%
NAB	AA-	Held to Maturity	TD	10/08/2017	10/08/2021	1,461	3.04%	4,000,000.00	4,000,000.00	2.41%
Westpac	AA-	Held to Maturity	Floating TD	01/09/2017	01/09/2021	1,461	1.95%	4,000,000.00	4,000,000.00	2.41%
NAB	AA-	Held to Maturity	TD	07/05/2019	07/05/2024	1,827	1.05%	5,000,000.00	5,000,000.00	3.01%
Westpac	A-1+	On Call	On Call			31	1.50%	26,141,934.05	26,164,135.78	15.74%
TCorp	A-1+	On Call	On Call				Refer to note 1.	11,352,168.84	11,357,517.49	6.83%
NAB-Profiessl	A-1+	Held to Maturity	On Call				0.55%	12,789,964.72	12,248,650.61	7.37%
TOTAL								\$ 159,784,065.61	\$ 166,270,304.88	100.00%

Note 1: The rate of return on Term/Plt Cash Funds fluctuates regularly, currently the Term/Plt Cash Fund Financial Year to Date Return is 0.12%

Comparative Rates

Cheque Account equal to the current RBA Cash Rate

BBSW 0.25%

3 Month Bond Rate 0.091%

I, Shearill Young, Tamworth Regional Council Financial Services Manager (Responsible Accounting Officer) certify as required under Section 16(1)(c) of the Local Government (Financial

Signed: *Shearill Young*

Investment	Rating	Amount invested as at 31/08/2020 (\$)	% of Total Investments	Maximum percentage per institution or credit rating classification	% Excess investment per institution	Value of investments with less than 12 months to maturity (\$)	Value of investments maturing in one to five years (\$)
ANZ	A-1+ Short	8,000,000.00	4.81%	100.00%	0.00%	8,000,000.00	
CBA	A-1+ Short	0.00	0.00%	100.00%	0.00%	0.00	
NAB	A-1+ Short	39,248,650.61	23.61%	100.00%	0.00%	39,248,650.61	
St George	A-1+ Short	38,500,000.00	23.16%	100.00%	0.00%	38,500,000.00	
T Corp	A-1+ Short	11,357,517.49	6.83%	100.00%	0.00%	11,357,517.49	
Westpac	A-1+ Short	26,164,136.78	15.74%	100.00%	0.00%	26,164,136.78	
Sub Total A-1+ Short		\$ 123,270,304.88	74.14%			\$ 123,270,304.88	\$ -
	A-2 Short	0.00	0.00%	20.00%	0.00%	0.00	
Sub Total A-2 Short		\$ -	0.00%			\$ -	\$ -
CBA	AA- Long	3,000,000.00	1.80%	100.00%	0.00%	\$3,000,000.00	
NAB	AA- Long	22,000,000.00	13.23%	100.00%	0.00%	\$17,000,000.00	5,000,000.00
Westpac	AA- Long	13,000,000.00	7.82%	100.00%	0.00%	\$9,000,000.00	4,000,000.00
Sub Total AA- Long		\$ 38,000,000.00	22.85%			\$ 29,000,000.00	\$ 9,000,000.00
BOQ	BBB+ Long	5,000,000.00	3.01%	10.00%	0.00%	5,000,000.00	
Sub Total BBB+ Long		\$ 5,000,000.00	3.01%			\$ 5,000,000.00	\$ -
Total of all Investments		\$ 166,270,304.88	100.00%			\$ 157,270,304.88	\$ 9,000,000.00
						95.00%	5.00%

The General Manager or his delegated representative is authorised to approve variations to Council's investment policy if the investment is to Council's advantage or due to revised legislation.

The amount invested at 31 August 2020 when compared to 31 July 2020 has increased by \$6,486,239.27.

Council Report - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions
Cultural Services						
Tech Savvy Seniors Grant 20-21	New Grant	Op Exp NR	4,909	0	0	4,909
Tech Savvy Seniors Grant 20-21	New Grant	Op Inc NR	(4,909)	0	0	(4,909)
	Sub Total		0	0	0	0
Events						
Toyota Stamaker	2020 Winner Costs	Op Exp R	30,000	30,000	0	0
	Sub Total		30,000	30,000	0	0
Directorate Mgmt - Business & Community						
Debt Service - Internal Loan	Interest Review	Op Exp R	(80,000)	0	(80,000)	0
	Sub Total		(80,000)	0	(80,000)	0
Pilot Training Facility						
Pilot Training - Dishwasher Replacement	New Project	Cap Exp	50,000	0	50,000	0
	Sub Total		50,000	0	50,000	0
Compliance						
Pound Expenses	Budget re-allocation	Op Exp R	19,268	19,268	0	0
Cattle & Other Animals	Budget re-allocation	Op Exp R	(19,309)	(19,309)	0	0
Cattle & Other Animals	Budget re-allocation	Op Inc R	41	41	0	0
Legal Graffiti Wall Bryan Martin Park	New Project	Cap Exp	10,000	10,000	0	0
	Sub Total		10,000	10,000	0	0
Plant, Fleet & Buildings						
Works Plant - Income	Additional Income	Op Exp R	(12,330)	0	(12,330)	0
	Sub Total		(12,330)	0	(12,330)	0

Council Report - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions
Sports & Recreation Services						
Fencing - Timw Regional Playground	New Project	Cap Exp	4,000	0	0	4,000
Bicentennial Park - Pond Aeration	New Project	Cap Exp	13,000	0	0	13,000
Timw Pool - Waterslide Tank	Budget reallocation	Cap Exp	5,500	0	5,500	0
Manilla Pool - Filter Structure	Budget reallocation	Cap Exp	15,000	0	15,000	0
TRC-Aquatic facilities-Asset renewal	Budget reallocation	Cap Exp	(30,500)	0	(30,500)	0
Tam Olympic Pool - Hammerhead Cleaner	Budget reallocation	Cap Exp	5,000	0	5,000	0
Manilla - Concrete/Paving Renewal	Budget reallocation	Cap Exp	5,000	0	5,000	0
Outdoor Netball - Electricity Usage Income	New Income	Op Inc R	(5,000)	0	(5,000)	0
Tamworth Athletics Centre Income	New Income	Op Inc R	(1,500)	(1,500)	0	0
Tamworth Cycling Centre Income	New Income	Op Inc R	(2,000)	(2,000)	0	0
Sub Total			8,500	(3,500)	(5,000)	17,000
Infrastructure & Projects						
TNSW Sulcor Shoulder Widening	New Project	Op Exp NR	638,010	0	638,010	0
TNSW Sulcor Shoulder Widening	New Project	Op Inc NR	(638,010)	0	(638,010)	0
Sub Total			0	0	0	0
Project Costing						
Goonoo Goonoo Road Shared Path	Project Variation	Cap Exp	(133,533)	0	0	(133,533)
Goonoo Goonoo Road Shared Path	Project Variation	Cap Inc NR	(133,533)	0	0	(133,533)
Forest Road Shared Path	Project Variation	Cap Exp	133,533	0	0	133,533
Forest Road Shared Path	Project Variation	Cap Inc NR	133,533	0	0	133,533
Sub Total			0	0	0	0

Council Report - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions
Waste Management						
Forest Rd Landfill-Capping & Rehab	Additional Budget	Cap Exp	50,000	0	50,000	0
Biomass Solutions Coff's Harbour	Additional Income	Op Inc NR	(149,620)	0	(149,620)	0
Waste - Strategies/Studies/Reports	Budget Reallocation	Op Exp NR	(70,000)	0	(70,000)	0
Liquid Waste Disposal	Additional Budget	Op Exp R	25,000	0	25,000	0
Bendermeer Landfill - Road Sealing	Works Cancelled	Cap Exp	(100,000)	0	(100,000)	0
Dungowan-Rural Landfill-Road Sealing	Works Cancelled	Cap Exp	(100,000)	0	(100,000)	0
Nundie Landfill - Road Sealing	Works Cancelled	Cap Exp	(120,000)	0	(120,000)	0
Manilla Landfill - New Domestic Cell	Works Cancelled	Cap Exp	(100,000)	0	(100,000)	0
Forest Rd - Weighbridge S/ware Upgrade	Additional Budget	Cap Exp	5,778	0	5,778	0
Waste Collection Contract Preparation	Additional Budget	Op Exp NR	25,000	0	25,000	0
Forest Road - Site access rd install	Works Deferred	Cap Exp	(1,237,703)	0	(1,237,703)	0
Bendermeer Landfill - CRC Facility	Works Deferred	Cap Exp	(50,000)	0	(50,000)	0
Install 3 new gas wells	Additional Budget	Cap Exp	80,000	0	80,000	0
Forest Road Landfill - Density Trial	Budget Reallocation	Op Exp NR	60,000	0	60,000	0
Rural Waste Reduction Action Plan	Budget Reallocation	Op Exp NR	10,000	0	10,000	0
Forest Road Landfill - Access Upgrade	New Project	Cap Exp	380,000	0	380,000	0
Forest Road - Additional Amenities	New Project	Cap Exp	150,000	0	150,000	0
Sub Total			(1,141,545)	0	(1,141,545)	0

Council Report - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions
Water & Wastewater						
Filter Improvements	Budget Reallocation	Cap Exp	200,000	0	200,000	0
Catala WTP - Instrument Upgrade	Budget Reallocation	Cap Exp	80,000	0	80,000	0
Catala WTP High Lift Pump Electrical Design	Budget Reallocation	Cap Exp	300,000	0	300,000	0
Catala WTP Clarifier - Install Inlet Valves	Budget Reallocation	Cap Exp	60,000	0	60,000	0
Catala WTP Install Ultrasonic Flowmeter	Budget Reallocation	Cap Exp	40,000	0	40,000	0
Catala WTP Polymer Batching System	Budget Reallocation	Cap Exp	60,000	0	60,000	0
Catala WTP PAC Upgrade- Concurrent Dosing	Budget Reallocation	Cap Exp	40,000	0	40,000	0
Catala WTP Asset Condition & Capacity Asses	Budget Reallocation	Cap Exp	65,000	0	65,000	0
TRC-Sewer-Mains Reconstruction-Control	Budget Reallocation	Cap Exp	(100,000)	0	(100,000)	0
Biosolids	Budget Reallocation	Op Exp R	(20,000)	0	(20,000)	0
TRC-Sewer Mains Rehabilitation/Reconstruction	Budget Reallocation	Cap Exp	(330,000)	0	(330,000)	0
Tam Sew - Dead End Sewers Access	Budget Reallocation	Cap Exp	100,000	0	100,000	0
Catala Lane sewer-replace pumps & electrics	Additional Budget	Cap Exp	2,729	0	2,729	0
Biosolids application reuse farm	Budget Reallocation	Op Exp NR	20,000	0	20,000	0
Sewer Mains/Access CCTV - T139/2020	Budget Reallocation	Op Exp NR	330,000	0	330,000	0
Barraba - Process/Treatment Improvements	Additional Budget	Cap Exp	15,000	0	15,000	0
Dungowan Properties - Sale of loose items	New Income	Op Inc NR	(375)	(375)	0	0
Tamworth-Water-120 ML Off Stream Storage	Budget Reallocation	Cap Exp	80,000	0	80,000	0
TRC-Tamworth-Water-Water Main Renewal	Budget Reallocation	Cap Exp	(5,379)	0	(5,379)	0
Tam Water - Treatment Plant-Renewal Works	Budget Reallocation	Cap Exp	(950,000)	0	(950,000)	0
Repair Carriage Street 375 mm main break	Budget Reallocation	Op Exp NR	5,379	0	5,379	0
Catala WTP - Chlorine System Upgrade	Budget Reallocation	Cap Exp	25,000	0	25,000	0
Debt Service - Internal Loan	Interest Review	Op Inc R	40,000	40,000	0	0
Debt Service - Internal Loan	Interest Review	Op Inc R	40,000	40,000	0	0
Sub Total			97,354	79,625	17,729	0
Grand Total			(1,038,021)	116,125	(1,174,146)	17,000

Collection Policy: Tamworth Regional Council Museums

1. COLLECTION OBJECTIVES

The Collection Policy guides the decision-making process for shaping the collections ('the Collection') of the Tamworth Regional Museums ('the Museums').

The purpose of the Collection is to create a body of physical and electronic resources that can be used to:

- enrich knowledge, understanding and experience of the history of the Tamworth region
- contribute to and foster critical historical and cultural debate
- create a sense of place
- interpret thematically the history and development of the district
- conserve heritage for the benefit of the community and future generations
- contribute to the development of an outstanding Social History collection for the Tamworth region
- provide an educational and research facility for the community.

The Collection Policy aims to strategically enhance the depth and importance of the Collection by approaching collecting in a manner that reflects the Tamworth region as a whole, single entity. With this objective, individual Museums collect objects that are relevant to each Museum's vision, mission and/or purpose.

2. NATURE OF THE COLLECTION

The Tamworth Regional Museums Collection comprises significant objects and collections owned by Tamworth Regional Council and which reflect Tamworth's iconic cultural heritage via the following themes:

- Tamworth as the First City of Light
- Tamworth as a Music City
- Tamworth and the region's Mining and Mineral history
- Tamworth's cultural identity in Film, Photography and Sound
- The Social History of Tamworth and the region.

The social history of Tamworth and the region as above includes the agricultural, commercial, domestic, electrical, transport, and strong Aboriginal culture and identity in the Tamworth region.

Acquisitions may include the wider national and international social history as relevant to the themes identified above.

The Collection Policy is supported by a set of principles that guides collecting, loans and deaccessions.

The Collection Policy is a reference document that should be used in conjunction with Tamworth Regional Museums Collection Principles and Procedures and appropriate available professional expertise and resources.

The Collection Policy shall be reviewed every five years for its relevance and accuracy in relation to the International and National Standards and to ensure each Museum's strategic collecting priorities reflect the changing nature of Tamworth.

3. RELATED DOCUMENTS

This policy directly relates to other documents, plans and policies:

- Tamworth Regional Museums Collection Principles and Procedures
- Tamworth Regional Museums Engagement Strategy (2019–2024)
- Tamworth PowerStation Museum Strategic Plan (2016–2020)
- Australian Country Music Hall of Fame Strategic Plan (2020–2025)
- Tamworth Region Cultural Plan (2018–2023)
- NSW Heritage Office (2000) – Local Government Guidelines, 2002
- NSW Heritage Office (2004) – Management of Heritage Assets by NSW Government Agencies; Heritage Act 1977 (NSW), section 170
- AICCM Code of Ethics (2000)
- ICOMOS Australia (2013) – Burra Charter
- ICOM Code of Ethics for Museums
- 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- Roslyn Russell and Kylie Winkworth, *Significance 2.0: a guide to assessing the significance of collections* (Collections Council of Australia, Adelaide, 2009).

COLLECTION PRINCIPLES & GENERAL PROCEDURES

1. PRINCIPLES

1.1 General Principles

All collecting activity and collection management processes will be conducted in accordance with the ICOM Code of Ethics for Museums and within the framework of the NSW Heritage Office Movable Heritage Principles.

The Museums will undertake targeted and coordinated collecting in order to enhance the depth and value of the Collection as a reflection of the history of the Tamworth region.

The Museums recognise that there are alternatives to collecting which will be considered in cases where collection acquisition is not appropriate.

The Museums will actively pursue non-collecting initiatives. Acquisitions, loans and deaccessions will be considered in the context of the digital age, with contemporary technology utilised where appropriate.

Materials will only be acquired when the Museums can provide appropriate resources and storage to ensure their safety.

Materials may be acquired as donations, bequests, purchases or transfers.

The Museums do not accept conditional donations. No materials should be acquired that have conditions or restrictions on the way they might be used or displayed in the future.

1.2 Acquisition Principles

Objects are considered for acquisition where they fall into the following categories; three dimensional objects, documents and printed material, original maps, original photographs, sound recordings, film footage, born digital materials, artworks and images that depict or are associated with people, places and events significant or unique to the Tamworth Region's history (hereafter referred to as 'Objects').

The Museums collect Objects that are relevant to the Tamworth Region, with an emphasis on items provenanced to the Region and related to people closely associated with the area at key periods in history. The Museums collect Objects that are relevant to each Museum's vision, mission and/or purpose.

To be considered for acquisition by purchase or donation, an Object must be of a quality and condition that is relevant to this Collection Policy.

Acquisition is dependent on the availability of support documentation or other evidence of the provenance of the Object.

Objects without provenance will be accepted only in the rare circumstances where they assist in the interpretation of the region's history via one of the identified criteria.

1.3 Acquisition Criteria

Objects will be considered for acquisition if they meet either of the following prioritised criteria.

1.3.1 Historic Criteria

The Collection will reflect traditional, recent and evolving areas of the social history of the Tamworth region, its cultural diversity and personal histories. The Museums recognise the principles of Contemporary and Active Collecting and seek to represent all time periods of Tamworth's development within the Collection.

1.3.2 Thematic Criteria

The Museums have an interest in particular themes, against which Objects may be considered for collection. The themes include:

1. First City of Light – exemplified in the Tamworth Powerstation Museum and throughout Tamworth's local government area (LGA) at various locations.
2. Music City – exemplified in the Walk a Country Mile exhibit, the Australian Country Music Hall of Fame, the National Guitar Museum and throughout Tamworth's LGA at various locations.
3. Fossickers Way – representing the rocks, gems, minerals, fossils and mining history of Tamworth and the regional display at the Nundle Information Outlet and the exhibit at the Tamworth Regional Astronomy and Science Centre.
4. Tamworth in Film, Photography and Sound – exemplified in the Tamworth Regional Film and Sound Archive.
5. The Social History Story of Tamworth and Region. The social history of Tamworth and the region includes the agricultural, commercial, domestic, electrical, transport, and strong Aboriginal culture and identity in the Tamworth region – exemplified in the Moonbi Museum, those museums listed above and throughout Tamworth's local government area (LGA) at various locations.

Acquisitions may include the wider national and international social history as relevant to the themes identified above.

Acquisitions may also include the equipment and/or technology required to exhibit and interpret artefacts within the collection as exemplified in Tamworth's cultural identity in Film, Photography and Sound or as the First City of Light and a Music City.

1.4 Deaccession Principles

Deaccessioning is the process of de-registering an Object from the Collection for clearly stated reasons, and disposing of it in accordance with approved policies.

Caution and transparency are essential in the deaccessioning process.

Tamworth Regional Museums will undertake deaccessioning to ensure that only materials that are relevant and appropriate to the Museums' future directions will be held.

1.5 Deaccession Criteria

The assessment criteria for deaccessioning are as follows:

- The Object has little or no relevance to the Collection Policy and Acquisition Criteria.
- The Object is of little or no significance.
- The Object is in poor condition or lacks provenance or documentation.
- A duplicate Object exists in the Collection or other relevant collection.
- The Museums are unable to safely store and manage the Object.
- A like Object of greater significance has been acquired, rendering the earlier acquired Object redundant.

Loans Principles

Inward and outward loans of Objects may only be made or accepted for fixed periods and for specific purposes. Acquisitions to the collection are preferred and recommended if at all possible.

No Objects will be accepted on indefinite or long-term loan.

Loans will be accepted/permitted for a period of up to 24 months for the purposes of exhibition or research to/from appropriate institutions, or as determined by the relevant Tamworth Regional Council staff member. Loans will be accessed every 12 months or as required.

Loans will be accepted or made on a case-by-case basis, ensuring that all loans are returned by the date indicated on the loan documentation.

With the agreement of both parties, loans can be renegotiated prior to the return date.

The Museums reserve the right to request an Object's return if the need arises.

2. PROCEDURES

2.1 Acquisitions/Deaccessions Advisory Committees

To oversee the operation of the acquisition and deaccession procedures, Advisory Committees will be formed to advise on collection matters and will specialise in thematic areas as outlined in Section 1.2: Acquisition Principles.

Each Committee will comprise the following people:

- Tamworth Regional Council Representative (minimum 1).
- Community Representative (minimum 2) – can be a volunteer.
- Suitably qualified people to represent the thematic area in question – can be a volunteer who is actively involved in collection care within the relevant theme or an independent party co-opted for their knowledge or skills set (minimum 2).

Meetings will be formally recorded, with minutes kept and outcomes recorded. Advisory Committees will meet at a minimum on a six-monthly basis or more often if required.

Once a recommendation has been made by the Committee to acquire an Object, an acquisition proposal will then be sent to the appointed Director of the Council Business Unit for approval.

2.2 Acquisition Procedure

1. The potential Donor will be required to record the history, associations, context and significance of the Object by completing a Proposal for Donation form.
2. An interim Object Receipt will be issued if an Object is received for appraisal and consideration.
3. Tamworth Regional Council Staff will appraise the Object against the Acquisition Criteria for its suitability for or relevance to the Collection.
4. The Museums Advisory Committee will make a recommendation for the acceptance or refusal on the Proposal for Donation form, based on advice of the Council Staff.
5. Recommendations for Acquisition will be forwarded to the relevant Department Director at Tamworth Regional Council for endorsement.
6. On approval of the proposed donation, the donor is required to sign a Gift Acknowledgement form that assigns legal ownership of the Object to Tamworth Regional Council.
7. Upon handover of the Object to the relevant Museum, the item is subject to a Condition Report and is assessed for conservation.
8. The Object is recorded in the Collection Management System and allocated an accession number.
9. The Object will be numbered, photographed and catalogued, and contextual information collated and added to the Collection Management System.

Cataloguing collection items

Tamworth Regional Museums' staff and volunteers will catalogue core collection items as a priority. A detailed Gift Acknowledgement Form with relevant object information must be completed to transfer ownership and form the foundation of catalogue records. This information is then uploaded to the collection management database. Cataloguing should be completed as soon as possible after an item is accessioned into the collection.

2.3 Deaccession Procedure

1. An accessioned Object must meet one or more of the Deaccession Criteria (see Section 1.5 above) to be selected for deaccessioning.
2. A report outlining the reasons for deaccessioning will be prepared by Tamworth Regional Council Staff and presented to the relevant Museums Advisory Committee.
3. The Museums Advisory Committee will formally endorse/not endorse the recommendation.
4. There will be a 'cooling-off period' of 90 days before disposal.
5. Following the expiration of the cooling-off period, the recommendations for deaccession will be forwarded to the relevant Department Director at Tamworth Regional Council for endorsement.
6. If deaccessioned Objects are sold, the proceeds go into each museums budget funds.
7. The accession number of deaccessioned Objects will not be reused.

The following methods of disposal are in order of descending desirability:

1. Return to the donor or donor's closest family.
2. Transfer to another museum or appropriate institution.
3. Change of status to Education Resource/Prop.
4. Sell/auction.
5. Destroy or recycle.

3. POLICY ATTACHMENT: EXISTING COUNCIL-OWNED COLLECTIONS

The existing Tamworth Regional Council-owned museum collections include the Objects and Materials listed below:

- The Tamworth Powerstation Museum Collection
- The Australian Country Music Hall of Fame and the Walk a Mile Collection
- The National Guitar Museum and Country Music Wax Museum Collection
- The Gil Bennet Rocks, Gems and Mineral Collection
- The Chris Bowman Mineral and Fossil Collection
- The Tamworth Regional Film and Sound Archive
- The Moonbi Museum Collection