

NEW ENGLAND NORTH WEST



AREA CONSULTATIVE COMMITTEE
Leading development and diversity in the New England North West region



ACCs
The Australian Government's
Regional Development Network

New England North West ACC

Operations Handbook

June 2004

Updated: January 2005



Australian Government
Department of Transport and Regional Services



INTRODUCTION

The Handbook for ACC's – The Australian Government's Regional Development Network is designed for use by Chairs, Members and employees of the Area Consultative Committees (ACC). It is a guide for ACCs on the obligations and requirements of an ACC and must be read in conjunction with the Operational Funding Contract between the ACC and the Commonwealth of Australia.

New England North West ACC

In order to produce a complete operational manual for the organisation, areas relevant to the New England North West ACC have been added to this document. Items added by the New England North West ACC are copied on coloured paper.

This is an internal document to be provided to staff and Board members.

To ensure the information contained in this document is updated regularly and maintained the EO must conduct at least an annual review of the information.

Disclaimer

The Handbook is a living document and will continue to be amended in response to new Australian Government policies / programmes and other developments. Where there are differences between the Handbook and the Operational Funding Contract, the Contract and any subsequent Contract Variations take precedence.

1. PURPOSE AND FUNCTIONS OF AN ACC

1.1. OVERVIEW

Area Consultative Committees (ACCs) are apolitical, not-for-profit, community-based committees funded by the Australian Government under the Regional Partnerships programme. Committee chairs and members are volunteers drawn from the community, local business and local government.

The ACCs are a National Network that cover all of Australia's regions (including metropolitan, regional, rural and remote areas) and are the key regional network for the Australian Government. Their role is to build community capacity and find local solutions to local problems by working in partnership with the community and other stakeholders to identify and facilitate opportunities for sustainable regional development.

1. PURPOSE AND FUNCTIONS OF THE NEW ENGLAND NORTH WEST ACC

OVERVIEW

New England North West ACC

The NENW of NSW refers to approximately 100,000 sq kms in the north of NSW that covers 13 Local Government Areas. The NENW borders Queensland and lies mainly to the west of the Great Dividing Range. The region is geographically varied incorporating three ecologically diverse regions – the Northern Tablelands, the Northern Slopes and the Central Northern Plains.

The New England North West Area Consultative Committee (NENWACC) is contracted by the Australian Government to be the primary link between the Australian Government, business and the community in the NENW region. The NENWACC aims to improve the physical, social and economic conditions of communities across the region. The NENWACC is a key facilitator of change and development in the region and facilitates whole-of-government responses to opportunities in our communities.

The NENWACC has three core responsibilities from which all activity is derived:

- To foster and be a key facilitator of change and development throughout the New England North West region
- To provide a vital link between the Australian Government, business and the community
- To facilitate whole-of-government responses to opportunities throughout the region.

These responsibilities are set out by DOTARS in the ACC charter and will comprise the framework on which this of the Annual Business Plan develops. To achieve these responsibilities the NENWACC works with communities and organizations in partnership to develop projects and initiatives.

The New England North West region includes three distinct areas; New England (Tenterfield, Glen Severn, Guyra, Armidale Dumaresq, Uralla and Walcha), North West (Moree Plains, Narrabri, Inverell and Gwydir) and the Central Region (Tamworth Regional, Liverpool Plains and Gunnedah). Staff are supported by three Board members in each of the areas; North West, Central and New England adopting a project sub-committee role as well as membership.

This structure provides the opportunity for projects to be well developed in consultation the project officer regularly, supported by Board members that live and act locally, and a Board that can prioritise on a regional level.

1.2 MINISTERIAL GUIDANCE

The New England North West region includes two Federal electorates;

Federal Member for Gwydir	The Hon John Anderson MP Deputy Prime Minister Minister for Transport & Regional Services	206 Conadilly Street GUNNEDAH NSW 2380 Telephone: (02) 6742 3155 1300 301 765 Facsimile: (02) 67421840 Contact: Steve Weakley Email: steve.weakley@aph.gov.au
Federal Member for New England	Mr Tony Windsor MP	259 Peel Street TAMWORTH NSW 2340 Telephone: (02) 67613080 1300 301 839 Facsimile: (02) 67613380 Contact: Graham Nuttall Email: Graham.Nuttall@aph.gov.au
Senator for NSW	Senator Sandy Macdonald	467 Peel Street TAMWORTH NSW 2340 Telephone: (02) 67666998 1300 301 816 Facsimile: (02) 67664169 Contact: Jim Booth Email: Jim.Booth@aph.gov.au

The boundaries of the region also include three State electorates;

Member for Tamworth	Mr Peter Draper MP	13 Fitzroy Street TAMWORTH NSW 2340 Telephone: (02) 67661422 Facsimile: (02) 67666765 Contact: Adam Marshall Email: Adam.Marshall@parliament.nsw.gov.au
Member for Barwon	Mr Ian Slack-Smith MP	89 Rose Street WEE WAA NSW Telephone: (02) 67954163 Facsimile: (02) 67954159 Contact: Email:
Member for Northern Tablelands	Mr Richard Torbay MP	175 Rusden Street ARMIDALE NSW 2350 Telephone: (02) 67725552 Facsimile: (02) 67725026 Contact: Diana Adamson Email: Diana.Adamson@parliament.nsw.gov.au

1.2.1. ACC Charter

The Australian Government defines the role and functions of ACCs through its Charter for the National Network of ACCs. The Charter describes the outcomes the Australian Government is seeking from ACCs and defines the ACCs' functional responsibilities.

ACC CHARTER

The national network of Area Consultative Committees (ACCs) provides an important link between the Federal Government and rural and metropolitan Australia. As volunteer community based organisations, ACCs are uniquely placed to respond to issues in their regions and provide a vital conduit to government on local, social and economic conditions.

The Chairs of the ACCs, who are appointed by the Minister of the Department of Transport and Regional Services, are leading members of the local community. They and their committee members are drawn from the community, local business and government, and provide strategic leadership and direction to ACCs in fulfilling their charter and functions.

The Government recognises that optimal regional growth and development will only be achieved when regional communities manage change at the local level, realise their potential and plan for and lead their own development with the support of both the Government and the private sector.

However, this in turn will work best if there is an effective organisational arrangement in place that enables the Government to respond to each region's needs and that encourages the local community to take up the Government programmes designed to achieve these goals. It is this role that ACCs fulfil.

ACC CORE RESPONSIBILITIES

The ACC Charter comprises three core responsibilities from which all activity is derived.

ACCs are a key facilitator of change and development in their region. To do this, ACCs know their region and communities well, from an economic, social and environmental perspective, by:

- understanding the dynamics of their communities and region in terms of investment patterns and demographics;
- searching out the unique strategic advantages in the region that generate growth and development, and determining what is making these communities thrive;
- identifying and working in partnership with the leaders in the community who are able to build enthusiasm for new initiatives, and fostering their support;
- identifying issues that are impacting on their communities, and determining the needs and priorities arising from these issues; and
- being particularly conscious of any sector of disadvantage in their communities and region and looking to ensure such disadvantage is addressed as a priority.

ACCs are the link between Government, business and the community.

To achieve this, ACCs create and maintain cross-regional networks with all levels of government, particularly the Federal Government by:

- promoting and disseminating information on Government policies and programmes, particularly those orientated towards business and communities;
- informing Government of the impact of policies and programmes on business and the community;
- from a local community context, providing comment on, and as appropriate endorsement of, project proposals submitted for consideration under Government programmes; and
- providing constructive and regular advice and feedback to Government on community needs service and development requirements.

ACCs facilitate Whole of Government responses to opportunities in their communities. To achieve this, ACCs act as a catalyst and coordination point for regional development by:

- drawing together the range of avenues and resources by which communities and regions can foster development;
- working to maintain constructive alliances with all levels of government, business and the community;
- actively identifying opportunities to bring Whole of Government solutions to community and regional issues; and
- facilitating the development and submission of suitable project proposals by local proponents and sharing ownership of the results.

1.2.2. Ministerial Statement of Priorities

The Minister has issued a statement of priorities to provide a nationally consistent direction for ACC strategies and activities. The priority given by an ACC to its local activities must reflect this statement.

ACC MINISTERIAL PRIORITIES

The Government has determined the policies and programmes it will instigate in support of regional development. It has tasked Area Consultative Committees with contributing to regional development in the following priority areas arising from these policies:

- Supporting a planned, cooperative approach to regional development, particularly to the social and economic impacts of structural change, in rural, regional and metropolitan Australia;
- Improving the business and investment environment in regions;
- Addressing pressing social issues faced by regional communities, particularly through building community skills and capacity;
- Improving regional services, particularly by encouraging Federal Government programme take-up and support for partnership solutions;
- A partnership approach with indigenous communities to bring whole of government solutions to indigenous disadvantage;
- Encouraging the growth of regional businesses and employment;
- Sustaining our natural resources and environment; and
- Actively seeking out those opportunities that arise from the evolving economic, social and technological environment that lend themselves to / are suitable for joint private / public sector development.

1.2.3. ACC Work Principles

The ACC Work Principles shall visibly guide the operations of all ACCs.

NEW ENGLAND NORTH WEST ACC WORK PRINCIPLES:

In undertaking its activities, the following key principles will be embedded in and visible throughout ACC operations.

- ACCOUNTABILITY - All activities will comply with good governance practices including sound administrative decision-making, and open and accountable financial management.
- ETHICAL PRACTICES- All matters will be handled with integrity and honesty, and in accord with relevant legal obligations.
- All members will understand what constitutes 'CONFLICT OF INTEREST' and will openly declare any conflict of interest, perceived or actual, in relation to any discussion or decision of the ACC.
- INCLUSIVITY - All activities will be conducted so as to recognise the breadth of diversity across their communities and so as to include appropriate representation on their committees, from all within their communities whenever possible.
- INDEPENDENCE - All activities will be conducted in a non-partisan manner and in such a way as to be beholden to no individual, group or organisation.
- OPENNESS - All processes and decisions will be transparent and open to scrutiny.
- PERFORMANCE ORIENTATION - All activities will have clearly defined and measurable performance goals and will be evaluated against these goals in a timely manner.
- PROFESSIONALISM - All activities and decisions will have an orientation to quality.
- The ACC will seek to be a model of best practice in LEADERSHIP in community development and capacity building.

1.3. PLANNING FOR THE ACC AND THE REGION

1.3.1. Strategic Regional Plans

All ACCs operate with a 3-year Strategic Regional Plan. The current Strategic Regional Plan covers the period 1 July 2004 to 30 June 2007.

The Strategic Regional Plan identifies strategies for addressing the key social, economic and environmental barriers to and taking advantage of local opportunities for regional development. It is not a work plan but a statement of strategic intent which should be adjusted as circumstances change. ACCs are expected to review their Strategic Regional Plan each financial year.

Any changes in the ACCs' Strategic Regional Plan priorities should be negotiated with the Regional Manager and reflected in the Annual Business Plan.

ACCs consult in the development of Strategic Regional Plans with key regional stakeholders including local government, State government agencies, business organisation groups, community groups, local MPs, and the broader community.

The Strategic Regional Plan forms an Annexure to the Operational Funding Contract. A guide to assist ACCs in developing their Strategic Regional Plans is available on the ACC web site at www.acc.gov.au.

STRATEGIC REGIONAL PLAN

EVALUATION & EFFECTIVENESS

The NENWACC evaluates its activities and projects in order to continually improve the services provided to the region.

METHOD OF EVALUATION

WHAT?	WHO?	WHEN?
Interviews and surveys Social impact analysis	Community Local Government	Annual review
Revision of committees, partners and steering groups	NENW Partners NENWACC	Annual review
Benchmarking against other regions	NENW Partners	Annual review Review at time of SRP development
Cost-benefit analysis and review of grant investments	NENWACC	Annual review
ACC review against key performance indicators	NENWACC	Annual review

Any requests to vary the SRP must be made in writing to the Board of the NENWACC and discussed with the relevant Project Sub-Committee. The Board will analyse the information and reject the change or make application to DOTARS to amend the SRP and the reasons for.

2004-2007 STRATEGIC REGIONAL PRIORITIES

▪ COORDINATION AND PLANNING

The NENWACC will support projects developed in partnership, delivering efficient and effective services, and strengthening community and governance structures. The NENWACC encourages agencies to work strategically, focussing energies and investments on core strategies including inter-regional and sub-regional opportunities.

The NENWACC will work in partnership and endeavour to improve the coordination of activities between tiers of government and the community to increase opportunities for development.

The NENWACC will continue to disseminate information on government priorities and programmes that is consistent, accurate, regular and creditable for the benefit of business and the community. The NENWACC will continue to provide high quality information and advice back to the Australian Government.

To fulfil its aims, the NENWACC works in partnership with a number of key agencies including the CMAs around the region. Partnerships are essential for the development of our communities and our region.

▪ OUR COMMUNITIES

The NENWACC will foster leadership by supporting and promoting local and regional programmes and networks that aim to develop leadership and leadership potential in communities.

The NENWACC will support projects to develop comprehensive plans for the provision of services based on community needs and demographic data. The provision of health and allied health services are important to the region.

The NENWACC will encourage capacity to adapt, for self-help, the promotion of underlying strengths good governance and development of sustainability. The NENWACC will support projects that develop the capacity of volunteers and volunteering in communities. Volunteering can be critical to the success of communities, creates positive feelings, encourages creativity, building social capital and assisting communities to share their successes and experiences widely. The NENWACC will support projects that nurture agricultural diversification, value adding opportunities and high water conversion efficiency.

The NENWACC will support community projects that build safer and healthier communities encouraging sport and recreation, arts and crafts and tourism in the region. The NENWACC will support initiatives that assist in strengthening family units, encourage youth development and productive relationships.

▪ INDIGENOUS COMMUNITIES

The NENWACC will support strategies to address development of Indigenous communities that are preventative and long-term rather than reactive. Projects should be creative and collaborative with all levels of Government and the private sector. Projects should be initiated by Indigenous people, be based on respect and be culturally significant.

The NENWACC will support projects that target the development of children and their environment, prevention of violence, crime and self-harm.

The NENWACC will support enterprises that develop school to work pathways, workplace learning programmes, skills, employment and economic stability for Indigenous youth and communities.

The NENWACC will support initiatives that increase the school attendance rate of Indigenous students through support for participation, parental and community engagement and support. Support will be provided for mentoring projects for students, using the skills and leadership of Indigenous Elders and community leaders.

The NENWACC will support effective structures and arrangements for the participation of Indigenous people in decisions regarding planning, good governance, delivery and evaluation of services. The NENWACC will support projects that assist communities to develop leadership within their own organisations, enterprises and communities. The NENWACC will support projects that evoke pride and self-sustainability in Indigenous communities.

▪ INVESTMENT IN REGIONAL DEVELOPMENT AND BUSINESS

The NENWACC will support projects that promote sustained regional investment and prosperity. The NENWACC will support initiatives that increase the capacity of business, industry and communities to deal effectively with drought and natural resource efficiencies. The NENWACC will support initiatives that aim to identify and promote the competitive advantages of the NENW, identify existing product strengths, key products, support regional alliances and integrated marketing, and promote investment and lifestyle opportunities.

The NENWACC will support initiatives that assist businesses in developing export markets, promote export clusters and alliances, and provide information and advice on export opportunities and networks. Projects and strategies should link industry, Government and communities to foster a holistic approach to development. The NENWACC will support the diversification of agricultural production and speciality crops and the development of whole of supply chain strategies.

The NENWACC will support and facilitate strategies that support small businesses (including home-based businesses) with assistance to grow and develop their businesses.

The NENWACC will encourage the flow of investment funds into the NENW region, to improve access to finance for businesses in the NENW. Access to finance includes; access to capital, subsidised loans or guarantees and direct public lending.

The NENWACC will support strategic and integrated local and regional tourism initiatives including regional and inter-regional clusters, Indigenous, sports, arts, heritage, culture, food and wine, nature based and educational tourism.

▪ INFRASTRUCTURE

The NENWACC will encourage prioritisation of infrastructure projects of significance based on connectivity between regions and national/global markets. The NENWACC will support partnership approaches to provide infrastructure that enhances regional competitiveness and access to opportunities.

The NENWACC will encourage support for strategic transport infrastructure projects that underpin community development and are based on local and regional information. The NENWACC will also support transport strategies and infrastructure that encourages movement in and out of the region.

The NENWACC will provide support for activities that facilitate innovation and development of new technologies on a sustainable basis. The NENWACC will support projects that aim to sustain telecommunications infrastructure, existing and new providers, availability and access, competition and value for money.

▪ HEALTHY ENVIRONMENT

The NENWACC will support projects that contribute to the sustainability of natural resource management and related industries such as agriculture and forestry in the NENW.

The NENWACC will support projects that showcase and encourage care for our spectacular natural heritage and encourage sustainable eco-tourism.

The NENWACC will support projects that aim to increase participation in community natural resource management education.

▪ SUPPORT FOR THE NAMOI VALLEY¹

The NENWACC will support projects that maintain the competitiveness of existing businesses and local service industries by facilitating the adjustment of business and their plans for future development. The NENWACC will prioritise projects that demonstrate viability, and contribute to value-adding and market development opportunities. The NENWACC will support projects that nurture agricultural diversification, value adding opportunities and high water conversion efficiency.

The NENWACC in partnership with communities, Catchment Management Authorities, the NSW Government and other relevant services will assist all water users to understand the effects of the introduction of the WSP and provide a referral network for assistance from Australian and NSW Government programmes and private investment.

▪ EDUCATION AND TRAINING

Education and learning needs to be promoted to develop a culture of learning in communities and in the workforce. Projects that encourage attendance and success at educational institutions should be developed and valued.

The NENWACC will support projects that enable individuals to develop the skills to remain competitive in the labour market, and maintain a supply of skilled workers to meet the demands of growing industries. There is a need for regional and local marketing campaigns to assist with the perception and promotion of trades, education and training and their value to our community. The NENWACC will support the development of links between business, trainers and potential apprentices/traineeships to determine local shortages and strategies to address these shortages.

The NENWACC will support the provision of training courses that assist operators to understand business risk, structural change, management options and assist with access and training in skills and specialist advice on business planning and long-term opportunities.

The NENWACC supports investment in education such that institutions and services in the region are maintained at a consistent standard, accessible and flexible to the needs of individuals, communities and industry across all sectors.

▪ EMPLOYMENT

The NENWACC will support projects that increase the capacity of business and industry to employ more people, and promote local and regional employment.

The NENWACC will support projects that aim to attract, recruit, retain skilled professionals and tradespeople in the region and that develop a strong skills base in response to identified employment gaps in the region, marketing opportunities, facilitating inward migration to the region and making more effective use of existing business migration initiatives.

¹ The summary included in this document is not intended to change the nature of the report or minimise the results included in the main report. The NENWACC recommends this section of the SRP be considered in the context of the full report.

1.3.2 Annual Business Plan

Each ACC is annually required to prepare a business plan linked to their 3 year Strategic Regional Plan. The Annual Business Plan documents the ACCs' objectives and activities for implementing their Strategic Regional Plan during each financial year.

The Annual Business Plan sets out projected operational expenditure for the financial year, which, once agreed by DOTARS, is used to determine the amount of operational funding provided to the ACC. The Annual Business Plan forms an Annexure to the Operational Funding Contract.

NENWACC FUNCTION & INCLUSIONS

COORDINATION & PLANNING					
NEW ENGLAND NORTH WEST – ANNUAL BUSINESS PLAN 2004-2005					
Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
<ul style="list-style-type: none"> ▪ The NENWACC will support projects developed in partnership, delivering efficient and effective services, and strengthening community and governance structures. The NENWACC encourages agencies to work strategically, focussing energies and investments on core strategies including inter-regional and sub-regional opportunities. ▪ The NENWACC will work in partnership and endeavour to improve the coordination of activities between tiers of government and the community to increase opportunities for development. 					
<p>Staff and Board members will gather information, knowledge and experiences on a range of existing and emerging issues and activities across the region.</p>	<p>Capturing information relevant to communities and the region enables the Board and staff to make informed decisions on projects and initiatives.</p>	<p>Maintenance and reporting of enquiries database of activities, projects and communities. Review of activities against the 2004-2007 Strategic Regional Plan</p>	<p>MP 1, 4, 8</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report. April 2005</p>	
<p>Engage communities in self analysis and planning. Assist communities to network with Government and non-Government providers, other communities in planning projects.</p>	<p>Issues and actions and activities supported by the NENWACC are driven by the community and community owned</p>	<p>Number of community workshops attended. Number of applications developed under Regional Partnerships. Number of applications supported to Australian Government programmes or other funding.</p>	<p>MP 1 – 8</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Liaise regularly with representative of Local Government Liaise with regional parliamentary representatives, key regional and local authorities, institutions and organisations.</p>	<p>Local Government involvement in projects supports demonstrates strong community support for projects and activities. Issues and actions and activities supported by the NENWACC are driven by the community and community owned</p>	<p>One meeting each month with representatives of Local Government across the region. Number of application submitted to Regional Partnerships and other programmes with the support of Local Government, key regional and local authorities, institutions and organisations.</p>	<p>MP 1 – 8</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Liaise regularly with community leaders and facilitate networking and mentoring opportunities. Include 'Messages to Government' in Board papers and reports to DOTARS.</p>	<p>Developing community leaders and initiatives with commitment to the community and the future of the region. The NENWACC facilitates a two-way communication between the Australian Government and the community.</p>	<p>Two sub-regional meetings in each area. 'Messages to Government' provided and received</p>	<p>MP 1 – 8 MP 1</p>	<p>September 2004 June 2005 July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

NENWACC FUNCTION & INCLUSIONS

Develop a regional services directory of contacts and agencies in the region.	Reduce duplication and maximise usage of regional resources. Improved access to sources of assistance in the region.	Completion of the NENW Skills Audit Project. Disseminate regional services directory.	MP 1	December 2004 June 2005	
---	---	--	------	----------------------------	--

NEW ENGLAND NORTH WEST ACC – COORDINATION & PLANNING

NEW ENGLAND NORTH WEST ACC – COORDINATION & PLANNING					
<p>The NENWACC will continue to disseminate information on government priorities and programmes that is consistent, accurate, regular and creditable for the benefit of business and the community. The NENWACC will continue to provide high quality information and advice back to the Australian Government.</p> <p>To fulfil its aims, the NENWACC works in partnership with a number of key agencies including the CMAAs around the region. Partnerships are essential for the development of our communities and our region.</p>					
Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
<p>Representation on the Board of the NENWACC will be representative of the community, industry and partners.</p>	<p>The NENWACC will fulfil its full complement of Board members (12) appointing members to each sub-committee.</p>	<p>Geographic reach as defined by the project areas of New England, North West and Central.</p>	<p>MP 1, 4, 8</p>	<p>December 2004</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Maintain a number of information channels for accessing funding information.</p>	<p>Access to information assists communities to develop projects and initiatives for the future.</p>	<p>Maintain database of funding opportunities.</p> <p>Dissemination of information through; broadcast emails, website, newsletter, mail register and newspaper articles.</p> <p>Maintain a database of enquiries.</p>	<p>MP 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Implement the Marketing Plan</p>	<p>Awareness of the NENWACC and its activities.</p>	<p>Maintain and update website.</p> <p>Development and distribution of the NENWACC newsletter.</p> <p>Broadcast emails</p>	<p>MP 1, 3, 4, 6, 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Meetings conducted to review and endorse projects for funding to the Australian Government.</p>	<p>Providing information to the Board and communities on active projects encourages information sharing across the region.</p>	<p>Projects report available to Board members and the community on the website.</p> <p>Number of applications submitted with a priority rating of 3-4.</p>	<p>MP 1, 4, 6, 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Ensure Board members and staff understand the content and have copies of the ACC Handbook, constitution and funding contract.</p> <p>Ensure the administration of the NENWACC is in line with contractual arrangements and the ACC Manual.</p>	<p>Board members and staff are aware of their role and responsibilities to the community and practice good corporate governance.</p> <p>The activities of the NENWACC are well managed and quality.</p>	<p>Review details of the ACC Handbook and complete sections relevant to NENWACC activities.</p> <p>Conduct a briefing session for the Board and staff on the details of the funding contract and good corporate governance.</p>		<p>September 2004</p> <p>September 2004</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

NENWACC FUNCTION & INCLUSIONS

<p>Conduct review of ACC activities in line with KPI reporting requirements, conduct a QA and complete all reporting requirements.</p>	<p>Activities are funded and maintained for the benefit of communities.</p>	<p>KPI reporting QA Reporting</p>	<p>January 2005 August 2005 December 2004 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
--	---	--	--	--

OUR COMMUNITIES

OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES
OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES	OUR COMMUNITIES
<ul style="list-style-type: none"> ▪ The NENWACC will foster leadership by supporting and promoting local and regional programmes and networks that aim to develop leadership and leadership potential in communities. ▪ The NENWACC will support projects to develop comprehensive plans for the provision of services based on community needs and demographic data. The provision of health and allied health services are important to the region. ▪ The NENWACC will encourage capacity to adapt, for self-help, the promotion of underlying strengths good governance and development of sustainability. The NENWACC will support projects that develop the capacity of volunteers and volunteering in communities. Volunteering can be critical to the success of communities, creates positive feelings, encourages creativity, building social capital and assisting communities to share their successes and experiences widely. The NENWACC will support projects that nurture agricultural diversification, value adding opportunities and high water conversion efficiency. ▪ The NENWACC will support community projects that build safer and healthier communities encouraging sport and recreation, arts and crafts and tourism in the region. The NENWACC will support initiatives that assist in strengthening family units, encourage youth development and productive relationships. 	<p>Ministerial Priorities</p> <p>MP 1 - 7</p>	<p>Performance Indicators</p> <p>Number of applications receiving a priority rating of 3 – 4 reflecting significant partnership contributions.</p> <p>Number of applications submitted to Regional Partnerships.</p> <p>Number of applications funded under Regional Partnerships.</p> <p>Number of projects referred to appropriate funding sources.</p> <p>Complete NENW Skills Project.</p> <p>Number of projects pursued that were included and collated from the Grant Writing projects</p>	<p>Outcomes</p> <p>Projects that contribute to the outcomes of the 2004-2007 SRP, backed by Local Government and the community.</p>	<p>Outcomes Achieved</p> <p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p> <p>December 2004</p> <p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>
<p>Assist communities to develop projects under Regional Partnerships that reflect the identified priorities and areas of need.</p>				
<p>Assessing regional statistics and information to develop a broad profile of the region and its opportunities.</p>	<p>MP 1, 4, 8</p>		<p>Strategic advantages for communities and the region can be identified.</p>	

INDIGENOUS COMMUNITIES

Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
<ul style="list-style-type: none"> ▪ The NENWACC will support strategies to address development of Indigenous communities that are preventative and long-term rather than reactive. Projects should be creative and collaborative with all levels of Government and the private sector. Projects should be initiated by Indigenous people, be based on respect and be culturally significant. ▪ The NENWACC will support projects that target the development of children and their environment, prevention of violence, crime and self-harm. ▪ The NENWACC will support enterprises that develop school to work pathways, workplace learning programmes, skills, employment and economic stability for Indigenous youth and communities. ▪ The NENWACC will support initiatives that increase the school attendance rate of Indigenous students through support for participation, parental and community engagement and support. Support will be provided for mentoring projects for students, using the skills and leadership of Indigenous Elders and community leaders. ▪ The NENWACC will support effective structures and arrangements for the participation of Indigenous people in decisions regarding planning, good governance, delivery and evaluation of services. The NENWACC will support projects that assist communities to develop leadership within their own organisations, enterprises and communities. The NENWACC will support projects that evoke pride and self-sustainability in Indigenous communities. 	<p>The NENWACC will fulfil its full complement of Board members (12) appointing members from the Indigenous community</p>	<p>Representation and links to our Indigenous communities are strengthened.</p>	<p>MP 1, 4, 8</p>	<p>December 2004 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Assessing regional statistics and information to develop a broad profile of the region and its opportunities.</p>	<p>Strategic advantages for communities and the region can be identified.</p>	<p>Complete NENW Skills Project. Number of projects pursued that were included and collated from the Grant Writing projects</p>	<p>MP 1, 4, 8</p>	<p>December 2004 July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Assist communities to develop projects under Regional Partnerships that reflect the identified priorities and areas of need.</p>	<p>Projects that contribute to the outcomes of the 2004-2007 SRP, backed by Local Government and the community.</p>	<p>Number of applications receiving a priority rating of 3 – 4 reflecting significant partnership contributions. Number of applications submitted to Regional Partnerships. Number of applications funded under Regional Partnerships. Number of projects referred to appropriate funding sources.</p>	<p>MP 1 – 7</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Monitor developments and opportunities for development of Indigenous communities.</p>	<p>Development of stronger relationships with organisations and individuals. Facilitate links between Indigenous projects, the NENWACC and Government and non-Government agencies.</p>	<p>Number of applications submitted to Regional Partnerships. Number of applications funded under Regional Partnerships. Number of projects referred to appropriate funding sources.</p>	<p>MP 1, 3, 4, 5, 8</p>	<p>July 2004 to June 2005. Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

SUPPORT FOR THE NAMOI VALLEY²

<p>The NENWACC will support projects that maintain the competitiveness of existing businesses and local service industries by facilitating the adjustment of business and their plans for future development.</p> <ul style="list-style-type: none"> The NENWACC will prioritise projects that demonstrate viability, and contribute to value-adding and market development opportunities. The NENWACC will support projects that nurture agricultural diversification, value adding opportunities and high water conversion efficiency. The NENWACC in partnership with communities, Catchment Management Authorities, the NSW Government and other relevant services will assist irrigators to understand the effects of the introduction of the WSP and provide a referral network for assistance from Australian and NSW Government programmes and private investment. 					
Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
<p>Accessing regional statistics and information to develop a broad profile of the region</p>	<p>Strategic advantages and areas of disadvantage identified</p>	<p>Database information</p> <p>Projects and strategies development from Grant Writing Workshops</p>	<p>MP 1</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p> <p>December 2004</p>	
<p>Liaise regularly with representatives of Local Government.</p> <p>Liaise regularly with regional parliamentary representatives, key regional bodies, institutions and organisations</p>	<p>NENW Employment Skills Audit Project</p> <p>Regular meetings to discuss opportunities and communities with each LGA representatives.</p> <p>Awareness of regional issues tapped by other organisations</p> <p>Opportunities to partner</p>	<p>Project completed and strategies to address shortages developed.</p> <p>Number of meetings held and conduct at least one meeting each month with Local Government representatives</p>	<p>MP 1 – 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Facilitate information workshops and seminars to identify issues and develop locally owned solutions and where appropriate funding opportunities</p>	<p>Development of system to contain information on leaders and community facilitators.</p> <p>Building community capacity to address regional issues and support initiatives.</p> <p>Awareness of grant opportunities from a number of Government and non-government organisations</p>	<p>Enquiry database entries</p> <p>Number of projects developed from these entries</p> <p>Distribution of information on programmes and initiatives</p>	<p>MP 1, 3, 4, 6, 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Monitor developments in the implementation of the Water Sharing Plan and adjustment occurring in the community and business.</p>	<p>Efficacious link between Government, the ACC and the businesses and communities affected by the Namoi Valley Water Sharing Plans</p>	<p>Ministerial, departmental, Project Officer and Board member reports</p>	<p>MP 1 – 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

² The summary included in this document is not intended to change the nature of the report or minimise the results included in the main report. The NENWACC recommends this section of the SRP be considered in the context of the full report.

INVESTMENT IN REGIONAL DEVELOPMENT AND BUSINESS					
Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
<ul style="list-style-type: none"> The NENWACC will support projects that promote sustained regional investment and prosperity. The NENWACC will support initiatives that increase the capacity of business, industry and communities to deal effectively with drought and natural resource efficiencies. The NENWACC will support initiatives that aim to identify and promote the competitive advantages of the NENW, identify existing product strengths, key products, support regional alliances and integrated marketing, and promote investment and lifestyle opportunities. The NENWACC will support initiatives that assist businesses in developing export markets, promote export clusters and alliances, and provide information and advice on export opportunities and networks. Projects and strategies should link industry, Government and communities to foster a holistic approach to development. The NENWACC will support the diversification of agricultural production and speciality crops and the development of whole of supply chain strategies. The NENWACC will support and facilitate strategies that support small businesses (including home-based businesses) with assistance to grow and develop their businesses. The NENWACC will encourage the flow of investment funds into the NENW region, to improve access to finance for businesses in the NENW. Access to finance includes: access to capital, subsidised loans or guarantees and direct public lending. The NENWACC will support strategic and integrated local and regional tourism initiatives including regional and inter-regional clusters, Indigenous, sports, arts, heritage, culture, food and wine, nature based and educational tourism. The NENWACC will support projects that maintain the competitiveness of existing businesses and local service industries by facilitating the adjustment of business and their plans for future development. The NENWACC will prioritise projects that demonstrate viability, and contribute to value-adding and market development opportunities. The NENWACC will support projects that nurture agricultural diversification, value adding opportunities and high water conversion efficiency. The NENWACC in partnership with communities, Catchment Management Authorities, the NSW Government and other relevant services will assist all water users to understand the effects of the introduction of the WSP and provide a referral network for assistance from Australian and NSW Government programmes and private investment. 	<p>Strategic advantages and areas of disadvantage identified</p> <p>NENW Employment Skills Audit Project</p>	<p>Database information</p> <p>Projects and strategies development from Grant Writing Workshops</p> <p>Project completed and strategies to address shortages developed.</p>	<p>MP 1</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p> <p>December 2004</p>	
<p>Liaise regularly with representatives of Local Government.</p> <p>Liaise regularly with regional parliamentary representatives, key regional bodies, institutions and organisations</p>	<p>Regular meetings to discuss opportunities and communities with each LGA representatives.</p> <p>Awareness of regional issues tapped by other organisations</p> <p>Opportunities to partner</p> <p>Opportunity to partner other agency-led initiatives</p> <p>NIRA</p>	<p>Number of meetings held and conduct at least one meeting each month with Local Government representatives</p>	<p>MP 1 – 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Participate in regional economic development meetings and activities</p>		<p>Number of activities partnered</p> <p>Number of projects developed</p> <p>Number of projects put forward to Regional Partnerships</p> <p>Number of successful applications for Regional Partnerships.</p>	<p>MP 1, 3, 8</p>	<p>July 2004 to June 2005</p> <p>Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

NENWACC FUNCTION & INCLUSIONS

<p>Assist business and communities to develop projects under Regional Partnerships that reflect their identified priorities and areas of need</p>	<p>Projects submitted to Department for consideration backed by community planning and owned by communities</p>	<p>Number of applications submitted under Regional Partnerships Number of Regional Partnership applications developed by private enterprise. Number of successful applications under Regional Partnerships Number of projects referred to other appropriate funding sources.</p>	<p>MP 1 – 7</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Assist business and communities to develop projects under Regional Partnerships that meet assessment criteria and show broad regional benefit</p>	<p>Projects submitted to Department for consideration have significant merit</p>	<p>Number of successful applications submitted to Regional Partnerships Number of Regional Partnership applications developed by private enterprise. Number of applications recommended by the Board SBA Board reports and departmental reports. Number of joint SBA/ACC activities</p>	<p>MP 1 – 7</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
<p>Monitor developments and opportunities for small business and manage Small Business Answers contract</p>	<p>Efficacious link between Government, the ACC, and the business community of the region</p>		<p>MP 1, 2, 4, 6</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS/ITR and annually in its Annual Report.</p>	
<p>Facilitate industry and business clusters as appropriate</p>	<p>The ACC is seen as the lead agency in facilitating partnerships in the region</p>	<p>An industry cluster opportunity in each sub-region identified and developed in partnership</p>	<p>MP 1, 2, 4, 6, 8</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	

INFRASTRUCTURE

- The NENWACC will encourage prioritisation of infrastructure projects of significance based on connectivity between regions and national/global markets.
- The NENWACC will support partnership approaches to provide infrastructure that enhances regional competitiveness and access to opportunities.
- The NENWACC will encourage support for strategic transport infrastructure projects that underpin community development and are based on local and regional information.
- The NENWACC will also support transport strategies and infrastructure that encourages movement in and out of the region.
- The NENWACC will provide support for activities that facilitate innovation and development of new technologies on a sustainable basis.
- The NENWACC will support projects that aim to sustain telecommunications infrastructure, existing and new providers, availability and access, competition and value for money.

Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
Accessing regional statistics and information to develop a broad profile of the region	Strategic advantages and areas of disadvantage identified	Database information	MP 1	Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and in its Annual Report.	
Participate in regional economic development meetings and activities	Opportunity to partner other agency-led initiatives NIRA	Number of activities partnered Number of projects developed Number of projects put forward to Regional Partnerships Number of successful applications for Regional Partnerships.	MP 1, 3, 8	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Facilitate information workshops and seminars to identify issues and develop locally owned solutions and where appropriate funding opportunities	Development of system to contain information on leaders and community facilitators. Building community capacity to address regional issues and support initiatives. Awareness of grant opportunities from a number of Government and non-government organisations	Enquiry database entries Number of projects developed from these entries Distribution of information on programmes and initiatives	MP 1, 3, 4, 6, 8	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	

HEALTHY ENVIRONMENT

- The NENWACC will support projects that contribute to the sustainability of natural resource management and related industries such as agriculture and forestry in the NENW.
- The NENWACC will support projects that showcase and encourage care for our spectacular natural heritage and encourage sustainable eco-tourism.
- The NENWACC will support projects that aim to increase participation in community natural resource management education.

Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
Assist communities to develop projects under Regional Partnerships that reflect their identified priorities and areas of need	Projects submitted to Department for consideration backed by community planning and owned by communities	<p>Number of applications submitted under Regional Partnerships</p> <p>Number of successful applications under Regional Partnerships</p> <p>Number of projects referred to other appropriate funding sources.</p>	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Assist communities to develop projects under Regional Partnerships that meet assessment criteria and show broad regional benefit	Projects submitted to Department for consideration have significant merit	<p>Number of successful applications submitted to Regional Partnerships</p> <p>Number of applications recommended by the Board</p>	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Monitor developments in the implementation of the Water Sharing Plan and adjustment occurring in the community and business.	Efficacious link between Government, the ACC and the businesses and communities affected by the Namoi Valley Water Sharing Plans	Ministerial, departmental, Project Officer and Board member reports	MP 1 – 8	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Develop and maintain links with key natural resource and environmental groups and agencies	<p>Develop relationships with CMAs and planning functions of the NSW Government and Local Government</p> <p>Opportunity to partner environmental initiatives in the region</p>	Number of activities partnered	MP 1, 5, 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	

EDUCATION AND TRAINING

- Education and learning needs to be promoted to develop a culture of learning in communities and in the workforce.
- Projects that encourage attendance and success at educational institutions should be developed and valued.
- The NENWACC will support projects that enable individuals to develop the skills to remain competitive in the labour market, and maintain a supply of skilled workers to meet the demands of growing industries.
- There is a need for regional and local marketing campaigns to assist with the perception and promotion of trades, education and training and their value to our community.
- The NENWACC will support the development of links between business, trainers and potential apprentices/traineeships to determine local shortages and strategies to address these shortages.
- The NENWACC will support the provision of training courses that assist operators to understand business risk, structural change, management options and assist with access and training in skills and specialist advice on business planning and long-term opportunities.
- The NENWACC supports investment in education such that institutions and services in the region are maintained at a consistent standard, accessible and flexible to the needs of individuals, communities and industry across all sectors.

Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
Accessing regional statistics and information to develop a broad profile of the region	Strategic advantages and areas of disadvantage identified	Database information Projects and strategies development from Grant Writing Workshops	MP 1	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report. December 2004	
Facilitate community capacity building through training and education opportunities	NENW Employment Skills Audit Project Develop community capacity and delivering information on Australian initiatives and programmes	Project completed and strategies to address shortages developed. Community workshops, training sessions facilitated by ACC Number of projects/RP applications with educational/skills development areas	MP 1, 3, 5	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Assist communities to develop projects under Regional Partnerships that reflect their identified priorities and areas of need	Projects submitted to Department for consideration backed by community planning and owned by communities	Number of applications submitted under Regional Partnerships Number of successful applications under Regional Partnerships Number of projects referred to other appropriate funding sources.	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Assist communities to develop relationships with other Government and non-government agencies in planning projects under Regional Partnerships	Projects submitted to Department for consideration show significant partnerships with other Government and non-government agencies	Number of projects submitted with at least two partners	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	

NENWACC FUNCTION & INCLUSIONS

<p>Assist communities to develop projects under Regional Partnerships that meet assessment criteria and show broad regional benefit</p>	<p>Projects submitted to Department for consideration have significant merit</p>	<p>Number of successful applications submitted to Regional Partnerships Number of applications recommended by the Board</p>	<p>MP 1 – 7</p>	<p>July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.</p>	
---	--	---	---------------------	---	--

EMPLOYMENT

EMPLOYMENT					
<ul style="list-style-type: none"> The NENWACC will support projects that increase the capacity of business and industry to employ more people, and promote local and regional employment. The NENWACC will support projects that aim to attract, recruit, retain skilled professionals and tradespeople in the region and that develop a strong skills base in response to identified employment gaps in the region, marketing opportunities, facilitating inward migration to the region and making more effective use of existing business migration initiatives. 					
Actions	Outcomes	Performance Indicators	Ministerial Priorities	Timeframe	Outcomes Achieved
Accessing regional statistics and information to develop a broad profile of the region	Strategic advantages and areas of disadvantage identified	Database information Projects and strategies development from Grant Writing Workshops	MP 1	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report. December 2004	
Liaise regularly with representatives of Local Government	NENW Employment Skills Audit Project Regular meetings to discuss opportunities and communities with each LGA representatives	Project completed and strategies to address shortages developed. Number of meetings held and conduct at least one meeting each month with Local Government representatives	MP 1 – 8	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Assist communities to develop projects under Regional Partnerships that reflect their identified priorities and areas of need	Projects submitted to Department for consideration backed by community planning and owned by communities	Number of applications submitted under Regional Partnerships Number of successful applications under Regional Partnerships Number of projects referred to other appropriate funding sources.	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Assist communities to develop projects under Regional Partnerships that meet assessment criteria and show broad regional benefit	Projects submitted to Department for consideration have significant merit	Number of successful applications submitted to Regional Partnerships Number of applications recommended by the Board	MP 1 – 7	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	
Monitor developments in the implementation of the Water Sharing Plan and adjustment occurring in the community and business.	Efficacious link between Government, the ACC and the businesses and communities affected by the Namoi Valley Water Sharing Plans	Ministerial, departmental, Project Officer and Board member reports	MP 1 – 8	July 2004 to June 2005 Activities reported bi-monthly in Board papers, six monthly in reports to DOTARS and annually in its Annual Report.	

1.4. WHOLE-OF-GOVERNMENT APPROACH

WHOLE-OF-GOVERNMENT APPROACH

The NENWACC believes the following document issued in May 2003 from the Australian Government describes the context of how regional cooperation can be achieved.

The Board of the NENWACC believes this document should be the basis of cooperation within the region and is encouraging Local, State and Australian Government agencies to adopt and work toward achieving this sort of cooperation.

The NENWACC also believes in building strong and sustainable networks for regional and local collaboration and avoiding duplication.

COMMONWEALTH, STATE AND TERRITORY REGIONAL DEVELOPMENT MINISTERS AND THE AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

FRAMEWORK FOR COOPERATION ON REGIONAL DEVELOPMENT

Preamble

Regional development is a priority across all three spheres of government. Community expectations of governments in this regard are high.

Regional development is about regional communities improving their economic, social, cultural and environmental wellbeing by fully developing the potential of the region and its people. Key elements underlying successful regional development include cooperation between all spheres of government in building community capacity to adjust to change, growing and attracting businesses, diversifying regional economies, fostering innovation and working cooperatively on public and private sector infrastructure development and regional investment.

While regional communities need and should take responsibility for their own future, government support critically underpins the development process. The support required from the three spheres of government has several important dimensions:

- Vision – a shared vision to strengthen the perspective of regional Australia in government decision making, including 'bottom up' regional thinking as an integral part of government policy development processes, and to create a sense of community ownership in the future of the region;
- Commitment – a long-term commitment that provides regional communities with the certainty they require to develop and implement strategic development plans, working in partnership with industry and government; and
- Policy and Programmes – while regional development policy must support and be consistent with national and State/Territory economic, social and environmental objectives, targeted regional initiatives can improve economic performance, address industry restructuring pressures and provide equitable access to services.

This Framework for Cooperation sets out the roles of each sphere of government in regional development and the principles governments will adopt to achieve sustainable economic, social and environmental outcomes for regional Australians.

Respective roles of Australian governments in regional development

The Federal Government's approach to regional development is to work in partnership with regional communities to foster the development of self-reliant regions. Its role is to support community plans and aspirations and develop a climate of opportunity by reducing impediments to growth, building skills and infrastructure, and delivering targeted, well-coordinated programmes and services. The Federal Government also has an important role in working with regional communities to adjust to economic, social, technological and government-induced change, and to meet the challenges of sustaining productive natural

resources and the environment. It aims to do this by working with all governments and the private sector.

State and Territory governments have significant responsibilities for regional development within their jurisdictions. Each government has a range of policies, programmes and services that aim to enhance economic performance, business development, and community development and capacity building, foster innovation and skills development, and improve access to services and the environmental quality of regions. There are significant differences in approach to the issues and in the delivery of programmes and services, reflecting the wide variety of circumstances facing regional communities and the comparative and competitive advantages experienced in different regions of Australia.

Local government participation is vital to the success of regional development initiatives, and local councils, individually or in groups, including regional organisations of councils, have long been at the forefront of such activity. They have allocated large amounts of time, energy and resources to promoting development in their areas and have forged valuable partnerships with other spheres of government, business and community groups. Local government participates actively in intergovernmental approaches to economic, community and environmental development and will continue to foster progress through a range of local and regional activities.

Local government supports the use of multilateral agreements between governments and agencies to improve service planning, funding and delivery, and to prevent the multiplicity of single purpose administrative structures being established for specific functions and programmes.

Recognising the diverse needs of different regions, governments have become aware of the need for greater flexibility and more effective use of limited resources in addressing regional issues. This Framework for Cooperation engages all spheres of government in adapting and developing policies and programmes that maximise the potential of Australia's regions.

Principles

Australian Federal, State, Territory and Local governments are committed to working together in a spirit of partnership to deliver government policies, programmes and services tailored to the needs of regional communities. Regional communities include the people, families, businesses, local industries, non-government organisations, educational institutions, and economic and social networks that make up regional Australia. In view of the strategic importance of regional Australia and the structural economic and social differences between regions and major metropolitan areas, governments recognise and accept that this is a long-term commitment and will work to address the objective through the principles set out below:

1. Governments will seek to minimise duplication and overlap. The three spheres of government agree to clarify roles where there is confusion and duplication, and to work together in areas where there will be significant benefit to regional development.
2. Governments will encourage communities to set their own priorities. Government policies and programmes will foster community empowerment and mobilise community resources to enable regions to better develop their capacity to determine their own future. Leadership and skills development are especially important in addressing systemic improvements in the capacity of communities to lead their own development.
3. Governments will cooperate with each other. Governments will share best practice and develop innovative, flexible and cooperative arrangements to meet the circumstances and needs of different regions better. This includes improving access to, streamlining, and enhancing government business and social services, including program delivery. Examples of such arrangements include joint funding, co-location, agency agreements and bilateral agreements, and collaborative research.
4. Governments will cooperate with the private sector. Governments and regional communities will work closely with business, whether internal or external to a region, to facilitate an environment conducive to private sector investment.

5. Governments will seek to use existing structures. Government policies, programmes and services developed in partnership with regional communities will seek to identify and build on existing structures and networks within regions.
6. Governments will seek to build on the competitive and comparative advantage of regions. Governments and regional communities will work closely together so that government assistance is effectively channelled to further develop sustainable regional competitive and comparative advantage.
7. Governments will consult with each other, wherever possible, where new programmes and services are being developed. Governments will establish consultative mechanisms to ensure effective and practical implementation of new programmes and services.
8. Governments will maximise their contribution by finding new ways to leverage existing resources to achieve better outcomes.

Locally the NENWACC works within a number of groups and associations toward regional development.

Currently the main forum to discuss regional development is;

1. Northern Inland Regional Alliance
Membership: NENWACC
NENWRDB
NSW Premiers
Arts NW

The New England North West ACCs network of regional contacts community, Local Government Authorities, NSW Government Authorities and Australian Government authorities and include;

Community		
New England North West Regional Development Board	Meryl Dillon Chair Julie Burt Executive Officer 175 Rusden Street PO Box 1138 ARMIDALE NSW 2350	Telephone: 02 67713284 Facsimile: 02 67713286 Email: nenwrdb@northnet.com.au
Arts North West	Jack Ritchie Executive Officer PO Box 801 GLEN INNES NSW 2370	Telephone: 02 67324988 Facsimile: 02 67323764 Email: artsnw@northnet.com.au
Local Government Authorities		
Tenterfield Shire Council	Mark Arnold General Manager 247 Rouse Street PO Box 214 TENTERFIELD NSW 2372	Telephone: 02 67361744 Facsimile: 02 67362669 Email: council@tenterfield.nsw.gov.au
Glen Severn Shire Council	Robert Langford General Manager Grey Street PO Box 61 GLEN INNES NSW 2370	Telephone: 02 67322611 Facsimile: 02 67323764 Email: gimc@northnet.com.au

NENWACC FUNCTION & INCLUSIONS

Guyra Shire Council	Andrew Johnston General Manager 158 Bradley Street PO Box 207 GUYRA NSW 2365	Telephone: 02 6779 1577 Facsimile: 02 6779 1221 Email: guyrashr@northnet.com.au
Armidale Dumaresq Council	Shane Burns General Manager 135 Rusden Street PO Box 75A ARMIDALE NSW 2350	Telephone: 02 6770 3600 Facsimile: 02 6772 9275 Email: sburns@armidale.nsw.gov.au
Uralla Shire Council	Bob Fulcher General Manager 32 Salisbury Street PO Box 106 URALLA NSW 2358	Telephone: 02 6778 4606 Facsimile: 02 6778 5073 Email: council@uralla.nsw.gov.au
Walcha Council	Jack O'Hara General Manager 2w Hamilton Street PO Box 2 WALCHA NSW 2354	Telephone: 02 6774 2500 Facsimile: 02 6777 1181 Email: council@walcha.nsw.gov.au
Tamworth Regional Council	Glenn Inglis General Manager 437 Peel Street PO Box 555 TAMWORTH NSW 2340	Telephone: 02 6755 4555 Facsimile: Email: dcroxon@tamworth.nsw.gov.au
NSW Government		
NSW Premiers Department	Maureen Chapman Regional Coordinator Nicki Murcell Coordinator Cinders Lane ARMIDALE NSW 2350	Telephone: 02 6771 5781 Facsimile: 02 6771 5795 Email: maureen.chapman@premiers.nenw.com.au
Department of State & Regional Development	New England Region Bobbi Ballas 175 Rusden Street ARMIDALE NSW 2350	Telephone: 02 6771 3284 Facsimile: 02 6771 3286 Email: bobbi.ballas@business.nsw.gov.au
	North West Region Barry Rothwell Dowe Street TAMWORTH NSW 2340	Telephone: 02 6766 1360 Facsimile: 02 6766 1378 Email: barry.rothwell@business.nsw.gov.au
Australian Government		
AusTrade (Acting)	Peter Sniekers 175 Rusden Street ARMIDALE NSW 2350	Telephone: 02 67713284 Facsimile: 02 67713286 Email: peter.sniekers@business.nsw.gov.au
AusIndustry	Michael Grieve New England North West region Small Business Centre Peel Street TAMWORTH NSW 2340	Telephone: 0267613624 Facsimile: 0267613571 Email: michael.grieve@industry.gov.au

1.4.1. Role in Promoting Australian Government Programmes

Consistent with the ACC Charter and the Ministerial Statement of Priorities, ACCs are expected to perform specific activities for designated programme areas of DOTARS. In particular, ACCs core business is the promotion and facilitation of projects under the Regional Partnerships programme, and they are a key provider of independent advice to the Department on all Regional Partnerships applications from their region. Their role also includes facilitating whole-of-government responses to opportunities in their communities through building stakeholder networks, and through identifying and drawing together the range of resources available to foster regional development.

ACCs also have a role to play in the promotion and facilitation of other Australian Government programmes and initiatives. DOTARS will advise and consult with ACCs where possible when approached by other agencies wanting to utilise the ACC Network.

Individual ACCs may also see opportunities for involvement in other programmes that are relevant for the community and complement the ACCs priorities (as identified in the ACCs' Strategic Regional Plan and the Annual Business Plan).

However, they must seek approval from the DOTARS Regional Office before entering into any contractual agreement with another agency or third party.

When considering any additional service delivery role, the ACC must ensure that taking on the additional responsibility:

- Does not compromise their ability to deliver on their ACC operational funding contract including their core business under Regional Partnerships; and
- Is fully costed to the third party concerned (including any administrative costs for supervision, insurance etc).

In developing applications under the RP program the NENWACC has tailored its services to deliver advice and information to the community. The structure of the NENWACC is established to obtain optimum use of staff resources across a large region.

Central Area	Tamworth, Gunnedah and Liverpool Plains Local Government Areas	Rebel Thomson	David Brownhill Georgia Parkin Gary Pollock
New England Area	Tenterfield, Glen Severn, Guyra, Armidale Dumaresq, Uralla and Walcha Local Government Areas	Joanne Stead	Nick De Stefani Hugh Harris Andrew Locke Jim Pocoe
North West Area	Narrabri, Moree, Inverell and Gwydir Local Government Areas	Donna Karam	Robyn Barrett Kevin Humphries Jane Beaumont

The dedicated project officers and Board members increase local knowledge and representation of projects and activities.

The primary role of the NENWACC is to facilitate and develop applications and projects to be submitted under RP.

The role of the Project Officer is;

1. Applicant contacts the NENWACC by telephone, email or on website re a project that maybe eligible for RP.
2. NENWACC forwards (or it can be downloaded from the internet) the Self-Eligibility Check List. The Check List will require the proponent to complete certain details that will determine if they are eligible for the package or ineligible.
3. If the Check List indicates the proponent could be eligible the proponent is asked to complete the Expression of Interest following the Check List.
4. If the proponent is ineligible they are asked to fax or email the eligibility for the NENWACC to research other funding sources that may be applicable.
5. The project sub-committee for each area will review the Expressions of Interest each month or as required. Project Sub-Committee will complete the comments page for the Expression of Interest and endorse or reject the Expression of Interest. If endorsed the proponent will go to a full application for Regional Partnerships.
6. Completed full applications will be assessed by the NENWACC Board at its bi-monthly meetings.
7. Full applications must be endorsed prior to being submitted through TRAX.

When considering the appropriateness of applications for RP funding some of the below sections may help in determining their eligibility.

1. REGIONAL DEVELOPMENT

To what extent will the project contribute to or impact on economic development locally, regionally and nationally. Will the project support existing industry or develop new? How many LGAs will benefit from the development of this project? Are there any significant flow on affects to developing this industry? Does this project encourage diversification in industry? Who are the local business groups involved in the project?

2. EMPLOYMENT

How many jobs will be created directly from this project? Consider the direct, indirect and construction jobs the project will create. How many jobs will be created compared to the investment required i.e. would the investment be value for money?

3. SUSTAINABILITY & VIABILITY

Is the business case for the development of this project sound? Will the project be sustainable after Government funding? Does the contribution by the proponent reflect the importance/opportunities for this project? Does the project directly compete with existing business locally or regionally?

4. SOCIAL CONSIDERATIONS

What are the social considerations in developing this project? Will this project contribute to skills development in the region? To what extent is the community involved in this project?

5. NENWACC CONSIDERATIONS

Is the project consistent with the NENWACC SRP and Business Plan? Does this project reflect best practice?

6. APPLICANT/PROPONENT

Do the applicant(s)/proponent(s) possess or have access to the necessary skills to develop this project? Are the proponent's expectations realistic? Has the proponent completed other projects successfully?

7. VALUE FOR MONEY

Value for money is the over arching criteria for funding under Regional Partnerships. Consider what is the total percentage of the project being requested from RP, contributed by the proponent, contributed by Local Government or State Government partners, are there any linkages to private enterprise?

When assessing projects the Sub-Committee should consider the following mandatory requirements of the regional package;	
X	Retrospective funding will not be permitted
X	State Government agencies are not eligible to apply for RP
✓	Projects should not be inconsistent with Federal Government policy, objectives or laws
✓	Projects must comply with relevant planning and environment laws

On occasion there may be the need for Project Officers to assist projects after funding is successful. This will be determined by DOTARS and the regional office.

The role of the Project Officer may also include;

- Conducting workshops to assist proponents to identify solutions and opportunities
- Assist proponents to engage in conversations for project support
- Assist proponents to obtain support from project partners

In determining the clients eligibility to apply for RP the Project Officer may refer or advise the client to apply for Local, State or other Australian Government funding sources to ensure the project is accessing all avenues for assistance and Governments are gaining value for investing in regional development by drawing on all applicable resources.

The following is adopted in October 2004 and is a public document outlining the role and processes for the NENWACC and DOTARS in dealing with clients and applications for RP.

Project Officers need to be mindful of the information they are providing to the client. When providing advice to clients Project Officers should remember;

- Always provide honest advice to the client/proponent
- Be mindful not to inflate or deflate the client/proponents expectations about funding through RP or any other program
- Provide advice that does not compromise the ability of the ACC to deliver on their ACC operational funding contract including their core business under Regional Partnerships
- Document and detail discussions on clients and maintain project files

COMMITTEE AND SUB-COMMITTEE PROCESSES

PROPOSAL – LEVEL 1 (LOW RISK) RP APPLICATIONS FOR LESS THAN \$50,000

The staff and members of the NENWACC will ensure the following processes are maintained, ensuring due process and transparency.

Project Officer will provide to the Sub-Committee;

1. Full copy of the RP application
2. The Project Officer will provide and speak to a summary sheet of the project and explain how the project addresses the activities of the NENWACC Business Plan, the SRP and the Program criteria
3. The Project Officer will provide a recommendation and priority rating to the Sub-Committee for consideration
4. Sub-Committee will discuss and endorse or reject the project officer's recommendation.
5. The Sub-Committee may or may not meet with the proponent to discuss the details of the application.
6. Recommendation of the Sub-Committee will be taken forward to the full Board of the NENWACC.

The Project Officer will provide to the full Board of the NENWACC;

1. Full copy of the RP application including the summary sheet and the endorsed priority of the relevant sub-Committee.
2. Project Officer presents a summary of the project and the reasons for the priority rating and level of endorsement.
3. Board may or may not discuss the details of the project with the Sub-Committee and Project Officer.
4. The full Board of the NENWACC agrees/rejects the recommendation of the Sub-Committee.

PROPOSAL – LEVEL 2 (MEDIUM RISK) RP APPLICATIONS <\$50,001 > \$150,000

The staff and members of the NENWACC will ensure the following processes are maintained, ensuring due process and transparent.

The Project Officer will review the documents and prepare comments on the application and the business plan relevant to the project.

Project Officer will provide to the Sub-Committee;

1. Full copy of the RP application
2. The Project Officer will provide and speak to a summary sheet of the project and explain how the project addresses the activities of the NENWACC Business Plan, the SRP and the Program criteria
3. The Project Officer will provide a recommendation and priority rating to the Sub-Committee for consideration
4. Sub-Committee will discuss and endorse or reject the project officer's recommendation.
5. The Sub-Committee may or may not meet with the proponent to discuss the details of the application.
6. Recommendation of the Sub-Committee will be taken forward to the full Board of the NENWACC.

The Project Officer will provide to the full Board of the NENWACC;

1. Full copy of the RP application including the summary sheet and the endorsed priority of the relevant sub-Committee.
2. Project Officer presents a summary of the project and the reasons for the priority rating and level of endorsement.
3. Board may or may not discuss the details of the project with the Sub-Committee and Project Officer.

4. The full Board of the NENWACC agrees/rejects the recommendation of the Sub-Committee.

PROPOSAL – LEVEL 3 (HIGH RISK) RP APPLICATIONS \$150,001 and above

The staff and members of the NENWACC will ensure the following processes are maintained, ensuring due process and transparent.

The Project Officer will obtain copies of the project Business Plan and the last year's income tax assessment. This information will be used to assess the financial viability of the project and the proponent.

Project Officer will provide to the Sub-Committee;

1. Full copy of the RP application including business plan and or feasibility study.
2. The Project Officer will provide and speak to a summary sheet of the project and explain how the project addresses the activities of the NENWACC Business Plan, the SRP and the Program criteria.
3. The Sub-Committee must meet and discuss the project with the proponent.
4. Provide comment on the viability of the proponent and the project.
5. The Project Officer will provide a recommendation and priority rating to the Sub-Committee for consideration
6. Sub-Committee will discuss and endorse or reject the project officer's recommendation.
7. The Sub-Committee may or may not meet with the proponent to discuss the details of the application.
8. Recommendation of the Sub-Committee will be taken forward to the full Board of the NENWACC.

The Project Officer will provide to the full Board of the NENWACC;

1. Full copy of the RP application including the summary sheet and the endorsed priority of the relevant sub-Committee.
2. Project Officer presents a summary of the project and the reasons for the priority rating and level of endorsement.
3. Board may or may not discuss the details of the project with the Sub-Committee and Project Officer. The Board may request a meeting with the proponent.
4. The full Board of the NENWACC agrees/rejects the recommendation of the Sub-Committee.

DOTARS will conduct the third level check which involves an assessment of both the company and project viability when an applicant is applying for more than \$500,000. The assessment will require a comprehensive report into both the applicant/company and the project proposal to determine (1) the proposal is commercial viable and sustained by market research into product/service positioning, established competitors, identified demand and other relevant industry information, and (2) the proposal is financial viable as substantiated by the income demands, anticipated costs, ability to achieve expected sales and reasonableness of business assumptions.

An example of the information provided to the Board is included following this page.

NEW ENGLAND NORTH WEST ACC
ASSESSMENT OF REGIONAL PARTNERSHIP PROJECT APPLICATION

NAME OF PROJECT:	WARIALDA ENGINEERING PTY LTD, Warialda	
	TOTAL PROJECT	\$169,171.04
	RP REQUEST	\$85,585.50

The project contribution is to assist the private enterprise proponent to double existing facilities to increase employment opportunities in the area and assist proponent to access national and international markets.

1. IS THE PROJECT PROPOSAL CONSISTENT WITH THE ACC'S STRATEGIC REGIONAL PLAN? High

Comments:

COORDINATION AND PLANNING

The NENWACC encourages agencies to work strategically, focussing energies and investments on core strategies including inter-regional and sub-regional opportunities.

OUR COMMUNITIES

The NENWACC will support community projects that build safer and healthier communities encouraging sport and recreation, arts and crafts and tourism in the region. The NENWACC will support initiatives that assist in strengthening family units, encourage youth development and productive relationships.

INDIGENOUS COMMUNITIES

The NENWACC will support strategies to address development of Indigenous communities that are preventative and long-term rather than reactive. Projects should be creative and collaborative with all levels of Government and the private sector. Projects should be initiated by Indigenous people, be based on respect and be culturally significant.

The NENWACC will support enterprises that develop school to work pathways, workplace learning programmes, skills, employment and economic stability for Indigenous youth and communities.

The NENWACC will support initiatives that increase the school attendance rate of Indigenous students through support for participation, parental and community engagement and support. Support will be provided for mentoring projects for students, using the skills and leadership of Indigenous Elders and community leaders.

The NENWACC will support projects that evoke pride and self-sustainability in Indigenous communities.

INVESTMENT IN REGIONAL DEVELOPMENT AND BUSINESS

The NENWACC will support projects that promote sustained regional investment and prosperity. The NENWACC will support initiatives that increase the capacity of business, industry and communities to deal effectively with drought and natural resource efficiencies. The NENWACC will support initiatives that aim to identify and promote the competitive advantages of the NENW, identify existing product strengths, key products, support regional alliances and integrated marketing, and promote investment and lifestyle opportunities.

The NENWACC will support initiatives that assist businesses in developing export markets, promote export clusters and alliances, and provide information and advice on export opportunities and networks. Projects and strategies should link industry, Government and communities to foster a holistic approach to development. The NENWACC will support the diversification of agricultural production and speciality crops and the development of whole of supply chain strategies.

The NENWACC will support and facilitate strategies that support small businesses (including home-based businesses) with assistance to grow and develop their businesses.

INFRASTRUCTURE

The NENWACC will encourage prioritisation of infrastructure projects of significance based on connectivity between regions and national/global markets. The NENWACC will support partnership approaches to provide infrastructure that enhances regional competitiveness and access to opportunities.

The NENWACC will provide support for activities that facilitate innovation and development of new technologies on a sustainable basis.

EDUCATION AND TRAINING

Education and learning needs to be promoted to develop a culture of learning in communities and in the workforce. Projects that encourage attendance and success at educational institutions should be developed and valued.

The NENWACC will support projects that enable individuals to develop the skills to remain competitive in the labour market, and maintain a supply of skilled workers to meet the demands of growing industries. There is a need for regional and local marketing campaigns to assist with the perception and promotion of trades, education and training and their value to our community. The NENWACC will support the development of links between business, trainers and potential apprentices/traineeships to determine local shortages and strategies to address these shortages.

The NENWACC will support the provision of training courses that assist operators to understand business risk, structural change, management options and assist with access and training in skills and specialist advice on business planning and long-term opportunities.

EMPLOYMENT

The NENWACC will support projects that increase the capacity of business and industry to employ more people, and promote local and regional employment.

The NENWACC will support projects that aim to attract, recruit, retain skilled professionals and tradespeople in the region and that develop a strong skills base in response to identified employment gaps in the region, marketing opportunities, facilitating inward migration to the region and making more effective use of existing business migration initiatives.

2. OUTCOMES

How does the ACC consider the application would deliver against this criterion (refer to programme guidelines)? High

- 2.1 Provides benefits to the community, meeting a demonstrated need or community demand, filling a market gap and adding value to existing resources, products or business.

The project will provide infrastructure to enable the business to expand into national and international markets (with confirmed agreements), generate local employment and innovative products for the agricultural sector.

- 2.2 Creates or enhances opportunities in the community, establishing a new, diversified or expanded business, new economic/employment opportunities (job creation), provides infrastructure, enhanced community involvement, delivering diversification/skills or population, increasing innovation.

The project will enhance business opportunities locally to create new business markets in China, North America, Canada and New Mexico. Product to be supplied to these markets is an invention of Mick Davis called the Davis Starlifter under national and international patent. The funding will expand the business, create 15 new jobs (10 traineeships), provide infrastructure for this established business, develops skills within the small community of Warialda, develops opportunities for Indigenous employment, develops a business specialising in agribusiness innovation.

3. PARTNERSHIPS AND SUPPORT

How does the ACC consider the application would deliver against this criterion (refer to programme guidelines)? High

- | | | |
|-----|--|---|
| 3.1 | Proponent/Private Sector
Warialda Engineering and Welding Pty Ltd | Cash approximately \$60,000
In-kind \$9,367.28 |
| 3.2 | Local Government Involvement | Approval for DA |
| 3.3 | NSW/State Government Involvement
NSW Department of State & Regional Development | Cash approx \$15,000 |

4. APPLICANT VIABILITY

How does the ACC consider the application would deliver against this criterion (refer to programme guidelines)? High

- 4.1 Ability or access to expertise to manage the project during and after funding
Proponent is Mick Davis who is the inventor of the products manufactured and who has more than 10 years experience in building his small business and contributing to the local economy.
- 4.2 Project sustainability beyond the funding period
Proponent has a business plan, this stage is included in the business plan and is supported by written agreements with international contracts. In-direct benefits to employment and the local economy of the existing business are evident.
- 4.3 Ongoing benefits to the community
Currently the business employs approximately 5 people and 4 apprentices. The expansion of the business will enable Mick to employ a further 15 employees, 10 being apprentices. Mick employs Aboriginal people in full-time employment and is developing opportunities for Aboriginal and non-Aboriginal youths from Inverell, Warialda and Moree.

5. PROJECT VIABILITY

How does the ACC consider the application would deliver against this criterion (refer to programme guidelines)? High

- 5.1 Project sustainability beyond the funding period
Business plan indicates the success of strategies being implemented.
- 5.2 Ownership
Ownership will be maintained by Mick Davis who has built the business over the last 10 years and has aspirations to see the business grow locally, nationally and internationally. Current business and equipment is owned by Mick Davis.
- 5.3 Ongoing benefits to the community
Current employment in the business would be one of the largest small businesses in Warialda if not the largest. The benefits to the community are; creating opportunities for youth to build skills develop training and apprenticeship opportunities, build the profitability of a local business in a regional area accessing international markets, and develop innovation in agribusiness sector and increased employment and economic turnover benefiting the local community.

6. DUPLICATION

Is the ACC aware of any other entity or community group seeking funds for this or a similar initiative? No

7. COMPETITIVE NEUTRALITY ISSUES

Is the ACC aware of any competitive neutrality issues relating to the proposed project? No

8. OVERALL RECOMMENDATION

1	Not Recommended (Obvious)	2	Recommended and Low Priority No involvement of the NENWACC and no contribution to the SRP
3	Recommended and medium priority Outcomes: (2) economic, social and environmental Partnerships: (2) proponent, private enterprise, LGA, State & Us Project & Applicant Viability: on-going viability	4	Recommended and High Priority Outcomes: (All) economic, social and environmental Partnerships: (3) proponent, private enterprise, LGA, State & Us Project & Applicant Viability: on-going viability
<p>OUTCOMES (social, economic & environmental)</p> <ul style="list-style-type: none"> ▪ Provide support for a new business to increase employment (15 new jobs) locally and therefore social outcomes for people in Warialda, Inverell, Moree and Bingara ▪ Indigenous employment opportunities ▪ Develop/expand a sustainable small business in Warialda assisting the business to access international markets in 4 countries ▪ Environmental outcomes are to create a more healthy environment in the community with employment 		<p>PARTNERSHIPS & SUPPORT</p> <ul style="list-style-type: none"> ▪ More than 40% contribution from the proponent, 35% of the amount is cash ▪ Almost 9% cash contribution from NSW State & Regional Development ▪ DA paid for by proponent and approved by Council 	<p>PROJECT & APPLICANT VIABILITY</p> <ul style="list-style-type: none"> ▪ Project proponent has a successful regionally based business ▪ This project is the next stage of the business plan ▪ Support from NSW government in funding ▪ Apprenticeships and training partnerships
			<p>RECOMMENDATION</p> <p style="text-align: center;">4</p>



PROMOTION OF RP PROJECTS

Each year the NENWACC develops a Marketing Plan for marketing expenditure allocated in the annual operational budget. The Marketing Plan should detail the annual marketing activities for the organisation.

The Marketing Plan is determined by the EO, the Marketing Officer and the members of the Board responsible for marketing.

The Marketing Plan and related expenditure is included in the Annual Business Plan.

'Marketing and Media' is a standing item on the agenda for Board meetings and a written report of;

- Listing of newspapers articles received
- Information collect of enquiries received
- Hits on the website
- Broadcast grants emails
- Complaints and Feedback
- Media releases issued
- Marketing activities conducted

Integral to the marketing plan is the promotion of RP projects and the involvement of the NENWACC.

It is usual for the Local Member or Australian Government parliamentary representative to announce successful funding in a media release. It is usual for the Local Member to notify the ACC of such an announcement and if possible the Project Officer responsible for the project and a Board member may attend an announcement.

The NENWACC Marketing Officer will issue a media release from the NENWACC after the Local Member has made the announcement.

The media release should include;

- Date of issue
- Name of the project
- Detailed outcomes of the project and its relationship to achieving the strategies of the Annual Business Plan or the Strategic Regional Plan
- Promote the role of the ACC and their involvement in the successful funding

Media releases must always be approved for release by the EO of the NENWACC RO of DOTARS and must be provided to the RO 5 days before the release date. If the media release should also be approved by any other Australian Government programme providing funds.

The Marketing Officer will contact the project proponent and provide details of the media release to be issued and receive their approval.

The Chair of the NENWACC is the spokesperson for the ACC and will speak to the media on a release. The Marketing Officer must provide a copy of the media release to the Chair approved by the EO and DOTARS 2 days before its intended release.

1.4.2. Memorandum of Understanding

MOUs set out protocols for departments wanting to utilise ACCs to deliver information and / or services to Australia's regions. Memoranda of Understanding (MOUs) will be established between DOTARS and other Australian Government departments where this is in the interests of the community, the National Network of ACCs and DOTARS.

DOTARS will advise and consult with ACCs on MOUs as appropriate.

Current Memorandums of Understanding

The New England North West ACC has a Memorandum of Understanding with the Australasian Pacific Aeronautical College. The participation and this MOU is due to be renewed in 2005.

2. LEGISLATION AND CONTRACTS

2.1. ESTABLISHMENT

To receive Australian Government funding under the Regional Partnerships programme, ACCs enter into an annual Operational Funding Contract with DOTARS. The Operational Funding Contract sets out the agreed outcomes and the terms and conditions for the ACC to receive Operational Funding from the Australian Government and is a standard contract for all ACCs.

The Secretary of DOTARS may cease funding of an ACC where a breach of the Operational Funding Contract has been identified. Subject to the Operational Funding Contract, the Secretary also has a general power to cease or vary Operational Funding of an ACC in response to administrative or Government policy changes.

FUNDING CONTRACTS

The funding contract forms the basis of activities and contains all reporting and compliance information to support funding provided by the Australian Government.

Funding contracts are usually received 1 July 2004 for the following financial year. The timeframe for some contracts may vary and will be confirmed in the schedule of the contract.

CURRENT CONTRACTS – 2004-2005

1. Department of Transport & Regional Services – ACC Functions
2. Department of Employment & Workplace Relations – IDO Functions expires in November 2004
3. Department of Industry Tourism & Resources
Small Business Answers – Project Function (18months commencing December 2004)
Small Business Enterprise Culture Programme – Namoi Valley Project Function

Copies of the funding contract are provided to the Board and must be signed under a minute from the Committee by the Executive Officer and a recognised signatory.

A copy of all signed contracts should be held in a secure location and maintained by the ACC.

2.2. CONSTITUTIONS, INCORPORATION AND OBLIGATIONS

2.2.1. Incorporation and Constitutions

To receive Operational Funding, ACCs must be incorporated bodies under the relevant State or Territory legislation. ACCs need to understand the rights and responsibilities that attach to incorporation.

The ACCs' Constitution provides the rules for running an incorporated legal entity. ACCs should regularly review their Constitutions in light of the Operational Funding Contract and its Schedules, the requirements of the Handbook, and the ACC Charter and Ministerial Statement of Priorities. As part of the conditions of the Operational Funding Contract each ACC must ensure that the rules in its Constitution are consistent with the requirements of the Contract. From time to time DOTARS may provide guidance to ACCs on specific issues which need to be included in a ACCs' Constitution to ensure that the ACC is meeting the requirements of Operational Funding.

Further information can be obtained from the relevant State or Territory body that administers the legislation under which the ACC is incorporated. For more information visit the Business Entry Point website at www.business.gov.au and search under the term "incorporation".

INCORPORATION AND CONSTITUTIONS

The New England North West ACC is incorporated under the NSW Incorporations Act. Information pertaining to the incorporation and the Act can be obtained from the NSW Department of Fair Trading.

The New England North West ACC was incorporated on the 14 December 1995 and the incorporation number is Y2313203.

The copy of the Incorporation Certificate should be displayed in the organisations main premises.

The NSW Incorporation Act requires the New England North West ACC to submit to the NSW Department of Fair Trading annually;

- Copy of the financial year audit
- Copy of any amendments to the Constitution

Any changes to the Constitution must also be forwarded to the NSW Department of Fair Trading.

Regionally, the NSW Department of Fair Trading has an office in Tamworth at Kable Corner, Kable Avenue.

COMMON SEAL

The Common Seal of the New England North West ACC is only to be used with the authority of the Board. A register of uses of the Common Seal must be maintained by the New England North West ACC.

RULES OF INCORPORATION OF THE
NEW ENGLAND NORTH WEST AREA CONSULTATIVE COMMITTEE INCORPORATED

PART 1 – PRELIMINARY

Definitions

1. (1) In these rules:

“Ordinary member” means a member of the committee who is not an office bearer of the association, as referred to in rule 14 (2);

“Secretary” means:

 - (a) the person holding office under these rules as secretary of the association; or
 - (b) if no such person holds that office – the public officer of the association;

“Secretary DOTARS” means the Secretary of the Department of Transport & Regional Services or its relevant successor.

“Special general meeting” means a general meeting of the association other than an annual general meeting;

“The Act” means the Association Incorporation Act 1984;

“The Regulation” means the Association Incorporated Regulation 1994.
- (2) In these rules:
 - (a) A reference to a function includes a reference to a power, authority and duty; and
 - (b) A reference to the exercise of a function includes, if the function is a duty, a reference to the performance of the duty.
- (3) The provision of the Interpretation Act 1987 apply to and in respect of these rules in the same manner as those provisions would so apply if these rules were an instrument made under the Act.

PART 2 – MEMBERSHIP

Membership Qualifications

2. (1) A person is qualified to be a member of the association if, but only if:
 - (a) The person is a person referred to in section 15 (1) (a), (b) or (c) of the Act and has not ceased to be a member of the association at any time after incorporation of the association under the Act; or
 - (b) The person is a natural person:
 - (I) Who has been nominated for membership of the association as provided by rule 3; and
 - (II) who has been approved for membership of the association by the committee of the association;
 - (c) The person is appointed as the chair of the association by the Secretary DOTARS.
3. (1) A person who is not a member of the association and is appointed as chair of the association must:
 - (a) Be immediately admitted to the membership of the association and have his or her name entered in the register of members.

Nomination for membership

- (2) A nomination of a person for membership of the association:
 - (a) must be made by a member of the association in writing in the form set out in Appendix 1 to these rules; and
 - (b) must be lodged with the Secretary of the association.
- (3) As soon as practicable after receiving a nomination for membership, the Secretary must refer the nomination to the committee which is to determine whether to approve or reject the nomination.
- (4) If the committee determines to approve the nominations for membership, the Secretary must, as soon as practicable after that determination, notify the nominee of that approval.
- (5) The Secretary must within 28 days, enter the nominee's name in the register of members and, on the name being so entered, the nominee becomes a member of the association.

Cessation of membership

- 4. (1) Subject to rule 18, a person, other than the chair, ceases to be a member of the association if the person:
 - (a) Dies; or
 - (b) Resigns membership; or
 - (c) Is expelled from the association.
- (2) If the chair vacates his or her office, in accordance with rule 18:
 - (a) The chair ceases to be a member; and
 - (b) The Secretary must recall in the register of members the date on which the chair ceases to be a member.

Membership entitlements not transferable

- 5. A right, privilege or obligation which a person has by reason of being a member of the association:
 - (a) is not capable of being transferred or transmitted to another person; and
 - (b) terminates on cessation of the person's membership

Resignation of membership

- 6. (1) A member of the association, other than the chair, is not entitled to resign that membership except in accordance with this rule.
- (2) A member of the association, other than the chair, who has paid all amounts payable by the member to the association in respect of the member's membership may resign from membership of the association by first giving to the secretary written notice of at least one month (or such other period as the committee may determine) of the members intention to resignation, on the expiration of the period of notice, the member ceases to be a member.
- (3) If a member of the association ceases to be a member under clause (2), and in every other case where a member ceases to hold membership, the secretary must make an appropriate

entry in the register of members recording the date on which the member ceased to be a member.

- (4) The Chair of the association may only resign from membership of the association in accordance with rule 18.
- (5) If the Chair of the association ceases to be a member, the Secretary must make an appropriate entry in the register of members recording the date on which the Chair ceased to be a member.

Register of members

- 7. (1) The Public Officer of the association must establish and maintain a register of members of the association specifying the name and address of each person who is a member of the association together with the date on which the person became a member.
- (2) The register of members must be kept at the principal place of administration of the association and must be open for inspection, free of charge, by any member of the association at any reasonable hour.

Fees and subscriptions

- 8. (1) A member of the association must, on admission to membership, pay to the association a fee of \$1 or, if some other amount is determined by the committee, that other amount.
- (2) in addition to any amount payable by the member under clause (1), a member of the association must pay to the association an annual membership fee of \$2 or, if some other amount is determined by the committee, that other amount;
 - (a) except as provided by paragraph (b), before 1 July in each calendar year; or
 - (b) if the member becomes a member on or after 1 July in any calendar year on becoming a member and before 1 July in each succeeding calendar year.

Members' liabilities

- 9. The liability of a member of the association to contribute towards the payment of the debts and liabilities of the association or costs, charges and expenses of the winding up of the association is limited to the amount, if any, unpaid by the member in respect of membership of the association as required by rule 8.

Resolution of internal disputes

- 10. Disputes between members (in their capacity as members) of the association, and disputes between members and the association, are to be referred to a community justice centre for mediation in accordance with the Community Justice Centres Act 1983.

Disciplining of members

- 11. (1) A complaint may be made by any member of the association that some other member of the association, other than the Chair:
 - (a) Has persistently refused or neglected to comply with a provision or provisions of these rules; or
 - (b) Has persistently and wilfully acted in a manner prejudicial to the interests of the association.
- (2) On receiving such a complaint, the committee:
 - (a) Must cause notice of the complaint to be served on the member concerned; and

- (b) Must give the member at least 14 days from the time the notice is served within which to make submissions to the committee in connection with the complain; and
 - (c) Must take into consideration any submission made by the member in connection with the complaint.
- (3) The committee may, by resolution, expel the member from the association or suspend the member from membership of the association if, after considering the complaint and any submissions made in connection with the complaint, it is satisfied that the facts alleged in the complaint have been proved.
- (4) If the committee expels or suspends a member, the Secretary must, within 7 days after the action is taken, cause written notice to be given to the member of the action taken, of the reason given by the committee for having taken that action and of the member's right of appeal under rule 12.
- (5) The expulsion or suspension does not take effect:
- (a) Until the expiration of the period within which the member is entitled to appeal against the resolution concerned; or
 - (b) If within that period the member exercises the right of appeal, unless and until the association confirms the resolution under rule 12 (4), whichever is the later.

Right of appeal of disciplined member

12. (1) A member may appeal to the association in general meeting against a resolution of the committee under rule 11, within 7 days after notice of the resolution is served on the member, by lodging with the Secretary a notice to that effect.
- (2) The notice may, but need not, be accompanied by a statement of the grounds on which the member intends to rely for the purpose of the appeal.
- (3) On receipt of a notice from a member under clause (1), the Secretary must notify the committee which is to convene a general meeting of the association to be held within 28 days after the date on which the Secretary receive the notice.
- (4) At a general meeting of the association convened under clause (3):
- (a) No business other than the question of the appeal is to be transacted; and
 - (b) The committee and the member must be given the opportunity to state their respective cases orally or in writing, or both; and
 - (c) The members present are to vote by secret ballot on the question of whether the resolution should be confirmed or revoked.
- (5) If at the general meeting the association passes and special resolution in favour of the confirmation of the resolution, the resolution is confirmed.

PART 3 – THE COMMITTEE

Powers of the Committee

13. The committee is to be called the committee of management of the association and, subject to the Act, the Regulation and these rules and to any resolution passed by the association in general meeting:
- (a) Is to control and manage the affairs of the association; and

- (b) May exercise all such functions as may be exercised by the association, other than those functions that are required by these rules to be exercised by a general meeting of members of the association; and
- (c) Has power to perform all such acts and do all such things as appear to the committee to be necessary or desirable for the proper management of the affairs of the association.

Constitution and Membership

14. (1) Subject in the case of the first members of the committee to section 21 of the Act, the committee is to consist of:
- (a) The office-bearers of the association; and
 - (b) 3 ordinary members,
 - each of whom, other than the Chair, is to be elected at the annual general meeting of the association under rule 15.
- (2) The officer-bearers of the association are to be:
- (a) The Chair;
 - (b) The Vice-Chair;
 - (c) The Treasurer; and
 - (d) The Secretary
- (3) Each member of the committee, other than the Chair, is subject to these rules, to hold office until the conclusion of the annual general meeting following the date of the member's election, but is eligible for re-election.
- (4) In the event of a casual vacancy occurring the membership of the committee, other than the Chair, the committee may appoint a member of the association to fill the vacancy and the member so appointed is to hold office, subject to these rules, until the conclusion of the annual general meeting next following the date of the appointment.
- (5) The secretary DOTARS may by instrument in writing remove the Chair from office.
- (6) If the office of the Chair becomes vacant (by the resignation of the Chair or removal of the Chair by the Secretary DOTARS) the Secretary DOTARS must immediately appoint a new Chair.

Election of Members

15. (1) Nominations of candidates for election as office-bearers of the association, other than the Chair, or as ordinary members of the committee:
- (a) Must be made in writing, signed by 2 members of the association and accompanied by the written consent of the candidate (which may be endorsed on the form of the nomination); and
 - (b) Must be delivered to the Secretary of the association at least 7 days before the date fixed for the holding of the annual general meeting at which the election is to take place.
- (2) If sufficient nominations are received to fill all vacancies on the committee, the candidates nominated are taken to be elected and further nominations are to be received at the annual general meeting.

- (3) If insufficient further nominations are received, any vacant positions remaining on the committee are take to be casual vacancies.
- (4) If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated are taken to be elected.
- (5) If the number of nominations received exceeds the number of vacancies to be filled, a ballot is to be held.
- (6) The ballot for the election of office-bearers and ordinary members of the committee is to be conducted at the annual general meeting in such usual and proper manner as the committee may direct.
- (7) The Chair shall be appointed by the Secretary DOTARS and shall hold office at the discretion of the Secretary DOTARS.
- (8) The Secretary DOTARS may appoint the Chair from among existing members or from outside of the current membership of the association.

Secretary

16. (1) The secretary of the association must, as soon as practicable after being appointed as Secretary, lodge notice with the association of his or her address.
- (2) It is the duty of the Secretary to keep minutes of:
 - (a) All appointments of office-bearers and members of the committee;
 - (b) The names of the members of the committee present at the committee meeting or a general meeting; and
 - (c) All proceedings at committee meetings and general meetings
- (3) Minutes of proceedings at a meeting must be signed by the chairperson of the meeting or by the chairperson of the next succeeding meeting.

Treasurer

17. It is the duty of the treasurer of the association to ensure:
 - (a) That all money due to the association is collected and received and that all payments authorised by the association are made; and
 - (b) That correct books and accounts are kept showing the financial affairs of the association, including full details of all receipts and expenditure connected with the activities of the association.

Casual Vacancies

18. (1) For the purpose of these rules, a casual vacancy in the office of a member of the committee, other than the Chair, occurs if the member:
 - (a) Dies; or
 - (b) Ceases to be a member of the association; or
 - (c) Becomes an insolvent under administration within the meaning of the Corporations Law, or
 - (d) Resigns office by notice in writing given to the Secretary; or

- (e) Is removed from office under rule 19; or
 - (f) Becomes a mentally incapacitated person; or
 - (g) Is absent without the consent of the committee from all meetings of the committee held during a period.
- (2) the office of the Chair of the association becomes vacant if the Chair:
- (a) Resigns, by notice in writing to the association and the Secretary DOTARS; or
 - (b) The Secretary DOTARS, by instrument in writing, removes the Chair from office.

Removal of Member

19. (1) The association in general meeting may by resolution remove any member of the committee, other than the Chair, from the office of member before the expiration of the member's term of office and may by resolution appoint another person to hold office until the expiration of the term of office of the member so removed.
- (2) If a member or the committee to whom a proposed resolution referred to in clause (1) relates makes representations in writing to the Secretary or Chair (not exceeding a reasonable length) and requests that the representations be notified to the members of the association, the Secretary or the president may send a copy of the representations to each member of the association or, if the representations are not so sent, the member is entitled to require that the representations be read out at the meeting at which the resolution is considered.
- (3) The Chair may not be removed from office or have his or her membership terminated by:
- (a) The committee; or
 - (b) The members in a general meeting, including at an annual general meeting.

Meetings and Quorum

20. (1) The committee must meet at least 3 times in each period of 12 months at such place and time as the committee may determine.
- (2) Additional meeting of the committee may be convened by the Chair or by any member of the committee.
- (3) Oral or written notice of a meeting of the committee must be given by the Secretary to each member of the committee at least 48 hours (or such other period as may be unanimously agreed on by the members of the committee) before the time appointed for the holding of the meeting.
- (4) Notice of a meeting given under clause (3) must specify the general nature of the business to be transacted at the meeting and no business other than that business is to be transacted at the meeting, except business which the committee members present at the meeting unanimously agree to treat as urgent business.
- (5) Half plus one member of the committee of the association constitutes a quorum for the transaction of the business of a meeting of the committee.
- (6) No business is to be transacted by the committee unless a quorum is present and if, within half an hour of the time appointed for the meeting, a quorum is not present, the meeting is to stand adjourned to the same place and at the same hour of the same day in the following week.
- (7) If at the adjourned meeting a quorum is not present within half an hour of the time appointed for the meeting, the meeting is to be dissolved.

- (8) At a meeting of the committee:
 - (a) The Chair or, in the Chair's absence, the Vice-Chair is to preside; or
 - (b) If the Chair and the Vice-Chair are absent or unwilling to act, such one of the remaining members of the committee as may be chosen by the members present at the meeting is to preside.

Delegation by Committee to Sub-Committee

- 21. (1) The committee may, by instrument in writing, delegate to one or more sub-committees (considering of such member or members of the association as the committee thinks fit) the exercise of such of the functions of the committee as are specified in the instrument, other than:
 - (a) This power of delegation; and
 - (b) A function which is a duty imposed on the committee by the Act or by any other law.
- (2) A function the exercise of which has been delegated to a sub-committee under this rule may, while the delegation remains unrevoked, be exercised from time to time by the sub-committee in accordance with the terms of the delegation.
- (3) A delegation under this section may be made subject to such conditions or limitations as to the exercise of any function, or as to time or circumstances, as may be specified in the instrument of delegation.
- (4) Despite any delegation under this rule, the committee may continue to exercise any function delegated.
- (5) Any act or thing done or suffered by a sub-committee acting in the exercise of a delegation under this rule has the same force and effect as it would have if it had been done or suffered by the committee.
- (6) The committee may, by instrument in writing, revoke wholly or in part any delegation under this rule.
- (7) A sub-committee may meet and adjourn as it thinks proper.

Voting and Decisions

- 22. (1) Questions arising at a meeting of the committee or of any sub-committee appointed by the committee are to be determined by a majority of the votes of members of the committee or sub-committee present at the meeting.
- (2) Each member present at a meeting of the committee or of any sub-committee appointed by the committee (including the person presiding at the meeting) is entitled to one vote but, in the event of an equality of votes on any question, the person presiding may exercise a second or casting vote.
- (3) Subject to rule 20 (5), the committee may act despite any vacancy on the committee.
- (4) Any act or thing done or suffered, or purporting to have been done or suffered, by the committee or by a sub-committee appointed by the committee, is valid and effectual despite any defect that may afterwards be discovered in the appointment or qualification of any member of the committee or sub-committee.

PART 4 – GENERAL MEETING

Annual General Meetings – Holding of

23. (1) With the exception of the first annual general meeting of the association, the association must, at least once in each calendar year and within the period of 6 months after the expiration of each financial year of the association, convene an annual general meeting of its members.
- (2) The association must hold its first annual general meeting:
- (a) Within the period of 18 months after incorporation under the Act; and
 - (b) Within the period of 6 months after the expiration of the first financial year of the association.
- (3) Clauses (1) and (2) have effect subject to any extensions or permission granted by the Director-General under section 26(3) of the Act.

Annual General Meeting – Calling of and Business at

24. (1) The annual general meeting of the association is, subject to the Act and to rule 23, to be convened on such date and at such place and time as the committee thinks fit.
- (2) In addition to any other business which may be transacted at an annual general meeting, the business of an annual general meeting is to include the following:
- (a) To confirm the minutes of the last preceding annual general meeting and of any special general meeting held since that meeting;
 - (b) To receive from the committee report on the activities of the association during the last preceding financial year;
 - (c) To elect office-bearers of the association, other than the Chair and ordinary members of the committee;
 - (d) To receive and consider the statement which is required to be submitted to members under section 26 (6) of the Act.
- (3) An annual general meeting must be specified as such in the notice convening it.

Special General Meetings – calling of

25. (1) The committee may, whenever it thinks fit, convene a special general meeting of the association.
- (2) The committee must, on the requisition in writing of at least 5 per cent of the total number of members, convene a special general meeting of the association.
- (3) A requisition of members for a special general meeting:
- (a) Must state the purpose or purposes of the meeting; and
 - (b) Must be signed by the members making the requisition; and
 - (c) Must be lodged with the Secretary; and
 - (d) May consist of several documents in a similar form, each signed by one or more of the members making the requisition.
- (4) If the committee fails to convene a special general meeting to be held within 2 month after that date on which a requisition of members for the meeting is lodged with the Secretary, any one or more of the members who made the requisition may convene a special general meeting to be held not later than 3 months after that date.

- (5) A special general meeting convened by a member or members as referred to in clause (4) must be convened as nearly as is practicable in the same manner as general meetings are convened by the committee and any member who consequently incurs expenses is entitled to be reimbursed by the association for any expenses so incurred.

Notice

- 26. (1) Except if the nature of the business proposed to be dealt with at a general meeting requires a special resolution of the association, the secretary must, at least 14 days before the date fixed the holding of the general meeting, cause to be sent by pre-paid post to each member at the members address appearing in the register of members, a notice specifying the place, date and time of the meeting and the nature of the business proposed to be transacted at the meeting.
- (2) If the nature of the business proposed to be dealt with at a general meeting requires a special resolution of the association, the Secretary must, at least 21 days before the date fixed for the holding of the general meeting, cause notice to be sent to each member in the manner provided in clause (1) specifying, in addition to the matter required under clause (1), the intention to propose the resolution as a special resolution.
- (3) No business other than that specified in the notice convening a general meeting is to be transacted at the meeting except, in the case of an annual general meeting, business which may be transacted under rule 24 (2).
- (4) A member desiring to bring any business before a general meeting may give notice in writing of that business to the Secretary who must include that business in the next notice calling a general meeting given after receipt of the notice from the member.

Procedure

- 27. (1) No item of business is to be transacted at a general meeting unless a quorum of members entitled under these rules to vote is present during the time the meeting is considering that item.
- (2) Half plus one member present in person (being members entitled under these rules to vote at a general meeting) constitutes a quorum for the transaction of the business of a general meeting.
- (3) If within half an hour after the appointed time for the commencement of the general meeting a quorum is not present, the meeting:
 - (a) If convened on the requisition of member, is to be dissolved; and
 - (b) In any other case, is to stand adjourned to the same day in the following week at the same time and (unless another place is specified at the time of the adjournment by the person presiding at the meeting or communicated by written notice to members given before the day to which the meeting is adjourned) at the same place.
- (4) If at the adjourned meeting a quorum is not present within half and hour after the time appointed for the commencement of the meeting, the members present (half committee plus one) is to constitute a quorum.

Presiding Member

- 28. (1) The Chair or, in the Chair's absence, the Vice-Chair, is to preside as chairperson at each general meeting of the association.
- (2) If the Chair and the Vice-Chair are absent or unwilling to act, the members present must elect one of their numbers to preside as chairperson at the meeting.

Adjournment

29. (1) The Chairperson of a general meeting at which the quorum is present may, with the consent of the majority of members present at the meeting, adjourn the meeting from time to time and place to place, but no business is to be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.
- (2) If a general meeting is adjourned for 14 days or more, the Secretary must give written or oral notice of the adjourned meeting to each member of the association stating the place, date and time of the meeting and the nature of the business to be transacted at the meeting.
- (3) Except as provided in clauses (1) and (2), notice of an adjournment of a general meeting or of the business to be transacted at an adjourned meeting is not required to be given.

Making of Decisions

30. (1) A question arising at a general meeting of the association is to be determined on a show of hands and, unless before or on the declaration of the show of hands a poll is demanded, a declaration by the chairperson that a resolution has, on a show of hands, been carried or carried unanimously or carried by a particular majority or lost, or an entry to that effect in the minute book of the association, is evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution.
- (2) At a general meeting of the association, a poll may be demanded by the Chairperson or by at least 3 members present in person or by proxy at the meeting.
- (3) If a poll is demanded at a general meeting, the poll must be taken:
- (a) Immediately in the case of a poll which relates to the election of Chairperson of the meeting or to the question of an adjournment; or
- (b) In any other case, in such manner and at such time before the close of the meeting as the Chairperson directs, and the resolution of the poll on the matter is taken to be the resolution of the meeting on that matter.

Special Resolution

31. A resolution of the association is a special resolution:
- (a) If it is passed by a majority which comprises at least three-quarters of such members of the association as, being entitled under these rules so to do, vote in person or by proxy at a general meeting of which at least 21 days' written notice specifying the intention to propose the resolution as a special resolution was given in accordance with these rules; or
- (b) Where it is made to appear to the Director-General that it is not practicable for the resolution to be passed in the manner specified in paragraph (a), if the resolution is passed in a manner specified by the Director-General.

Voting

32. (1) On any question arising at a general meeting of the association a member has one vote only.
- (2) All votes must be given personally or by proxy but no member may hold more than 5 proxies.
- (3) In the case of an equality of votes on a question at a general meeting, the chairperson of the meeting is entitled to exercise a second or casting vote.
- (4) A member of proxy is not entitled to vote at any general meeting of the association unless all money due and payable by the member or proxy to the association has been paid, other than the amount of the annual subscription payable in respect of the then current year.

Appointment of Proxies

33. (1) Each member is to be entitled to appoint another member as proxy by notice given to the Secretary no later than 24 hours before the time of the meeting in respect of which the proxy is appointed.
- (2) The notice appointing the proxy is to be in the form set out in Appendix 2 to these rules.

PART 5 – MISCELLANEOUS

Insurance

34. (1) The association must effect and maintain insurance under section 44 of the Act.
- (2) In addition to the insurance required under clause (1), the association may effect and maintain other insurance.

Funds Source

35. (1) The funds of the association are to be derived from entrance fees and annual subscriptions of members, donations and, subject to any resolution passed by the association in general meeting, such other sources as the committee determines.
- (2) All money received by the association must be deposited as soon as practicable and without deduction to the credit of the associations' bank account.
- (3) The association must, as soon as practicable after receiving any money, issue an appropriate receipt.

Funds Management

36. (1) Subject to any resolution passed by the association in general meeting, the funds of the association are to be used in pursuance of the objects of the association in such manner as the committee determines.
- (2) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by 2 members of the committee or employees of the association, being members or employees authorised to do so by the committee, however cannot be two employees of the association at any one time.

Alteration of Objects and Rules

37. The statement of objects and rules may be altered, rescinded or added to only by a special resolution of the association.

Common Seal

38. (1) The common seal of the association must be kept in the custody of the public officer.
- (2) The common seal must not be affixed to any instrument except by the authority of the committee and the affixing of the common seal must be attested by the signatures either of 2 members of the committee or of 1 member of the committee and of the public officer or Secretary.

Custody of Books

39. Except as otherwise provided by these rules, the public officer must keep in his or her custody or under is or her control all records, books and other documents relation to the association.

Inspection of Books

40. The records, books and other documents of the association must be open to inspection, free of charge, by a member of the association at any reasonable hour.

Services of Notices

41. (1) For the purpose of these rules, a notice may be served by or on behalf of the association on any member wither personally or by sending it by post to the member at the member's address shown in the register of members.
- (2) If a document is sent to a person by properly addressing, prepaying and posting to the person a letter containing the document, the document is, unless the contrary is proved, taken for the purposes of these rules to have been served on the person at the time at which the letter would have been delivered in the ordinary course of post.

AMENDMENTS TO THE CONSTITUTION 17 APRIL 2002

All references to "...the Secretary of the Department of Employment, Workplace Relations and Small Business..." are to be replaced with "...the Secretary of the Department of State or Commonwealth or its successor or equivalent that deals with Area Consultative Committees."

All references to "...the Department of Employment, Workplace Relations and Small Business..." are to be replaced with "...the Department of State or Commonwealth or its successor or equivalent that deals with Area Consultative Committees."

AMENDMENTS TO THE CONSTITUTION 13 DECEMBER 2002

Interpretation

'Department' means the Commonwealth Department from time to time having responsibility for matters related to Area Consultative Committees.

'Minister' means the Commonwealth Minister having responsibility for matters related to Area Consultative Committees.

Appointment of Chair

The Chairperson shall be appointed by the Minister.

The Minister is not bound to appoint a member of the ACC as the Chairperson.

Term of Appointment

The Chairperson shall be appointed for a period specified in the letter of appointment.

The Minister may by written notice terminate the Chairperson's appointment at any time.

Resignation

The Chairperson may resign by advising the Minister in writing of their resignation.

Term of Membership

Any member elected to the Board of the New England North West Area Consultative Committee will serve a minimum of three years and maximum of six years, unless membership is terminated or received in a letter of resignation.

Should any member wish to continue to serve on the Board of the New England North West Area Consultative Committee after the maximum term is served, the member must take a year of absence from the Board before seeking renewal of membership.

DELGATION TO A FINANCE SUB-COMMITTEE OF THE NEW ENGLAND NORTH WEST AREA CONSULTATIVE COMMITTEE

2002-03 Members: Genevieve Harrison (Treasurer), Gary Pollock, (Chair of the Sub-Committee) and Hugh Harris

ROLE OF THE SUB-COMMITTEE

- Review actual to budget figures for all accounts
- Question any expenditure over budgeted figures
- Review quarterly BAS Statement
- Provide advice to the Board of the New England North West Area Consultative Committee on accounts, income and expenditure
- Provide a Treasurers Report to the Board
- Authorise monthly expenditure
- Provide advise on annual budget and auditing processes
- Present annual budget and audit figures to the Board

DELEGATION TO INDIGENOUS SUB-COMMITTEE OF THE NEW ENGLAND NORTH WEST AREA CONSULTATIVE COMMITTEE

2002-03 Membership Kevin Humphries, Warren Barnes, Sam Barwick

Role of the Sub-Committee

- Review workplan with activities of the Indigenous Development Officer
- Define the role of the ACC in Indigenous communities of the NENW
- Review Expressions of Interest for the Indigenous Small Business Fund (ISBF)
- Provide contacts for Structured Training & Employment Programme (STEP)
- Review applications for ISBF, STEP and any other Commonwealth Programme submitted by an Indigenous organisation in the NENW
- Discuss opportunities for partner funding of the position
- Discuss opportunities for NENWACC lead agency projects

AMENDMENTS TO THE CONSTITUTION AUGUST 2003

COMMITTEE

- (A) That the document outlining the Duties and Responsibilities of ACC Board Members and Sub-Committee members be adopted as Best Practice by all members.
- (B) That no sitting fees are payable to New England North West Area Consultative Committee members, travel reimbursement using above expenses form is acceptable pending completion of form and appropriate invoices/receipts attached.
- (C) That the New England North West Area Consultative Committee Chair be authorised to sign staff employment contracts pending Board review and agreement to continue employment or selection of new staff.
- (D) That the New England North West Area Consultative Committee endorse the activities of the Namoi Adjustment Package as a Sub-Committee of the New England North West Area Consultative Committee.
- (E) That the New England North West Area Consultative Committee delegate appropriate responsibilities to a Projects Sub-Committee and Finance Committee.

PROJECT ENDORSEMENT

- (A) That on behalf of the New England North West Area Consultative Committee, the Projects Sub-Committee or Sub-Committees be authorised to endorse RAP projects to be submitted to DOTARS for their consideration. The Executive Officer of the New England North West Area Consultative Committee is authorised to sign the New England North West Area Consultative Committee endorsement on behalf of the Committee.

APPENDIX 1

(Rule 3 (1))

APPLICATION FOR MEMBERSHIP OF ASSOCIATION

New England North West Area Consultative Committee Incorporated (Incorporated under the Associations
Incorporation Act 1984)

I,

Of, (Address),

..... (Occupation)

Hereby apply to become a member of the above named incorporated association. In the event of my admission as
a member, I agree to be bound by the rules of the association for the time being in force.

(Signature of Applicant)

Date

APPENDIX 2

APPLICATION FOR MEMBERSHIP

MR / MISS / MRS / MS _____ FULL NAME: _____

POSTAL ADDRESS: _____

TELEPHONE: _____ FACSIMILE: _____

EMAIL: _____ MEMBER SINCE: _____

I, of(address),
 (occupation) hereby apply to become a member of the New England North
 West Area Consultative Committee Incorporated (incorporated under the Associations Incorporation Act 1984), I
 agree to be bound by the rules of the association for the time being in force.

..... (signed)

..... (date)

DISCLOSURES BY BOARD MEMBERS		
<u>INTERESTS & POSITIONS HELD IN CORPORATIONS</u>		
Name & Address of each corporation in which positions or interest are held.	Position	Description of principal objects of corporation (except in the case of a public company)

(This form is valid from 1 July 2004 to 30 June 2005.)

FORM OF APPOINTMENT OF PROXY

I, (Full Name) (Address)

Being a member of (Name of Incorporated Association)

Hereby appoint (Full name of proxy) of (Address)

Being a member of that incorporated association, as my proxy to vote for me on my behalf at the general meeting of the association (annual general meeting or special general meeting, as the case may be) to be held on the day of 20, ,and at any adjournment of that meeting.

- My proxy is authorised to vote in favour of/against (delete as appropriate) the resolution (insert details).
- To be inserted if desired.

Signature of member appointing proxy

Date

NOTE: A proxy vote may no be given to a person who is not a member of the association.

2.2.2. Obligations

ACCs are voluntary associations. However, like all other public, private or community entities, they are subject to certain mandatory obligations.

It is each ACCs' responsibility, under the direction of the Chair and with the assistance of the ACC Executive Officer or equivalent staff member, to ensure these obligations are met.

2.3. LEGISLATIVE REQUIREMENTS

The Operational Funding Contract specifies several Acts of Parliament with which ACCs must comply. Additionally all ACCs must comply with Australian Government policies, particularly those that relate to employment matters such as occupational health and safety.

Obligations

The New England North West ACC uses a number of tools to advise members and staff of their obligations to the Commonwealth and the organisation.

Annually or on commencement of their tenure with the New England North West ACC the organisation provides an introduction folder.

The introduction folder contains;

- Copy of the Marketing Plan including promotional documents, brochures and business cards
- Copy of the funding contract
- Copy of the ACC/NENWACC Handbook which includes the constitution, annual business plan and Strategic Regional Plan
- Copy of guidelines and application form for Regional Partnerships
- Declaration of Interest to report and sign

Additional documents for staff include;

- Copy of signed contract of employment
- Statement of duties and responsibilities
- Copy of staff and pay information
- Copy of timesheets
- Application for leave
- For employees continuing their employment with the organisation a statement of leave and entitlements accrued.

SAFETY PROCEDURES MANUAL

MANAGEMENT RESPONSIBILITIES FOR HEALTH AND SAFETY - OHS-001

Purpose

This procedure documents the general and specific health and safety responsibilities applicable to the various management levels within the organisation. These responsibilities are assigned to the levels of management as shown and are based on the referenced legislative standards. Further individual responsibilities are contained in particular procedures and position descriptions.

General Responsibilities

1. The Board of the New England North West ACC will:
 - 1.1 Formally review and approve the Occupational Health and Safety Policy annually
 - 1.2 Distribute this document to members and staff and explain the detail annually
2. All Board members and staff will:
 - 2.1 Ensure all appropriate actions are taken to implement the Occupational Health and Safety Policy, health and safety procedures and legislative requirements
 - 2.2 Monitor health and safety performance within area of responsibility
 - 2.3 Demonstrate commitment to health and safety through participation in formal and informal discussions, workplace visits and hazard inspections, etc
 - 2.4 Participate where required in the resolution of safety issues
 - 2.5 Review all accidents/incidents and prepare reports if appropriate
 - 2.6 Review any health and safety related reports and take appropriate action
 - 2.7 Ensure consultation with employee health and safety representatives, particularly on any workplace changes which have a health and safety component
 - 2.8 Initiate actions to improve health and safety
 - 2.9 Regularly review the health and safety performance of their staff
 - 2.10 Initiate actions to improve health and safety within area of responsibility
 - 2.11 Actively monitor the workplace to determine presence of hazards and take appropriate action to rectify any hazards found
 - 2.12 Ensure all employees are inducted and receive regular training as required to perform jobs safely
 - 2.13 Facilitate rehabilitation of injured workers
 - 2.14 Adhere to all safe working procedures in accordance with instructions
 - 2.15 Take reasonable care of themselves and others who may be affected by their actions

Review

This procedure is subject to annual review to be conducted by the Executive Officer and Board of the New England North West ACC. Any changes to health and safety legislation will generate an immediate review.

Audit Records

Copies of current position descriptions will contain information about health and safety responsibilities

- Allocation of specific legislative responsibilities as per form OHS-001/1
- Relevant recent training provided to all responsible personnel

Form OHS-001/1

SPECIFIC RESPONSIBILITIES FOR HEALTH AND SAFETY AND RELATED LEGISLATIVE COMPLIANCE

LEGISLATION/ CODES/ STANDARDS	MANAGEMENT PERSON RESPONSIBLE
Monitor changes to health and safety legislation & notify procedure owners regarding changes to legislation/ standards	Executive Officer in the absence of the Executive Officer the Chair
Nomination of employer representative	Executive Officer in the absence of the Executive Officer the Chair
Notification of serious injuries to WorkCover	Executive Officer in the absence of the Executive Officer the Chair

HAZARD IDENTIFICATION RISK ASSESSMENT AND CONTROL - OHS-002

Purpose

This procedure describes the method by which all hazards will be identified, assessed for risks and appropriate control mechanisms put into place.

Definitions

'Hazard' is anything that has the potential to cause injury or illness (to employees, contractors, visitors or the neighbouring public) or damage to plant or property. A hazard can be related to a physical state or a work practice or procedure. A hazard can be introduced when implementing changes to existing arrangements.

'Hazard identification' is the process of identifying all situations or events that could give rise to the potential for injury, illness or damage to plant or property.

'Risk' means the likelihood of injury, illness or damage to plant or property arising from exposure to any hazard.

'Risk Assessment' is the process of determining the likelihood of an injury, illness or damage to plant or property happening.

'Hazard control' is the process of implementing measures to reduce the risk associated with a hazard. The control process must follow the control hierarchy, in order, as prescribed in some health and safety legislation. It is always important that any control measure does not introduce new hazards, and that on going effectiveness of the control is monitored.

'The Hierarchy of Control' is the elimination of the hazard by; substitution eg of the equipment or substance, isolation eg distance or enclosure, engineering controls eg guarding, administrative controls eg supervision, training, rotation and or personal protective equipment.

Note: Provision of protective equipment should always be the last control option considered. A combination of controls may be appropriate however the combination must be based on the control hierarchy.

Procedure

1. Potential hazards should be notified to the Executive Officer by; direct report from employees , industry information, Incident Reports, Hazard Inspection Reports
2. Any proposal for the introduction of new equipment or processes or the modification of equipment or processes must be accompanied by hazard identification and risk assessment.
3. The Executive Officer should consult with relevant employees when conducting the hazard identification and risk assessment. The Executive Officer should determine whether a hazard exists and if so should assess the risk through use of the Probability Matrix attached to this procedure or via the relevant legislative model eg manual handling tasks. Their report (including the recommended control options) should file the report in the Hazard Register.
4. The Executive Officer will implement control measures where appropriate, based on the hierarchy of control.

5. The Executive Officer arranges to review the controls within 1 week of their introduction to ensure that they are appropriate.
6. The Executive Officer recommends changes to controls where appropriate.
7. The Executive Officer implements any modifications to the controls.
8. The Executive Officer includes a review of the controls in the regular hazard inspections.

Responsibility

Executive Officer

Audit Records

Hazard Identification and Risk Assessment Reports eg: Manual Handling and Noise Assessment

Hazard Identification forms OHS-002/1

Hazard Control reviews OHS-002/2

Hazard Inspection checklists

Form OHS-002/1

HAZARD IDENTIFICATION, ASSESSMENT, CONTROL REPORT

IDENTIFICATION

Department & area - _____

Item of plant/equipment (if applicable) _____

Date identified: _____ How & who identified: _____

Description of hazard: _____

Risk Assessment Team: Management representatives Employee representatives

RISK ASSESSMENT AND CONTROL:

Hazard	Probability	Consequence	Level of Risk

Recommended Hazard Control:

1. _____
2. _____
3. _____
4. _____

Date of recommendation:.....

To be completed by Executive Officer

Action to be taken

Expected date of completion _____

Person responsible for implementation _____

Original copy to be filed in Hazard Register

Probability Matrix to be used with Hazard Identification, Assessment and Control Procedure

Consequence	Probability			
	Frequent	Probable	Occasional	Remote
Catastrophic	HIGH			
Fatal				MEDIUM
Critical			MEDIUM	
Marginal		MEDIUM		
Negligible	MEDIUM			LOW

Form OHS-002/2

HAZARD CONTROL REVIEW

Department & area: _____

Item of plant/equipment _____

Date(s) controls implemented: _____

Hazard

- 1. _____
- _____
- _____
- _____

Hazard control review team: Management representatives Employee representatives

_____	_____
_____	_____
_____	_____

Control satisfactory: yes no

If no, what course of action should be taken:

If not satisfactory, specify a date for review: _____

If satisfactory, suggested review date _____

Review team leader: _____

Print Name	Signature
------------	-----------

Review health & safety rep _____

Print Name	Signature
------------	-----------

Date of Review: _____

TASK COMPETENCIES, LICENCES AND TRAINING REQUIREMENTS -OHS-003

Purpose

To identify the competencies, training and licence requirements for all tasks in the organisation.

Procedure

1. The Executive Officer shall arrange for all significant tasks performed in the section to be assessed for task competencies, training and licence requirements.
2. The assessments shall be documented on the form OHS-003/1 and filed in the Task Register.
3. The Task Register shall be used to identify appropriate personnel to perform particular tasks and must be included in selection of new employees.
4. An employee must not commence in a position unless they fulfil the Task Register requirements. This does not mean that a person will not be considered for a task where they do not meet the requirements specified in the Task Register but that they cannot start their duties until the requirements specified in the Task Register are fulfilled (eg. the appropriate training for the position).
5. In assessing the competency requirements for a task the following must be taken into account;
 - Hazard Identification and Risk Assessment for the task,
 - Legal requirements associated with the task,
 - Position description,
 - Standard Operating Procedures,
 - Equipment used,
 - Level of supervision,

Responsibility

Executive Officer

Audit Records

Task Registers for each operational area
Training / Skills Register for all Employees

Form OHS-003/1

TASK REGISTER FOR NEW ENGLAND NORTHWEST AREA CONSULTATIVE COMMITTEE

AREA	TASK	COMPETENCIES	TRAINING	LICENCE REQUIREMENTS
Admin Officer and Project Officers	Telephonist duties	Communication skills Keyboard skills Written and spoken English language skills	Switch board use Emergency Procedures	Nil
	Typist	Keyboard skills	Software VDU Workstation Ergonomics	Nil
All Staff	Drive Car	Driving Skills	procedures	Car license

MAINTENANCE - OHS-004

Purpose

To ensure that all maintenance, repair or alteration of any item of plant, equipment, building or furniture is performed by competent persons and that records of the work are kept.

Definitions: Nil

Standard (such as relevant legislation, Australian & industry standards)

Competency standards set by the various licensing bodies in the State. Where there is no such licensing body, the competency requirements assigned by professional groups or educational institutions are accepted.

Procedure

1. The Executive Officer allocating maintenance, repair or alteration tasks shall ensure that the task is allocated to a person or persons who have the competencies and where required, licences or certificates to perform the task.
2. The person supervising any work performed by contractors shall ensure that persons allocated maintenance, repair or alteration tasks have the required competencies, licences and certificates.
3. Project Officer must enter details of work performed on the Maintenance Register OHS-004/2 at the time the work is finished.
4. Maintenance Register Forms are to be retained on file in Tamworth under the responsibility of the Executive Officer.

Responsibility

Executive Officer

Audit Records

Training Registers

Current Maintenance registers (ie Form OHS-004/2)

Form OHS-004/2

Maintenance Register

Item of Plant, Equipment, Furniture

Serial number/identification number

DESCRIPTION OF WORK PERFORMED	DATE WORK STARTED	DATE WORK COMPLETE	WORK PERFORMED BY	COMMENTS

DEFECTIVE PLANT REPORT- OHS-005

Purpose

To provide a means by which unsafe plant and equipment can be identified, removed from service and maintenance work requested.

Definitions

Isolation of plant: lock out, quarantine or other means by which plant and equipment is removed from its source of energy, and thereby prevented from being inadvertently operated

Tagging: secure attachment of a tag or notice to the item of plant and equipment, which displays a prominent warning, and includes the name of the person who is authorised to attach/remove the tag and the date the tag was attached

Procedure

1. Where an employee identifies an item of equipment that appears unsafe, the employee shall turn off the equipment, and/or immediately notify the Executive Officer. Note: In the absence of the Executive Officer, the employee who has identified the problem should affix an "Unsafe - Do Not Operate" tag to the equipment.
2. Where the equipment is confirmed as unsafe, the Executive Officer shall affix an "Unsafe - Do Not Operate" tag in a prominent position on the equipment. Where possible the Executive Officer shall isolate the equipment.
3. The Executive Officer or employee shall complete the Defective Plant Report OHS-005/1.

Responsibility

Executive Officer

Audit Records

Completed copies of Form OHS-005/1

EMERGENCY PROCEDURES - OHS-006

Purpose

To provide the emergency control structure and directions which will prevent injury to personnel, visitors and neighbouring people/premises in the event of an emergency. The procedures also aim to minimise damage to the organisation's equipment, plant and installations.

Definitions:

Nil

Key principles

1. All risks will be continually monitored in order to minimise the potential of an emergency
2. The safety of personnel is foremost
3. Emergency plans will be formulated and reviewed in consultation with personnel, emergency service specialists and in line with statutory requirements.
4. Plans should be simple but effective
5. A central control will always be available
6. Emergency control personnel will be trained in their appointed duties
7. All personnel will be regularly trained in appropriate response procedures

Procedures should take into account the existing emergency systems of each building such as fire protection equipment, communication systems, emergency lighting, exit doors and stairwells. They also take into account staffing levels during normal working hours as well as after hours activities and contacts.

Specific plans should be drawn up for emergencies created within the site and those caused by external sources.

Internal Emergencies covered by these procedures are:

1. Fire
2. Explosion
3. Bomb Threat/suspect package
4. Medical emergency
5. Hazardous material spill/toxic emissions
6. Security breach/civil disturbance
7. Motor vehicle accident
8. Other hazards specific to the organisation

External Emergencies covered by these procedures are:

1. Hazardous material spill/toxic emissions
2. Explosion
3. Civil disturbance
4. Storm
5. Flood
6. Bush fires
7. Motor vehicle accident
8. Aeroplane crash

Standard Requirements for Emergency Procedures

Raising the Alarm	There should be a system to allow people identifying an emergency to communicate this quickly to the office.
Standard Orders	Standard orders covering most emergencies eg fire, chemical etc will be posted in appropriate areas. It will contain brief instructions, emergency contact numbers and evacuation points.
Assembly points	These areas must be highlighted on floor plans for each area. Assembly points ensure wardens can take an initial count of personnel.

Evacuation points	These are highlighted on both any Standard orders and on the floor plans for each area. Evacuation to these points will only be undertaken upon the orders of a warden.
Training of Employees	Employees shall be provided with emergency evacuation training at induction and there after every April.
Floor plans	Floor plans will be posted in all areas indicating exits, assembly points, fire protection equipment, break glass alarms and any other relevant information eg. HAZCHEM, emergency showers etc.
Audit Records	
Assessment(s) of On-site and Off-site Emergencies	
	<ul style="list-style-type: none">• Emergency Plan• Reviews of Emergency Plans• Inspection Checklists• Training Records

Form OHS-006/1

EMERGENCY PROCEDURES FOR EMPLOYEES

1. Raise Alarm by phoning 000 or breaking alarm glass.
2. If safe use extinguisher at the end of the corridor near the exit door to smother fire.
4. Move to assembly point near the Piublic Stage area in Bicentennial Park on signal, on instruction from warden or when it is unsafe to remain in the area.
5. Assist visitors and disabled persons to evacuate.
6. Remain at Assembly Area until instructed by Warden.

Form OHS-006/2

BOMB THREAT/SUSPECT PACKAGE

 Threat received


Step 1 Use the Bomb Threat Checklist to record all details

Step 2 Notify the Incident controller (or warden)

Step 3 Contact the police on 000 if not already done by the Incident Controller

Step 4 Open as many doors and windows as possible

Step 5 Evacuate to evacuation areas

 Bomb found

Step 1 Do not touch it - clear the area and do not re-enter until instructed

Step 2 Advise the incident controller immediately

Step 3 Contact the police on 000 if not already done by the Incident Controller

Step 4 Wait for advice from Incident Controller and leave doors and windows open

Form OHS-006/3

BOMB THREAT CHECKLIST

QUESTIONS TO BE ASKED	CALLER'S VOICE
<p>Where did you put the bomb?</p> <p>When did you put it there?</p> <p>What does the bomb look like?</p> <p>What kind of bomb is it?</p> <p>Did you place the bomb?</p> <p>Why did you place the bomb?</p> <p>What is your name?</p> <p>Where are you?</p>	<p>Accent [specify]:</p> <p>Any impediment [specify]:</p> <p>Voice [loud, soft etc]:</p> <p>Speech [fast, slow etc]:</p> <p>Diction [clear, emotional etc]:</p> <p>Did you recognise the voice?</p> <p>If so, who do you think it is?</p>
<p>What is your address?</p>	<p>THREAT LANGUAGE</p>
<p>-----</p> <p>-----</p> <p>Sex of caller:</p> <p>Estimated age:</p>	<p>Incoherent?</p> <p>Irrational?</p> <p>Taped?</p> <p>Message read by caller?</p> <p>Abusive?</p> <p>Other?</p>
EXACT WORDING OF THREAT	BACKGROUND NOISES
	<p>Street/house noises?</p> <p>Aircraft?</p> <p>Voices/music?</p> <p>Local call?</p> <p>STD/ISD/OTHER?</p>
ACTION	CALL TAKEN & BY WHOM
<p>Report call immediately to:</p> <p>Police: 000</p> <p>Incident Controller: </p>	<p>Date & time of call:</p> <p>Duration of call:</p> <p>Name of person taking call:</p> <p>Telephone No:</p> <p>Number called (if different to above):</p> <p>Signature:</p>

Form OHS-006/4

MEDICAL EMERGENCY

- Step 1 Check for any threatening situation and control it if safe to do so
- Step 2 Remain with casualty (unless there is no other option) and provide appropriate support
- Step 3 Do not move any casualties unless in a life threatening situation
- Step 4 Notify the Incident Controller and the first aider
- Step 5 Notify the ambulance if not already done and designate someone to meet them
- Step 6 Provide support to first aider or ambulance if required

WORKPLACE INSPECTION PROCEDURE - OHS-007

Purpose

The objective of this procedure is to describe the process whereby management and employees may together identify hazards and take action to prevent injuries and illnesses arising out of work at the organisation's workplaces. The process involves inspection, communication, evaluation and review. A key feature of the process is to ensure management accountability and the commitment of all personnel to hazard elimination and control. This is a formal process and must be complemented by informal inspections on a more regular basis, eg. daily.

Definitions

Nil

Procedure

1. Formal hazard inspections will be undertaken 6 monthly by the OH & S Officer.
2. All personnel will be provided with induction training in use of the procedures and refresher training at least annually. Where changes occur, training will be provided to ensure all personnel are familiar with the revised procedures.
3. An inspection calendar (OHS-007/1) will be prepared each year by the OH & S Officer. Completion of each inspection will be recorded on the calendar which is maintained by the Project Officer. A copy of the calendar will be provided to Executive Officers 6 monthly.
8. The process will be reviewed by the Executive Officer annually.

Responsibility

Executive Officer

Audit Records

Copies of inspections in accordance with this procedure

Form OHS-007/1

ANNUAL INSPECTION CALENDAR

Date:

AREA	INSPECTION DATE	INSPECTION CONDUCTED	EXECUTIVE OFFICER SIGNATURE	EMPLOYEE SIGNATURE

Form OHS-007/2

WORKPLACE INSPECTION CHECKLIST

Area:

Date:

Inspector:

ITEM & DESCRIPTION	SATISFACTORY (Yes or No)	COMMENT (if not satisfactory)	ACTION BY & TARGET DATE
eg: Floor Surface <ul style="list-style-type: none"> • wet/slippery • uneven • worn • dirty • cluttered • loose surface 	No Yes Yes No No Yes	Various food scraps and liquid were evident on the floor. Bags of foodstuffs were stacked on floor which restricted access	J Bloggs 24/7/95(today)

Inspection Report:

Signatures (of all parties involved in Inspection)

Date

Copies:

WORKPLACE INSPECTION GUIDANCE NOTES

Some thought needs to be given to what should be included in an inspection. Knowledge of what, where and how unsafe conditions have occurred in the past is valuable information to use in deciding what items require inspection.

It is also important to speak to the employees who work in the area to gain the benefit of their knowledge, experience and observations.

Some of the things that should be considered for inclusion in a workplace inspection are;

- Atmospheric Conditions - eg. dusts; gases; sprays; fumes; heat; cold; noise; lighting etc.
- Building and Structures - eg. windows; floors; doors; stairs; roofs; walls; platforms; handrails etc.
- Electrical Equipment - eg. switches; outlets; panels; earth connectors; plugs and connections; extension cords etc.
- Ergonomic Hazards - eg. lighting, equipment design
- Fire fighting Equipment - eg. hydrants; extinguishers; hoses; sprinkler systems; alarms; ventilation etc.
- Housekeeping - eg. tidiness of general areas; access and egress from the workplace
- Physical Hazards - eg. noise, vibration, energy, weather, heat & cold, electricity, pressure, radiation
- Personnel Supporting Equipment - eg. office chairs etc.
- Storage Facilities and Areas - eg. bins; racks; compactus; cabinets; pallets; shelves; tanks; cupboards etc. including yard and floor storage areas
- Transportation Equipment - eg. automobiles.
- Walkways & Roadways - eg. walkways; aisles; etc.

Work Practices and Procedures

General Amenities such as

- Cooling/ Heating
- Outside Work
- Aisle ways and Passageways
- Task Lighting
- Workplace Cleanliness/ Seating

HAZARD REPORTING- OHS-008

Purpose

This procedure describes how hazards are reported by employees. The Hazard Report applies to the reporting of any health and safety issues other than personal injury. (The Incident form is to be used for this purpose) The procedure applies to all employees and the employees of contractors.

Definitions

'Hazard' - potential to cause injury or damage.

Procedure

1. The Executive Officer shall ensure that the Hazard Report Form is available to all employees in all work locations.
2. The Executive Officer shall ensure that the "Report That Hazard" notice is prominently displayed in all work locations. (refer OHS-031/2)
3. If there is an immediate risk of injury or illness an employee shall take action to make the area safe, ensuring their own safety is not jeopardised and immediately report the hazard to their supervisor
4. Employees shall immediately report any hazard to the Executive Officer and complete the Hazard Report Form. (OHS-031/1) The employee should keep a copy of the completed form.
5. The Executive Officer on receipt of the Hazard Report Form shall:
 - take action to remove the hazard if possible
 - take action to prevent employees being exposed to the hazard
 - forward the Hazard Report to the Executive Officer within 1 day of receiving the report.
6. The Executive Officer shall forward all Hazard Reports to the Health and Safety Committee and shall allow the relevant employee health and safety representative access to the Hazard Report file.
7. Copies of Hazard Reports are to be filed at each location under "Hazard Reports".
8. The Executive Officer is to ensure that an explanation of this procedure is included in the induction for new employees and contractors. (refer OHS-038)
9. The Executive Officer is to ensure that the Hazard Reporting Procedure is explained in workgroup meetings every 6 months. (refer OHS-007)

Responsibility

Executive Officer

Audit Records

- Copies of Hazard Report Forms OHS-031/1 in all locations
- Copies of completed Forms OHS-031/1
- Health and Safety Committee reports/Minutes
- Copies of "Report That Hazard" (OHS-031/2) on workplace notice boards

Form OHS-008/1

NEW ENGLAND NORTHWEST AREA CONSULTATIVE COMMITTEE		HAZARD REPORT
Reported by		NO:
Name: -----		
Position: -----		
Date:-----		
Reported to		
Name: -----		
Position: -----		
Date:-----		
Department/Area: -----		
Subject		
<input type="checkbox"/> Incident		<input type="checkbox"/> Near miss <input type="checkbox"/>
<input type="checkbox"/> Hazardous Work Practice		Workplace Hazard
Description of Incident/Hazard		

What needs to be done?		

Signature:-----		Date: -----
Copy given to:	Executive Officer	
	Employee (name) _____	

Form OHS-008/2

NEW ENGLAND NORTHWEST AREA CONSULTATIVE COMMITTEE

REPORT THAT HAZARD

If you see something that you think is DANGEROUS

1. Tell the Executive Officer immediately
2. Fill in a "Hazard Report"
3. Give the Hazard Report to the Executive Officer. Keep a copy for yourself.
4. If you aren't satisfied with what has been done to improve safety, tell the Employee Health and Safety Representative.

Authorised by:.....

"We're serious



about safety!"

INJURY/INCIDENT REPORTING & INVESTIGATION -OHS-009

Purpose

This procedure describes the internal and external incident reporting and recording requirements of the organisation, and the procedure for accident/incident investigation. They specify who does the reporting, recording and investigating of incidents, and what forms must be completed.

Definitions

Nil

Procedure

I. Notification to WorkCover

A. Serious Injury & Dangerous Occurrence

The WorkCover Authority is to be immediately notified in the event of an incident which falls within Reg 7 or 8 of the Regulations. Where a death has occurred, and where practicable in every other case, the site of the incident will be preserved until otherwise directed by a WorkCover inspector. The Incident Notification Form (OHS-09/1) is to be completed and sent to the nearest WorkCover Authority Office within 48 hours. The Executive Officer is responsible for notification to WorkCover. A copy of the Incident Notification form must be forwarded to the Executive Officer within 8 hours of the incident.

B. Other Injuries/Illnesses/Incidents Requiring Notification

The Executive Officer has responsibility to notify WorkCover pursuant to the adjacent regulations:

II. Injury/Incident Reporting

The Injury/Incident Report (Form OHS-09/2) is to be completed by the employee or the immediate supervisor within 12 hours of the injury or incident. All injuries are to be reported. Incidents where a person could have been injured or equipment damaged must be reported. It is the responsibility of the Executive Officer to ensure the completed Injury/Incident Report is sent to the location indicated on the form within 24 hours of the time of the injury or incident. On receipt of an Injury/Incident Report, the Executive Officer shall immediately arrange for an investigation to be commenced.

Injury/Incident Report Forms shall be accessible to all staff. Supervision shall ensure that all staff are aware of the location of Injury/Incident Report Forms. The Executive Officer shall file all Injury/Incident Reports in the Register of Injuries and Incidents.

III. Investigation

For all injuries and incidents, an investigation report (Form OHS-09/3) is to be completed by the Enterprise Executive Officer in conjunction with the employee involved. The report is to be completed within 24 hours of the incident and forwarded to the Executive Officer

Each investigation should have attached to it a copy of the Injury/Incident Report. All WorkCover claims must have an investigation report completed.

Responsibility

Executive Officer

Audit Records Incident Notification Forms (OHS-009/1)

Injury/Incident Reports (Form OHS-009/2)

Investigation Forms (OHS-009/3)

Training Registers

Form OHS-009/1

Incident Notification Form

Person submitting details

Name:

Tel No:

--

Date:

Date of incident:

Time of incident:

--

--

--

*Employer/self employer:

--

OR # Person/organisation:

--

Business address:

Place/location where incident occurred:

--

Name of employer of deceased/injured person(s), if any, if different from above:

--

Brief description of incident (Give details of the type of injury, if any, caused by the incident):

--

Details of injured person(s)

Name:

Sex:

--

Residential address:

Date of birth:

--	--

Tel No:

Occupation/job title/description

Employee/contractor/member of public

--

Work activity being undertaken at time of incident (identify any plant, substance or equipment)

--

Person(s) who saw incident or first came to scene:

--

Action taken/intended, if any, to prevent recurrence of incident:

--

*

Form OHS-009/2

NEW ENGLAND NORTHWEST AREA CONSULTATIVE COMMITTEE		INJURY /INCIDENT REPORT
		NO: 001
Surname:-----	Other names: -----	
Gender: Male [] Female []		
Department/area: -----	Date of injury: -----	Time-----
Description of injury:	burn etc.	Injury Type: eg cut, strain,
_____	_____	_____
_____	_____	_____
_____	_____	_____
Location where injury/incident occurred:-----		
Witnesses: (name & contact number or address)		
1.		
2.		
Employee/Supervisor signature: -----	(indicate which)	
Date:-----		
Has a WorkCover claim been made? <input type="checkbox"/> Yes <input type="checkbox"/> No		
This form must be forwarded to the Executive Officer within 24 Hours of the accident		

Form OHS-009/3

NEW ENGLAND NORTHWEST AREA CONSULTATIVE COMMITTEE INVESTIGATION REPORT	NO: 001
Injured person: ----- Injury Incident Report no: ----- Location of accident: -----	
Supervisor investigating: ----- Title: -----	
Task being performed by injured party: -----	
When was the person employed with this a) organisation? ----- b) location? ----- Is the task usually performed by this person? Yes [] No [] If no, give reasons.	
----- Was the task carried out in accordance with normal instructions? Yes [] No [] If no, why?	
----- Was the person trained in the task? Yes [] No [] If no, why?	
----- What safety instructions were given immediately prior to doing the task?	
----- ----- Was any of the plant or equipment damaged, inappropriately unguarded, due for service etc?	
----- ----- Were there any other factors involved, eg protective equipment, climatic conditions, disability of the person, time of day, etc?	
----- ----- ----- What action(s) has been taken to ensure similar accidents will not occur?	
----- ----- ----- Date action(s) implemented: ----- : ----- : ----- : -----	
Other comments or recommendations: -----	
Signed:	Employee -----Date: ----- Executive Officer-----Date: -----
This Report to be forwarded to the Executive Officer within 24 hours of the accident or incident	

Form OHS-010/1

Employee Competency, Licence and Training Record

Name of Employee

Section

COMPETENCY	LICENCE OR CERTIFICATE	EXPIRY DATE	TRAINING COURSE	DATE COMPLETED

To be completed by Executive Officer
File in Training Register

Form OHS-010/2

TRAINING ATTENDANCE RECORD

Training Course:

Course Provider:

Course Content [list training sessions]:

Course Duration:

Date:

Record Authorised By:

Position:

ATTENDEES	
1.	11.
2.	12.
3.	13.
4.	14.
5.	15.
6.	16.
7.	17.
8.	18.
9.	19.
10.	20.

HEALTH AND SAFETY INDUCTION PROGRAM -OHS-011

Purpose

To set out the arrangements for induction of new employees, transferred employees, employees of contractors and visitors.

Definitions

Visitors: persons who are accompanied at all times on site by an employee of New England Northwest Area Consultative Committee

Procedure

- 1 New and Transferred Employees
 - 1.1 Pre-employment check (Form OHS-011/1) to be completed by relevant Executive Officer prior to commencement
 - 1.2 "First Day Induction" is to be provided by the Executive Officer. All items on the First Day Induction Checklist OHS-011/2 are to be explained to the employee. A record of this induction is to be signed by the Executive Officer and employee and held in their employment file.
- 2 Employees of Contractors
 - 2.1 Contractor induction is to be provided by the Executive Officer responsible for the contract. (Form OHS -011/1)
- 3 Visitors
 - 3.1 Visitors are to call at the office.

Responsibility

Executive Officer

Audit Records

Induction Training Forms

Schedule of Induction Training

Form OHS-011/1

Pre Employment Check

Name: _____ Position: _____

Date of Commencement: _____ Location: _____

yes no

1. Medical Examination Report [] [].....

2. Drivers Licence copy made [] [].....

Endorsements.....

3. Competency Certificates copies made [] [].....

Note: The employee may choose not to answer the following questions: 4, 5 & 6

4. What is the first language spoken by the new employee? (that which is spoken and understood the best)

For speaking.....

For reading.....

5. What other languages does the new employee speak or read?

6. If it is not the first language, how well does the employee know English?

For speaking and listening

Excellent	Good	Adequate	Limited	Little	None
-----------	------	----------	---------	--------	------

For reading and writing

Excellent	Good	Adequate	Limited	Little	None
-----------	------	----------	---------	--------	------

1. First Day Induction arranged with:.....

2. Tax Forms provided [] [].....

3. Employee number provided [] [].....

4. Information on wages and conditions provided [] [].....

5. Special Medical needs [] [].....

6. etc [] [].....

7. etc [] [].....

Contact Details in Emergency

1. Name Phone

2. Name Phone

3. Name Phone

Responsible Officer:

Signed: _____ Date: _____

3. POSITIONS WITHIN AN ACC

3.1. ACC CHAIR

3.1.1. Appointment of an ACC Chair

The Minister with portfolio responsibilities for ACCs appoints the ACC Chairs for a two-year calendar-year period. Wherever possible Chairs will be drawn from the local business community. The Minister is committed to increasing the number of women and Indigenous Australian Chairs.

When a vacancy occurs, DOTARS, in consultation with other community leaders and organisations, makes recommendations for appointments to the Minister. Appointments to fill vacancies that occur outside the two year cycle will generally be made for terms that fall in line with the normal two year cycle of Chair appointments.

If a vacancy becomes difficult to fill, the position may be advertised locally in order to attract a broader range of potential candidates.

3.1.2. Role of the Chair

The role of the Chair of an ACC is to:

- provide strategic leadership and direction to the ACC in fulfilling its charter and functions;
- represent and promote the ACC in its region;
- identify, understand and comply with his or her responsibilities under the relevant Incorporated Associations Legislation, the Operational Funding Contract, and the Handbook (especially in relation to Conflict of Interest);
- play a lead role in recruiting suitable ACC members with a mix of skills and who represent the breadth and diversity of the community and business sectors;
- establish networks to facilitate wide consultation and provide broad representative feedback to government;
- work in partnership with DOTARS and key stakeholders, including Australian, State and local governments to promote whole-of-government initiatives;
- manage and oversight the activities of the Executive Officer or equivalent, and ACC staff;
- exercise the rights of an employer on behalf of the ACC; and
- be responsible for ensuring the ACCs' legal and contractual obligations are met, and for the efficient, transparent and accountable management of the ACC, its staff and its funds.

3.1.3. Resignations

A Chair may resign at any time by providing written advice to the Minister. If a Chair's personal interests or business activities result in an ongoing perceived or actual conflict of interest with the activities of the ACC, the Chair is expected to tender his or her resignation.

3.1.4. Termination of appointment

The Minister may terminate the appointment of a Chair at any time through the provision of written advice. Reasons for termination of the appointment of a Chair include, but are not limited to:

- a perceived or actual ongoing conflict of interest;
- concerns regarding the administration or performance of the ACC; or
- a change in regional or Government priorities and/or policies.

3.1.5. Leave of absence

A Chair may request a leave of absence by providing a written request to the Minister. Such requests should outline the reasons for the leave, the period for which leave is sought, the agreement of the ACC Board to the request and the proposed interim arrangements for filling the Chair position as determined by the ACC Board and Constitution.

3.2. ACC MEMBERS

3.2.1. Appointment and Selection of ACC Members

It is the ACCs' responsibility to ensure that Members are appointed in accordance with the ACCs' rules of incorporation.

The ACC Chair takes a lead role in the identification and appointment of suitable members and should be encouraging a broad and representative Committee membership that reflects the diversity of the local community.

3.2.1. Appointment and Selection of ACC Members

It is the ACCs' responsibility to ensure that Members are appointed in accordance with the ACCs' rules of incorporation.

The ACC Chair takes a lead role in the identification and appointment of suitable members and should be encouraging a broad and representative Committee membership that reflects the diversity of the local community.

For insurance purposes, the ACC must notify their local DOTARS contacts of any changes in the membership of the ACC as they occur. ACCs may also need to notify any changes to the appropriate State or Territory authority responsible for incorporated bodies.

3.2.2. Role of ACC Members

Under the strategic direction of the Chair, the role of ACC Members is to:

- provide support to the Chair;
- actively contribute their particular skills and experience to the roles, functions and operations of the ACC;
- identify, understand and comply with their responsibilities under the relevant Incorporated Associations legislation and the Operational Funding Contract and Schedules (especially in relation to Conflict of Interest);
- represent the interests of the community, local business, and/or local government;
- contribute to sustainable economic development and foster the generation of practical solutions to address social, economic and environmental issues within their region;
- represent and promote the ACC in its region; and
- actively support and be accountable for ACC performance outcomes as a Committee, an incorporated body and as an employer.

3.3. ACC EMPLOYEES

The Operational Funding Contract provides funding for administration, including employing staff, to conduct the day-to-day operations and to support the ACC to achieve its outcomes under the Contract.

DOTARS expects all ACCs to employ an Executive Officer or equivalent and such other staff as is required to deliver the outcomes under the Operational Funding Contract.

Section 6 of this Handbook addresses some of the ACCs' legal and other obligations relating to the employment or engagement of staff.

The Chair will exercise all the rights of an employer on behalf of an ACC.

NENWACC CHAIR

Since September 2002 the Chairman of the New England North West ACC is;

Mr Kevin Humphries
Consultant
15 Gwydir Street
MOREE NSW 2400

Telephone: 02 67527752
Facsimile:
Mobile: 0428 120006
Email: khumphries@tsn.cc

ACC MEMBERS

The membership of the NENWACC according to the constitution is 12.

A register of members must be maintained by the Executive Officer, provided to the NSW Department of Fair Trading Annual with the Annual Report and Audit, provided to DOTARS annually.

If there is a change to the membership of the NENWACC, DOTARS must be advised immediately to ensure insurance and other requirements are maintained.

POSITION	NAME	ADDRESS	TELEPHONE	FACSIMILE	MOBILE	EMAIL
Chairman	Kevin Humphries Management Consultant	15 Gwydir Street, Moree 2400	6752 5188 6752 2388	6752 4550	0428 120 006	khumphries@tsn.cc
Deputy Chairman	Hugh Harris Natural Resources Consultant	PO Box 800, Armidale 2350	6771 5978	6771 5954	0412 455 110	ecoresource@bigpond.com
Acting Secretary/ Treasurer	Gary Pollock Director NE Institute of TAFE	Janison Street, Tamworth 2340	6768 2445	6768 2449	0428 693 179	gary.pollock@tafensw.edu.au
Committee	Robyn Barrett Mgr Grazing Property "Yera"	"Yera", Narrabri 2390	6793 8340	6793 8340	0409 749 359	yera@mpx.com.au
	David Brownhill Chair Aust Wine Council, Former NSW Senator	"Merrilong" Quirindi 2343	6747 3842	6747 3715	0428 487 798	djbrownhill@bigpond.com
	Nick De Stefani Proprietor, Reedy Creek Wines	Reedy Creek, Tenterfield 2372	6737 5221	6737 5200	0427 443 382	rcw@bigpond.com
	Andrew Locke Project Management	"Yerrawun" Walcha 2354	6778 0278		0427 658 647	yerrawun@bigpond.com
	Jim Pocoe Community and Industry Liaison	University of New England Armidale NSW 2351	6773 3541	6773 3970	0428 689 741	jimpocoe@une.edu.au
	Georgia Parkin Public Relations and Communications	"Waverton" Boggabri 2382	6742 6655	6742 6600	0408 343 368	georgia.parkin@bigpond.com
	Jane Beaumont Community and Development Officer	Gwydir Shire Council 84 Finch Street Bingara NSW 2404	67241 505		0427 241282	gallum9494@yahoo.com

3.2.1. Appointment and Selection of ACC Members

Members of the New England North West ACC are selected from throughout the region and are representative of major industry or interest sectors of the community.

The New England North West region has three distinct sub-regions; New England, North West and Central. The broad perimeters for selecting members are to have equal representation from each area.

The Constitution of the New England North West ACC has a maximum number of Board members at 12 (4 from each sub-region). Board members are proposed to the Board by the Chairman and Executive Officer.

Proposals to appoint new members should be accompanied by an endorsement of the Board candidate by the relevant sub-region and a brief outline of the candidates experience and interest in the activities of the New England North West ACC.

3.2.2. Role of ACC Members

Board members of the New England North West ACC may have specific roles in addition to the above.

Each member of the Board is a member of a Projects Sub-Committee (New England, North West and Central) whose role is to review and make recommendations on applications for funding through Regional Partnerships to the Board.

Some members may have other responsibilities such as being a member of the Finance & Audit Sub-Committee whose role is to review and analyse budget versus actual accounts for the organisation quarterly. The Board has also appointed a Marketing and Promotions group to discuss increasing media activity and promotion of the ACC.

The NENWACC may from time to time appoint sub-committees specific to projects seeking or allocated funding.

3.3. ACC EMPLOYEES

NENWACC EMPLOYEES

The New England North West ACC employees an Executive Officer and Projects Officer (Central) - Rebel Thomson, Projects Officer for the New England region – Joanne Stead and Donna Karam the Project Officer for the North West based in Moree.

Employment contracts are negotiated annually and in line with approved budget allocations. Each employee is required to sign an Employment Contract with the New England North West ACC for the period of funding. The Employment Contract outlines the role and responsibilities of staff and their remuneration package. The employee is required to retain a copy of the Employment Contract.

Confidential staff information is held by the Executive Officer.

The Executive Officer and if available Chair, must conduct performance appraisals with staff twice a year. The purpose of this review is to assess progress and outcomes in line with the Annual Business Plan and discuss any relevant issues. The performance appraisals are conducted in July of the new financial year and January in the following calendar year.

3.3.1. Role and Functions of the Executive Officer

The primary role of the Executive Officer is to provide expert advice to the Chair about matters related to the administration of the ACC. This advice should be based on a sound understanding of the Operational Funding Contract, this Handbook, the ACC Constitution and principles of good corporate governance.

The Executive Officer works under the authority of the ACC and is accountable through the Chair as the employer, to the Committee. For day-to-day matters, the Executive Officer or equivalent, takes direction from and reports to the ACC Chair.

Additional to the above role, the Executive Officer is to:

- manage the day-to-day affairs of the ACC and its staff in a manner consistent with the ACC's Strategic Regional Plan, the Annual Business Plan, the ACC Charter and Ministerial priorities, the Work Principles, the Operational Funding Contract, the ACC Handbook and the ACC's Constitution;
- provide expert advice to the ACC in accordance with the Operational Funding Contract and this Handbook including:
 - keeping the ACC informed of the status and progress of its business;
 - having responsibility for the accountable and transparent management of ACC funds;
 - ensuring all ACC reporting and compliance requirements are met;
 - ensuring that the ACC operates in accordance with the relevant State or Territory incorporations legislation;
 - ensuring that the ACC meets its obligations under the Operational Funding Contract;
 - implementing office policies and procedures; and
 - assisting the ACC Chair in leading and developing ACC employees.
- assist in the promotion of the Regional Partnerships programme throughout their region;
- assist in the development of project applications seeking funding through a range of Australian Government programmes including Regional Partnerships;
- coordinate the provision of comments on Regional Partnerships projects to DOTARS;
- assist in developing the ACC's Strategic Regional Plan and the Annual Business Plan;
- assist in the promotion and facilitation of whole-of-government responses to regional issues;
- promote the activities of the ACC within the community and act as a representative of the ACC as required; and
- work in partnership with DOTARS through the relevant Regional Office.

The formal employment contract between an ACC and the Executive Officer or equivalent must be derived through an independent, transparent process and be endorsed by the full ACC. It is recommended that ACCs utilise the services of an independent employment expert such as an Industrial Relations consultant, legal employment specialist, or the Office of the Employment Advocate. The contract should include a duty statement and clearly outline the conditions of employment. Details on performance measures and reviews as well as reporting requirements should be clearly stated.

3.3.3. Other Staff

Where an ACC chooses to employ support staff it is important to ensure that lines of responsibility and day-to-day reporting arrangements are clearly specified in the employment contract. The formal employment contract between an ACC and the employee must be derived through an independent, transparent process and be endorsed by the full ACC. The contract should include a duty statement and clearly outlined conditions of employment. Details on performance measures and reviews as well as reporting requirements should be clearly stated.

If the ACC engages consultants to perform services, the contract should clearly specify the duties, obligations and deliverables attached to the services to be performed. Further details on employment arrangements and selection are discussed in Section 6 of this Handbook.

3.3.3. Other Staff

Other staff employed by the New England North West ACC are contracted similar to the processes above for the Executive Officer.

The New England North West ACC employees an Executive Officer and Projects Officer (Central) - Rebel Thomson, Projects Officer for the New England region – Joanne Stead and Donna Karam the Project Officer for the North West based in Moree.

In February 2005, a project officer for the Small Business Answers Contract based in Moree will be appointed, this is a part-time position. Also in February a Project Officer for the Small Business Enterprise Culture Program Project “Growing Business in the Namoi Valley” will also be appointed. This position is full-time.

4. CONFLICT OF INTEREST

4.1. INTRODUCTION

Conflict of interest is one of the most important governance issues facing ACCs. As a recipient of Australian Government funds, it is essential that ACCs perform their functions in a fair, non-biased, and politically neutral manner and such that there is no actual or perceived conflict of interest in the decisions taken by the ACC, on the part of a Chair, member or employee of the ACC.

While some conflicts of interest are unavoidable, ACCs need to manage all conflicts within an ethical, open and transparent framework that requires the Chair, members and employees to act with integrity, impartiality, good faith and in the best interests of the ACC at all times. The principles that apply are about good governance. Transparency is fundamental to this – i.e. disclosure by Chairs, members and employees of ACCs, of any personal interests that could spark a real or perceived conflict of interest. Consistently requiring conflicts to be identified, recorded and dealt with properly is essential to building an ethical culture within an ACC.

4.2. DEFINITION

A conflict of interest is any interest that is not compatible with a person's ACC professional duties whether as a Chair, member or employee of an ACC. A conflict of interest arises when:

- a Chair, member or employee of an ACC has a personal, business, political or financial interest that could be considered to influence;
 - their work with the ACC, or
 - decisions taken by the ACC; or
- information and/or contacts gained through working in a professional capacity for the ACC is used;
 - to benefit their own personal business interests in any way; or
 - to inform other organisations that they are involved in outside the ACC where those organisations could benefit directly or indirectly from the information imparted.
- Conflicts of interest can be direct or indirect, such as:
 - owning a business that is under consideration for project funding (direct); or
 - a close family member being employed by an organisation applying for support for a project (indirect); or
 - the ACC Chair, member or employee participating in a decision which results in
 - an economic or financial benefit; or
 - a non-financial benefit such as a gift to the individual involved in making the decision.
 - A perception of a conflict of interest arises when it could reasonably be concluded that a conflict exists.
- Some other examples of a conflict of interest include:
 - the ACC employs a partner, relative or close friend of an ACC employee or member who is then responsible for approving benefits such as reimbursement of travel or salary increase for that person; or
 - progressing personal business or personal business relationships through the course of ACC professional business.

ACCs should contact their Regional Office Manager if they have any questions about conflict of interest.

4.3. ACC CONDUCT

Community perceptions of conflicts of interest undermine the integrity and effectiveness of an ACC and may undermine the personal integrity and credibility of ACC Chairs, members and employees. ACCs must ensure that there is no actual conflict of interest, or a perception of a conflict of interest, on the part of individual Chairs, members, and employees of the organisation in relation to internal or external ACC activities.