

Albury Airport Advisory Committee

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1. Definitions

1.1. Words and phrases used in this document have the following meanings, unless the context requires otherwise:

- 1.1.1. **Airport related business** means any airport resident business conducting commercial transactions at the airport either landside or airside.
- 1.1.2. **Airport users** is any person or entity that utilises the airport for air or ground transportation, business, employment, carparking, advertising, and airport occupancy.
- 1.1.3. **Aviation industry** means any aviation related business, aviation regulatory authority or agency or Regular Public Transport provider identified in clause 1.1.11.
- 1.1.4. **Conflict of interest** means where a reasonable and informed person would perceive someone could be influenced by a private interest when carrying out volunteer duty.
- 1.1.5. **Emergency services** means any emergency service organisation recognised under the *New South Wales Emergency Service Legislation Amendment Act 2018 No 59*.
- 1.1.6. **General Aviation** is all civil aviation aircraft operations with the exception of Regular Public Transport or aerial work.
- 1.1.7. **Local businesses** means any business registered and operating within the Albury and Wodonga local government area.
- 1.1.8. **Partner representatives** means any organisation or specialists, refer to clause 1.1.12, that has a either a commercial, regulatory, governing, volunteer or sponsor relationship with AlburyCity Council.
- 1.1.9. **Pecuniary interest** is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. Additionally, a non-pecuniary interest could include a relationship between you and another person that is particular close, such as a relative, or an affiliation with an organisation, sporting body or association.
- 1.1.10. **Professional skills** means a person holding one or more of the following:
 - 1.1.10.1. a qualification from a recognised tertiary institute;
 - 1.1.10.2. chartered credentials recognised by the Commonwealth Government;
 - 1.1.10.3. Queen's Birthday or Australia Day honour or award received from the Commonwealth Government in recognition of service in a professional field;

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- 1.1.10.4. Extensive skills or experience in a relevant field such as aviation strategy development, finance, governance and risk, marketing, communications business or economic development.
- 1.1.11. **Regular Public Transport** means an operation of an aircraft for the purpose of a service of providing air transportation of people, or both people and goods, that:
- 1.1.11.1. Is provided for a fee payable by persons using the service; and
- 1.1.11.2. Is available to the general public on a regular basis; and
- 1.1.11.3. Is conducted in accordance with fixed schedules to or from fixed terminals over specific routes.
- 1.1.12. **Skill based** means an expert who has a strong understanding and professional skills, as identified clause 1.1.10, in their field.
- 1.1.13. **Social channels** means any digital platform where a person can publicly or privately post online commentary, photos, films or images.
- 1.1.14. **Specialist** means a person with recognised professional skills identified in clause 1.1.10 and having over ten years experience in their field.
- 1.1.15. **Virtual channels** means any form of communication over a digital medium such as Microsoft Teams or Skype.
- 1.1.16. **Wider community** incorporates neighboring local government areas next to Albury and Wodonga.

2. Background

- 2.1. In 2005 AlburyCity Council (ACC) adopted the Albury Airport Development Strategy to guide development of the airport precinct. The Development Strategy was established to assist AlburyCity in making decisions relating to Regular Passenger Transport (RPT), general aviation, current and future demands for supporting infrastructure, branding, business development opportunities and predictions on future passenger growth and associated industry development.
- 2.2. To support the Development Strategy the Albury Airport User Advisory Committee (AAUAC) was established by ACC resolution on 02 February 2009.
- 2.3. In 2018, an external organisational review of ACC was undertaken. The review identified the opportunity and benefit of a broad array of knowledge, experience, and professional skills to guide the development of Albury Airport. Recommendations from this review were endorsed by ACC which included engaging a specialist consultant to provide advice relating to the airport governance structure.
- 2.4. In December 2018 the Albury Airport Masterplan was finalised and subsequently endorsed by Council. The Masterplan represents a 15-year future plan for the Albury Airport which

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aims to drive the economic and social development for the Albury Wodonga region and is designed to ensure the airport has capacity to grow and develop to meet regional demand and capitalise on its economic development potential

- 2.5. In February 2022 specialist consultants, Delos Delta, were appointed and undertook the Airport Governance Review with ACC resolving to accept the recommendations provided in the Governance Review Report on 11 July 2022.

3. Objectives

- 3.1. The principle objective of the Albury Airport Advisory Committee (Committee) is to consider the views and ideas of all stakeholders, in an expert consultancy capacity, to assist ACC to achieve the strategic vision for Albury Airport.

- 3.2. The Committee will be required to review issues including, but not limited to:

- 3.2.1. Airport facilities
- 3.2.2. Stakeholders
- 3.2.3. Aviation forecasts
- 3.2.4. Benchmarking
- 3.2.5. Airside development planning
- 3.2.6. Support to emergency services
- 3.2.7. Landside development planning
- 3.2.8. Incorporating emerging aviation technologies
- 3.2.9. Environmental and land use planning
- 3.2.10. Airport security and Safety Management Systems
- 3.2.11. Development strategies
- 3.2.12. Asset replacement and major work programming
- 3.2.13. Business planning
- 3.2.14. Marketing
- 3.2.15. Capability and skills attraction
- 3.2.16. Retention planning
- 3.2.17. Governance maturity progression; and
- 3.2.18. Strategic planning.

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4. Framework

4.1. The below figure represents the Committee governance framework.

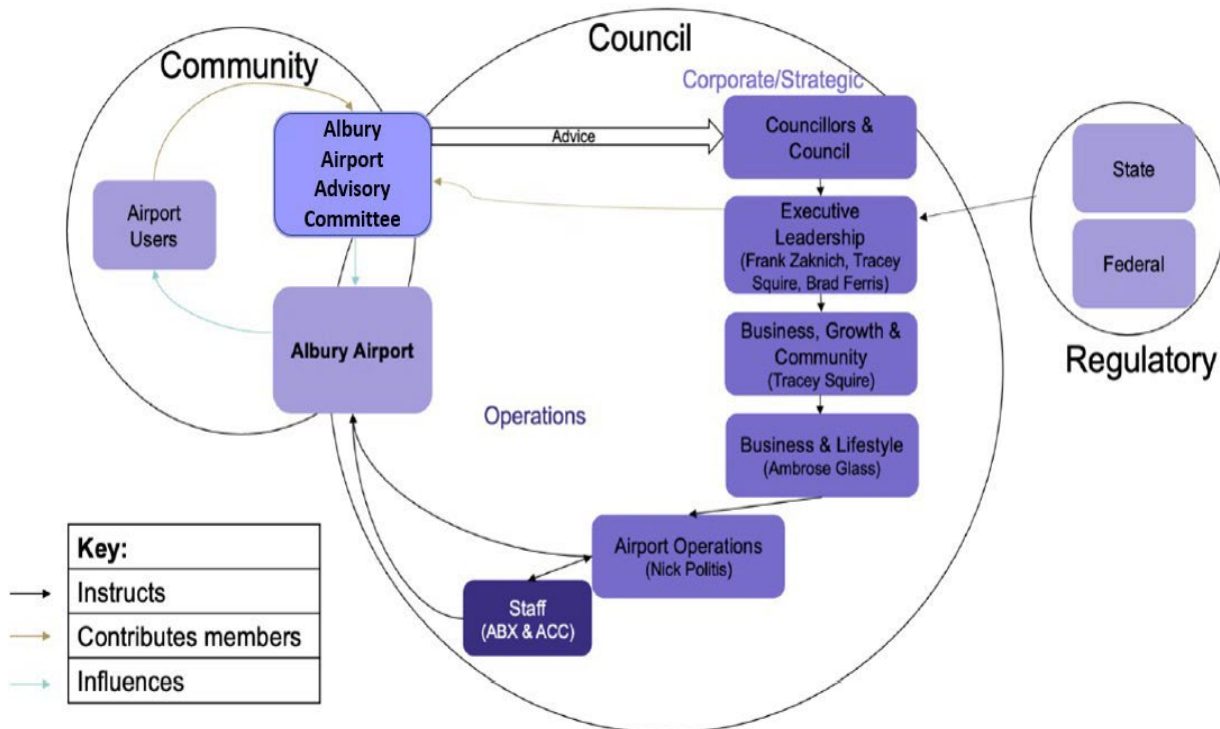


Figure 1 – Albury Airport Advisory Committee Framework

4.2. The Committee acts as an intermediary between Council and the wider community with an aim to consider views and ideas of all stakeholders and advise ACC decision makers.

4.3. The Committee advises ACC regarding strategic direction and specialised operational matters at Albury Airport. The delivery of outcomes resolved by Council are then undertaken by ACC's Executive Leadership team who delegate actions accordingly.

4.4. Albury Airport management is responsible for the operations and overall management of the airport. The Airport management enacts the strategic vision.

5. Term

5.1. Committee members may be appointed for up to a four-year term. Appointment shall occur every two years for approximately 50% of Committee members.

5.2. Members appointed for a two-year term will be identified by the Chair at the first meeting.

5.3. The Committee may be dissolved by ACC by resolution at any time.

6. Structure and membership

6.1. The structure and membership of the Committee shall be as follows:

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- 6.1.1. Six skill-based members
 - 6.1.2. Up to five members from the aviation industry
 - 6.1.3. Two Councillors (with an additional Councillor appointed as an alternate delegate); and
 - 6.1.4. Such partner representatives as requested by the ACC CEO to attend Committee meetings as appropriate.
- 6.2. The Committee may co-opt additional members from time to time, at its discretion, to provide specialist advise or assistance, but such co-opted members shall only serve on the Committee for the period of time required, and will not, whilst serving in the position of co-opted members, have any voting rights.
 - 6.3. The Committee may invite observers, citizens or other representatives for the purpose of clarifying certain matters as decided by the Committee.
 - 6.4. Councillors and staff of ACC may attend the Committee meetings as observers.
7. Committee skills
- 7.1. Meeting the objectives set out in clause 3.2 requires the Committee to have a balance of aviation, commercial, airport related business, local business, community and strategic skills amongst its members. The following skill sets are to be pursued when selecting Committee members:
 - 7.1.1 Aviation industry expertise and professional skills particularly with in-depth knowledge of regulations, aviation industry insights, RPT operations, airspace design, general aviation and emerging aviation trends.
 - 7.1.2 Strategic planning particularly with strong regional awareness and understanding of the strategic fit of the airport in the evolving national aviation framework.
 - 7.1.3 Professional skills in finance particularly at an enterprise level, to enhance the financial viability of the airport.
 - 7.1.4 Governance and risk to ensure the Committee’s governance continues to mature and processes are constantly improving.
 - 7.1.5 Legal expertise more specifically in aviation legislation.
 - 7.1.6 Professional skills in marketing and communications, including commercial and non-aviation related business.
 - 7.1.7 Engineering professional skills particularly in civil and aeronautical to advise on infrastructure development opportunities.

8 Appointment

- 8.1 Councillor delegates will be appointed to the Committee in accordance with the practices and procedures of ACC.

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- 8.2 Members (other than Councillors) will be appointed by ACC in its sole discretion.
- 8.3 Appointments may be filled by invitation in a process to be determined by ACC. This process is demonstrated in the below figure:

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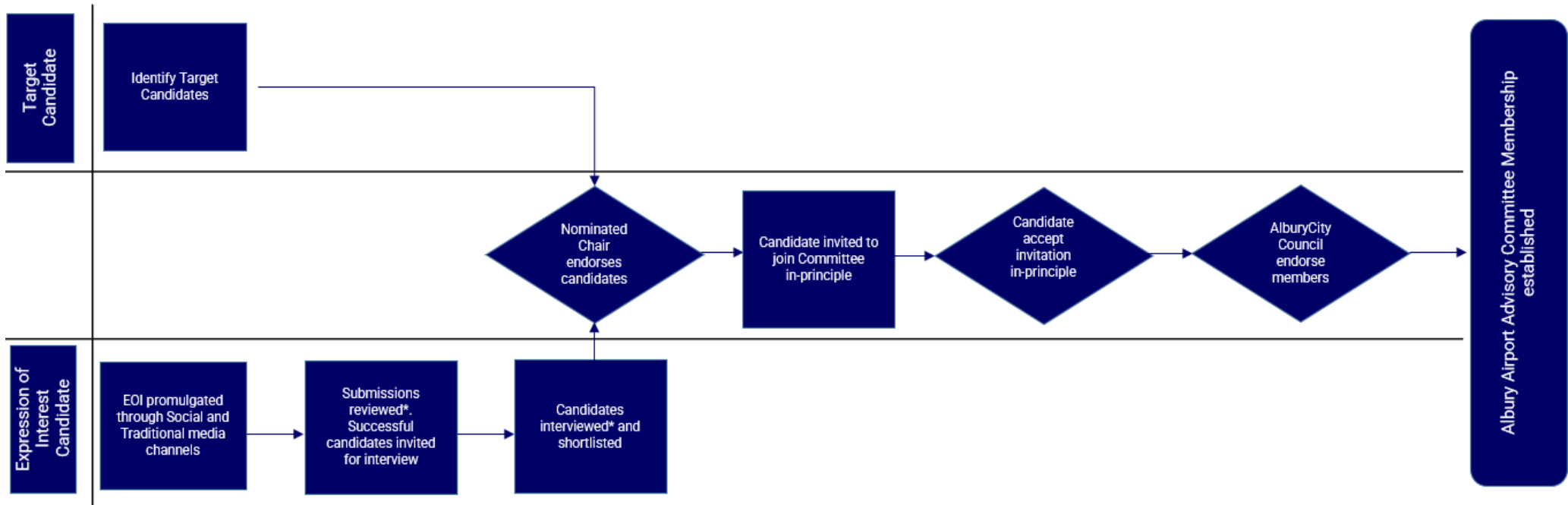
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2022

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6

Albury Airport Advisory Committee
Terms of Reference

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Notes:

- Criteria for submission review:
 - No declared or perceived conflict of interest
 - Volunteer experience
 - Preferable a community resident or business operator
 - Subject Matter Expert:
 - Accounting/Finance
 - Strategy
 - Aviation
 - Government (State and Federal)
 - Engineering Civil/Aeronautical
- Interview panel made up of:
 - Service Leader Business & Lifestyle
 - Team Leader Airport Operations
 - Team Leader Governance & Executive Support
 - Team Leader Corporate Performance
- The nominated Committee Chair may attend interviews at their discretion
- Subsequent and supplementary appointment may be filled following an expression of interest process to be determined by ACC

Figure 2 – Albury Airport Advisory Committee Appointment Process

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8.4 Subsequent and supplementary appointments may be filled following an expression of interest process to be determined by ACC.

9 Roles and Authorities

- 9.1 The Committee is to always abide with these Terms of Reference.
- 9.2 The Terms of Reference may only be varied by resolution of ACC.
- 9.3 ACC retains the sole responsibility for all budgetary considerations.
- 9.4 The Committee members identified in clauses 6.1.1, 6.1.2, 6.1.3 and 6.1.4 of this TOR hold the right to Vote, no other membership identified in clause 6 has voting rights.
- 9.5 The ACC CEO (or their delegate) retains and shall be solely responsible for the appointment and removal of ACC staff, either permanent or temporary in accordance with *Local Government Act 1993*.
- 9.6 The Committee will make recommendations and provide advice to ACC on matters relevant to objectives set out in clause 3.2 of this Terms of Reference and in every case the Committee must have regard to ACC adopted policies including:
- 9.6.1 Local Environment Plans and Development Control Plans;
 - 9.6.2 Corporate and Strategic Plans;
 - 9.6.3 Draft environmental plans; and
 - 9.6.4 Other policies issued by ACC from time to time.
- 9.7 The Committee is not a committee of ACC or established in accordance with Section 355 of the Local Government Act 1993. The Committee is not governed by Regulations 259 – 271 of the Local Government (General) Regulations 2005.
- 9.8 The Committee has no power or authority, whether by delegation, agency or otherwise to exercise any function, right, duty or power of ACC, whether under a statute or other law, or in any other capacity.
- 9.9 Chairperson
- 9.9.1 The Chairperson must be an ACC Councillor.
 - 9.9.2 The Chairperson must convene Committee meetings.
 - 9.9.3 In the absence of the Chairperson the alternate ACC Councillor designate will be responsible for convening and conducting that meeting.
 - 9.9.4 If both the Chairperson and the alternate Chairperson are unable to attend the Committee meeting, the Committee may nominate a temporary Chairperson, must be a Councillor, for that meeting providing that a quorum is met.
 - 9.9.5 The Chairperson is responsible for:

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9.9.5.1 Preparing the agenda for the meeting in compliance with this Term of Reference;

9.9.5.2 Determining the order of proceedings;

9.9.5.3 Opening the meeting and following the agenda;

9.9.5.4 Encouraging all members of the Committee to express their point of view;

9.9.5.5 Summarising the progress of the discussion and the degree of consensus, if any, reached in relation to items on the agenda and confirming this with the minute taker;

9.9.5.6 Closing the meeting and confirming the date, time and location of the next meeting including virtual attendance options; and

9.9.5.7 Liaising with and reporting to ACC.

9.9.6 If the position of Chairperson becomes vacant by reasons of the Chairperson resigning from the position by written note to the ACC CEO, then ACC will appoint another Chairperson.

10 Executive and administrative support

10.1 Executive and administrative support will be provided to Committee members upon request.

10.2 Executive and administrative support to Committee members is provided through the DCEO Executive Support or other ACC Officers as requested by ACC CEO to attend Committee meetings from time to time.

10.3 The Chairperson is permitted to seek such assistance as is reasonably required from ACC by request to the ACC CEO.

11 Resignation, removal and replacement of members

11.1 Committee members may resign at any time upon giving at least seven days written notice to the Chairperson.

11.2 Members of the Committee shall cease to hold office:

11.2.1 If the Committee is dissolved by ACC;

11.2.2 Upon written resignation or death;

11.2.3 In the case of members other than Councillors, if absent without prior approval of the Committee for two consecutive meetings; or

11.2.4 In the case of Federal or State department or organisation nominees, if they cease to represent or be nominated by the nomination department or organisation.

11.3 If ACC by resolution determines that the member has breached ACC Code of Conduct.

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12 General Procedures

- 12.1 ACC shall onboard all new Committee members to familiarise members with this Terms of Reference, Code of Conduct, ACC strategic plans and Albury Airport's strategy, operations and facilities.
- 12.2 ACC shall act as the Executive to the Committee and will be responsible for the preparations of agendas, the collation of specialist reports, the recording and distribution of minutes and all correspondence associated with the Committee. This role is fulfilled by staff within the DCEO Executive Support.
- 12.3 The rules governing meeting including those contained in clause 12, and the procedures of the Committee, shall so far as they apply, be those covered by this Terms of Reference but may be altered from time to time by resolution of ACC.
- 12.4 ACC adopted Code of Conduct will apply to all Committee members. The Code of Conduct sets the minimum requirements of behaviour for Councillors and AlburyCity officials. A copy of the Code of Conduct is available upon request from the Executive.
- 12.5 A quorum of the Committee shall consist of no less than 50% of Committee members including one Councillor.
- 12.6 Any member having a pecuniary interest or conflict of interest as defined in ACC Code of Conduct in any matters being discussed by the Committee, shall declare such interests at the meeting of the Committee, and disengage from the discussions relating to that topic. This declaration must be recorded in the Committee minutes.
- 12.7 The requirements applying to pecuniary interests for members as detailed in clause 12.6 apply to any other appointed or invited observers or co-opted members.
- 12.8 The Committee can appoint sub-committees or specific working groups comprised of members or non-members to gather information for the benefit of the Committee. These appointed sub-committees or working groups may be dissolved by the Committee at any time.
- 12.9 Councillors who are not members of the Committee may attend and speak at the meeting, but they are not permitted to:
- 12.9.1 Give notice of business for including in the agenda for the meeting; or
 - 12.9.2 Move or second a motion at the meeting; or
 - 12.9.3 Vote at the meeting.

13 Meeting Procedures

- 13.1 Ordinary meetings of the Committee shall be held no less than three times per year.
- 13.2 Extraordinary meetings may be convened at the discretion of the Chairperson.

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- 13.3 Unless an emergency situation arises, no meeting of the Committee shall be held unless three days' notice thereof has been given to all members.
- 13.4 All Committee agenda items must be forwarded to the ACC Executive Support, by close of business at least ten working days prior to the next scheduled meeting.
- 13.5 The Chairperson has the right to refuse to list an item on the formal agenda, however, members may raise an item under 'General Business' if necessary and as time permits.
- 13.6 Meeting agendas must be approved by the ACC CEO or ACC DCEO.
- 13.7 Full copies of the minutes, including attachments, shall be provided to all Committee members no later than ten working days following each meeting.
- 13.8 Notice of meetings should include information regarding:
 - 13.8.1 the time and place at which the meeting is to be held
 - 13.8.2 login information to connect virtually to the meeting, and
 - 13.8.3 the business proposed to be transacted at the meeting.
- 13.9 the location and time of meetings will be by agreement between the members of the Committee.
- 13.10 the virtual channel to be used is primarily Microsoft Teams with any alternative channel by agreement between the members of the Committee.
- 13.11 Observers may attend at the invitation of a Committee member and with the approval of the Chairperson.
- 13.12 If the appointed Chairperson is not present within ten minutes after the time appointed for the meeting, the alternate Chairperson present may preside as Chairperson for that meeting only.
- 13.13 The appointed minute taker, from ACC Executive Support, in attendance at the meeting will take minutes of each Committee meeting. The minutes will include the following:
 - 13.13.1 Attendance
 - 13.13.2 Apologies
 - 13.13.3 declarations of interest; and
 - 13.13.4 A record of all recommendations made by the Committee.
- 13.14 Meeting minutes will be reviewed and approved for circulation to the Committee by the Chairperson.
- 13.15 The Chairperson is responsible for providing the minutes to relevant ACC Officers and Councillors for distribution.
- 13.16 All remarks by members of the Committee and others present at the meeting shall be made through the Chairperson.

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14 Proxies to meetings

- 14.1 Members of the Committee may nominate an appropriately skilled proxy to attend a meeting if the member is unable to attend in-person, virtually or via video link.
- 14.2 The Chairperson will be informed in writing of the substitution at least one working day prior to the scheduled nominated meeting.
- 14.3 The Chairperson may, at their absolute discretion, decide whether to accept or reject a nominated proxy.

15 Decision making

- 15.1 The conduct of business will be, wherever possible, by consensus and resolution.
- 15.2 If consensus and resolution is not possible, decisions will be made by the majority rule of members present.

16 Reporting requirements

- 16.1 The Committee will report to ACC through the Chairperson. The report will include information on the work and recommendations of the Committee.

17 Conflict of interest

- 17.1 Committee members are to declare to the Chairperson any conflict of interest of potential conflict of interest, as defined in ACC's Code of Conduct, at the time they nominate to be involved or are invited to be involved in the Committee.
- 17.2 If a conflict of interest arises during their representation, this must be immediately notified to the Chairperson.

18 Confidentiality

- 18.1 As part of their involvement members may have access to information that is considered confidential or sensitive. ACC has an obligation to protect the privacy and confidentiality of some information (for example, under privacy legislation). In order to comply with these obligations, it is expected that members will accept and maintain the confidentiality of such information identified as confidential.
- 18.2 It is the responsibility of the Chairperson to identify information that is confidential or sensitive and to make this known to members. If a member is unsure, this will be clarified with the Chairperson.

19 Intellectual property and copyright

- 19.1 Any intellectual property arising out of involvement in the Committee will be vested in ACC unless documented prior agreement has been made to vary this principle.

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20 Public statements

- 20.1 The Committee members are to refrain from making any public statements, including but not limited to, media interviews, speaking at public meetings and producing written material for publication unless cleared through ACC Communication's Team.
- 20.2 Members must not make public statements on behalf of the Committee unless both the Chairperson and ACC CEO have given prior approval.
- 20.3 Members may speak or post on personal social channels information on their experiences as a participant but must be clear they are not speaking on behalf of the Committee. The Communications Team are to support Committee Members who intend to post social media content on their experiences.

21 Grievances

- 21.1 Committee members are encouraged to inform the Chairperson if they are not receiving the advice or support they need to fulfil their role.

22 Expenses

- 22.1 Participation in the Committee does not attract a salary or any other payment.

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Owner	Directorate	Business Growth & Community – Business & Lifestyle - Airport
	Responsible Officer	Team Leader Airport Operations
Authorisation	Council Endorsed 12 September 2022	
Review Date	February 2023.	
Register	Public Policy and Procedure Register.	
Record of Amendments	December 2011	Version 1 adopted
	April 2013	Updated to Version 2
	December 2016	Updated to Version 3
	December 2018	Updated to Version 4
	December 2020	Reduced aviation industry participation as a result of Virgin Australia ceasing services to Albury Airport, updated to Version 5
	September 2022	Changes made in accordance with the Albury Airport Governance Review, including: <ul style="list-style-type: none"> • Layout • Structure • Terms • Proxies to meetings • Appointment • Resignation, removal and preplacement of members Updated to Version 6

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