

Terms of reference

Willandra Lakes Region World Heritage
Advisory Committee

Acknowledgement of Country



Department of Climate Change, Energy, the Environment and Water acknowledges the traditional custodians of the land and pays respect to Elders past, present and future.

We recognise Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and their rich contribution to society.

Artist and designer Nikita Ridgeway from Aboriginal design agency – Boss Lady Creative Designs, created the People and Community symbol.

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Contents

| | |
|--|-----------|
| Acknowledgement of Country | ii |
| 1 Terms of reference | 1 |
| 2 Establishment | 1 |
| 3 Responsible minister | 1 |
| 4 Purpose and functions of the committee | 1 |
| 5 Structure | 2 |
| 5.1 Authority and delegations | 2 |
| 5.2 Compliance obligations of the committee | 2 |
| 5.3 Accountabilities..... | 2 |
| 6 Membership | 3 |
| 6.1 Position criteria | 3 |
| 6.2 Selection criteria..... | 3 |
| 6.3 Appointment..... | 4 |
| 6.4 Term of appointment..... | 4 |
| 6.4.1 Removal from a position | 5 |
| 6.5 Alternate or deputy members..... | 5 |
| 7 Roles and responsibilities | 5 |
| 7.1 Minister..... | 5 |
| 7.2 Willandra Lakes Region World Heritage Management Committee | 6 |
| 7.3 Secretariat and other support | 6 |
| 7.4 Chair | 6 |
| 7.5 Members | 7 |
| 7.5.1 Relationship with the NSW National Parks and Wildlife Service West Branch Regional Advisory Committee | 7 |
| 8 Operations | 8 |
| 8.1 Agendas and minutes | 8 |
| 8.2 Meeting frequency and location..... | 8 |
| 8.3 Attendees/observers..... | 8 |
| 8.4 Quorum | 8 |
| 8.5 Decision making..... | 9 |
| 8.6 Business outside of meetings (out-of-session)..... | 9 |

| | | |
|-----------|---|-----------|
| 8.7 | Information access and proactive release of information | 9 |
| 8.7.1 | Release required by law | 9 |
| 9 | Conduct of members..... | 10 |
| 9.1 | Communication | 10 |
| 9.1.1 | Media requests | 10 |
| 9.1.2 | Communication with third parties..... | 10 |
| 10 | Remuneration and allowances | 10 |
| 10.1 | Remuneration | 10 |
| 10.1.1 | Superannuation | 11 |
| 10.1.2 | Pay-As-You-Go (PAYG) income tax withholding | 11 |
| 10.1.3 | Allowances | 11 |
| 10.1.4 | Travel..... | 11 |
| 10.1.5 | Accommodation | 12 |
| 10.1.6 | Meals and incidentals..... | 13 |
| 11 | Review | 13 |
| 11.1 | Annual review of performance | 13 |
| 12 | Long-term committee suitability review..... | 14 |
| 13 | Agreement..... | 14 |

1 Terms of reference

Terms of reference set out the committee objectives, powers, authorities and responsibilities. It defines the roles and responsibilities of key participants, meeting procedures, membership requirements, remuneration and other relevant factors as part of the NSW Government.

2 Establishment

The Willandra Lakes Region World Heritage (WLRWH) Advisory Committee was established by Ministerial Decision on 13 July 2016

The committee commenced operations on 25 November 2018.

3 Responsible minister

All references in this terms of reference to 'The Minister' refer to the Minister for the Environment

4 Purpose and functions of the committee

The committee has been established to provide advice to relevant ministers and agencies on matters relating to the identification, protection, conservation, presentation and transmission to future generations, of Australia's cultural and natural heritage within the WLRWH site. This includes providing advice on strategic policies relating to Australia's obligations under the World Heritage Convention.

The purpose of the committee is to provide advice, either at the request of the relevant ministers, or the Willandra Lakes Region (WLR) Intergovernmental Management Committee, or of its own volition, on matters relating to the identification, protection, conservation, presentation and transmission to future generations of the WLR, including strategic policies in relation to Australia's obligations under the World Heritage Convention.

The committee may also be asked to consider and comment on actions under the *National Parks and Wildlife Act 1974* (NSW) or the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) that may or are likely to have impact on the properties' World Heritage values or Matters of National and Environmental Significance (MNES).

The activities of the committee are coordinated by the WLR Intergovernmental Management Committee which seeks and considers its advice as appropriate.

In performing this role, the committee will:

- develop a work plan at the start of each term that sets out the committee's 3 year objectives and priorities
- produce an outcomes report for each working group
- provide succinct advice on matters relating to its portfolio.

5 Structure

5.1 Authority and delegations

In carrying out its defined responsibilities, the WLRWH Advisory Committee is empowered to make recommendations to the WLRWH Management Committee or the relevant ministers on issues referred to it for consideration or of its own volition.

5.2 Compliance obligations of the committee

The following instruments give rise to obligations with which the WLRWH Advisory Committee must comply:

- Australian World Heritage Intergovernmental Agreement 2009
- Government Information (Public Access) Act 2009
- Privacy and Personal Information Protection Act 1998
- Public interest Disclosures Act 2022
- State Records Act 1998
- NSW Government Board and Committee Guidelines
- Classification and Remuneration Framework for NSW Government Boards and Committees
- Appointment Standards – Boards and Committees in the NSW Public Sector

The secretariat is responsible for ensuring that the following activities and actions will be undertaken to ensure compliance obligations are met:

- maintain a conflict of interests register within the minutes of every meeting
- have a standard agenda item to declare all conflicts of interests for each meeting.

There are also compliance obligations for individual members that are outlined in the code of conduct.

5.3 Accountabilities

The committee is not subject to the control and direction of the Minister.

Recommendations and outcomes from the meeting will be reported to the WLRWH Management Committee, and to the Minister, as appropriate.

All advice provided by the committee must remain confidential. It is understood that members of the committee are representing their organisation, group or wider community and will need to discuss both the items on the agenda and the outcomes of the meetings to be fully prepared to engage in the discussion and to be an effective conduit to the network they represent.

At the same time, it is intended that members will be able to discuss difficult issues in an environment of trust to ensure that all options and opportunities are fully considered. To this end, some specific discussions that occur within the committee will be confidential.

In these instances, the chair will clearly identify the matter, and that part of the minutes will be notated as confidential. At the conclusion of the discussion, the committee may agree to issue a communique of key outcomes that members may share with their organisation, group or community network.

Committee members should discuss agenda items and meeting outcomes to engage effectively and share relevant information.

Meetings provide a trusted space for open discussion, including sensitive issues. When confidentiality is required, the chair will clearly identify the matter, and the minutes will reflect this.

After confidential discussions, the committee may agree to issue communications outlining key outcomes for members to share with their networks.

The committee can establish working groups but cannot establish subcommittees.

6 Membership

The WLRWH Advisory Committee shall be comprised of the following 18 positions nominated by the WLRWH Management Committee:

6.1 Position criteria

- One independent chair with expertise in the operation of scientific and community advisory bodies and familiarity with Australia's World Heritage Convention obligations. This chair is to be appointed by the NSW Minister with concurrence from the Australian Government Minister responsible for World Heritage, as required under section 3.5 of the Australian World Heritage Intergovernmental Agreement.
 - Nine Aboriginal Advisory Group (AAG) ex-officio members representing the 3 Traditional Tribal Groups, appointed as per the AAG's terms of reference.
 - 3 Barkandji/Paakantyi representatives. One of the 3 Barkandji/Paakantyi positions will be filled from the Barkandji Registered Native Title Body Corporate following the process defined within the AAG terms of reference
 - 3 Mutthi Mutthi representatives
 - 3 Ngiyampaa representatives
 - Two landholder representatives nominated by the Willandra Landholder Group:
 - one representing the northern properties
 - one representing the southern properties.
 - Three scientific representatives with expertise in disciplines relevant to the management and conservation of the WLR, such as archaeology, anthropology, sociology, geomorphology and earth sciences.
 - One tourism representative with expertise and involvement in the development of local, regional or national tourism master plans.
 - One local government representative to rotate between Balranald Shire Council and Wentworth Shire Council.
 - One representative from the National Parks and Wildlife Service Regional Advisory Committee, West Branch.
-

6.2 Selection criteria

Selection criteria for members will include but is not limited to:

- familiarity with, and demonstrated interest in, Willandra Lakes Region World Heritage property

- familiarity with Australia's obligations under the World Heritage Convention and the implementation of its operational guidelines
- individual ability to contribute to meeting the committee objectives.

Additional selection criterion for the independent chair:

- demonstrated expertise and experience in the operation of technical, scientific and community advisory bodies.

Additional selection criterion for the tourism representative is based on:

- qualifications, experience and expertise in tourism including input and participation in developing regional, state and/or national tourism master plans.

Additional selection criterion for the 3 scientific community representatives:

- qualifications, experience and expertise in research disciplines relevant to the Willandra Lakes Region: this includes geomorphology, archaeology, physical anthropology, sociology, environmental sciences, agricultural sciences and landscape conservation and management.

Additional selection criterion for the local government representative is based on:

- nomination by NSW local government.

Additional selection criterion for the 2 landholders (leaseholders) representatives is based on:

- nomination by the Willandra Landholders Group.

Additional selection criterion for the 9 Aboriginal representatives is based on:

- appointment by NSW National Parks and Wildlife Service (NPWS) to the WLRWH Aboriginal Advisory Group (AAG) in accordance with the AAG terms of reference.

6.3 Appointment

The Minister appoints the members to the WLR Advisory Committee.

The Minister appoints the Chair to the WLR Advisory Committee in concurrence with the Australian Government Minister responsible for World Heritage.

6.4 Term of appointment

A member holds office for a period not exceeding 3 years, as may be specified in the instrument of appointment of the member.

Members must not serve more than 2 consecutive terms, or exceed a maximum total of 6 years, on a committee, except if either:

- a longer term and/or additional terms are required or permitted as a result of existing legislation, or group government, such as the Aboriginal Advisory Group terms of reference
- there is a compelling reason to appoint a member for an additional term and/or longer term.

Any proposed reappointment beyond the maximum duration of 2 terms, or 6 years, must include justification as to why this is recommended in the briefing to the Minister.

Once appointed, members will be onboarded and go through induction. Each member must acknowledge in writing their acceptance of the appointment, the terms of reference and code of conduct and declare any conflicts of interest before commencing as a committee member.

6.4.1 Removal from a position

The Minister may remove an appointed member or the chair from membership at any time. Cabinet endorsement is not required for a minister to remove a member.

A member may be removed prior to the expiry of their term if:

- the member dies
- the member resigns in writing to the secretariat
- the member cannot commit adequate time to his or her role
- there has been a disagreement with other members that cannot be resolved
- there is a conflict of interests that cannot be mitigated
- the member no longer meets the membership criteria
- the member has failed to attend 2 meetings without providing an apology or valid reason to the committee that is approved within the minutes
- the member breached the board or committee's code of conduct
- the member has been removed from the AAG
- the committee is abolished

Removal of a member or the chair will be on the recommendation of the NPWS Deputy Secretary to the Minister.

6.5 Alternate or deputy members

Purpose of section: This part outlines the appointment process and responsibilities of a deputy member or an alternate member.

The committee may have alternate members appointed by the Minister for the Aboriginal Advisory Group and Landholder representatives in addition to ordinary members to substitute for ordinary members in their absence.

The alternate member may act in the place of the ordinary member. Alternate members for the Aboriginal Advisory Group (members representatives), for appointment to the committee, will need to be appointed in line with the conditions of the Aboriginal Advisory Group terms of reference.

Alternate members will be subject to the same appointment process as ordinary members.

While acting in the place of an ordinary member, an alternate member:

- has all the functions of the ordinary member and is taken to be that member
 - is entitled to be paid such allowances that the ordinary member is entitled to.
-

7 Roles and responsibilities

7.1 Minister

The Minister is responsible for:

- appointing committee members
- appointing the chair with concurrence of the Australian Government Minister responsible for World Heritage

- receiving advice from the committee on the identification, protection, conservation, presentation and transmission to future generations of the WLR and issues concerning surrounding land uses that have the potential to impact on the area.
-

7.2 Willandra Lakes Region World Heritage Management Committee

The Willandra Lakes Region World Heritage Management Committee is responsible for:

- recommending member and chair appointments to the NSW Minister via briefing note
 - requesting the committee to provide advice on a particular issue
 - receiving reports from the committee undertaking or supporting periodic review of the committee and supporting the implementation of review outcomes.
-

7.3 Secretariat and other support

The secretariat is responsible for:

- the day-to-day management of the entity
 - managing membership lifecycle administration (preparation of briefing packs, handling resignations, on/off boarding of members)
 - managing meeting administration (agenda preparation, distribution of business papers, minute taking, recording and follow-up on actions)
 - managing meeting arrangements (venue, catering, travel, accommodation, and processing of claims/payments)
 - managing conflict of interest/duties and gift, benefit and hospitality registers
 - coordinating and facilitating communication between members
 - ensuring that appropriate activities and actions are undertaken by the committee to meet its compliance obligations.
-

7.4 Chair

The chair is responsible for:

- providing leadership to the committee
- ensuring that the committee performs its functions
- setting the agenda in conjunction with the secretariat
- calling additional meetings with approval from the WLR Management Committee and if requested by WLR Management Committee and/or NPWS
- conducting meetings according to standard meeting procedure and the terms of reference
- facilitating frank and open discussion on the agenda items in a timely manner
- facilitating participation of all members in the meeting so all members can make effective contributions
- presenting the committee's views including unanimous, majority and/or divergent views on discussion topics
- facilitating the flow of information to members and stakeholders
- acting as spokesperson for the committee

- liaising with the Minister and WLRWH Management Committee on operational matters
 - approving and managing conflict of interests/duties and gift, benefits and hospitality declarations of members
 - present a letter to the WLRWH Management Committee reporting on the conflicts of interest
 - write to the Minister to notify on the committee's three-year work plan
 - write to the Minister at the end of the term to notify key achievements against the work plan.
-

7.5 Members

Members are responsible for:

- supporting the committee to perform its functions
- acting in the interest of the committee as a whole
- attending all meetings and participating in discussions (note there may be dismissal provisions for non-excused absences)
- informing the chair as soon as possible, if they are unable to attend a meeting
- providing written and/or verbal input
- managing and reporting conflict of interests/duties and gift, benefits and hospitality declarations
- undertaking research and preparing reports for the committee's consideration at meetings
- consulting with other experts, industry and stakeholders (subject to any overriding confidentiality and media provisions under these terms of reference)
- disseminating information (subject to any overriding confidentiality and media provisions under these terms of reference)
- expressing the range of views of the community, as is culturally appropriate.

Where a committee member has been nominated by a particular stakeholder/rightsholder interest, it is expected that the member will maintain contact with that stakeholder/rightsholder group. This is for the purpose of maintaining expertise and accurate understanding of the constituency to contribute effectively to formulating the positions of the committee.

Communication to that stakeholder/rightsholder interest group about committee business must not breach any decisions of the committee about matters that are to remain confidential.

7.5.1 Relationship with the NSW National Parks and Wildlife Service West Branch Regional Advisory Committee

The *National Parks and Wildlife Act 1974* gives specific responsibilities to Regional Advisory Committees (RAC) with regards to providing advice on policies and plans; activities or proposed activities; and draft plans of management for the administrative region for which it was constituted. For the WLR, this is the West Branch Regional Advisory (RAC) Committee.

Although bringing different perspectives, the 2 bodies are expected to coordinate and work closely together, demonstrating mutual respect and support through:

- discussion of issues brought forward by the West Branch RAC member at Advisory Committee meetings
- referring issues to West Branch RAC for comment where appropriate
- providing feedback to the West Branch RAC on issues raised by them or issues on which their advice was sought.

8 Operations

8.1 Agendas and minutes

Purpose of this section: this part details who sets the meeting agenda, when and how business papers and draft minutes will be distributed,

Members can submit agenda items to the chair or secretariat for inclusion on the agenda.

Business papers will be circulated to members 10 days prior to a meeting.

The minutes of the meeting will be distributed to members as soon as is practicable but no more than 40 business days after each meeting.

The minutes of the previous meeting will be tabled at the next committee meeting for approval.

8.2 Meeting frequency and location

The WLRWH Advisory Committee will meet 3 times per financial year either in person or online.

The majority of in person meetings will be held at either Mildura or Buronga with at least one meeting per year held at the Willandra Lakes Research and Learning Centre, Mungo National Park.

Meetings will be accessible by virtual conferencing technology (i.e. teams/zoom) as consented to by majority of members of the committee.

8.3 Attendees/observers

The WLRWH Advisory Committee Chair may grant permission for non-member attendees to be present as required.

There can be observers from the WLRWH Management Committee agencies: NSW National Parks and Wildlife Service, the Australian Government, NSW Crown Lands. In addition, there may be observers from the NSW Western Local Land Service as they are a support agency for the pastoral stations within the WLR.

The Advisory Committee may, from time to time, invite other observers to attend meetings.

8.4 Quorum

The quorum for a meeting of the committee requires the following conditions to be met:

A quorum shall be a majority of committee members as appointed at the time

There is no provision for proxies.

In accordance with section 52 of the Interpretations Act 1987, decisions of the committee shall not be called into question merely because of any vacancy in the membership.

8.5 Decision making

Decisions shall, wherever possible, be reached through consensus of members present at a quorate meeting.

If a consensus cannot be reached, a decision supported by a majority of the committee at which a quorum is present is a decision of the committee.

The chair may defer a decision pending the provision of additional information.

The committee will keep minutes of all business transacted at the meetings and which shall be distributed after each meeting.

8.6 Business outside of meetings (out-of-session)

The WLRWH Advisory Committee may, for urgent issues, consider a matter out-of-session by the circulation of papers among all the members.

Any resolution is to be approved in writing in accordance with the ordinary quorum and decision-making criteria prescribed in these terms of reference.

Matters decided by a committee out-of-session must be noted by the committee at the next scheduled meeting and be recorded in the minutes of that meeting.

8.7 Information access and proactive release of information

Boards and committees are encouraged to proactively release decisions of their meetings in accordance with the NSW Government's *open government policy* unless there is an overriding public interest against disclosure.

A summary of the meeting and any resolutions will be made publicly available using an online newsletter format, that is, Microsoft Sway or similar.

Because the NSW Public Sector provides secretariat support and holds board or committee's documents, those documents are subject to an information access application under the [Government Information \(Public Access\) Act 2009](#) (GIPA Act).

If there is an information access application relating to your board or committee, the relevant department's GIPA team will liaise with the secretariat about the appropriate response.

The relevant department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents relate to the work of the board or committee.

If information is required to be produced under subpoena, standing order 52 or other legal order, the relevant department will also assist with that process.

8.7.1 Release required by law

If there is an information access application under the Government Information (Public Access) Act (GIPA Act), the GIPA team will liaise with the secretariat to ensure members produce the appropriate records, if applicable.

If you are asked to help with an information request, it is important you make rigorous searches for all records relevant to the request. You should perform the search in the required timeframes, ensure all documents within scope are assessed, and provide a thorough response.

9 Conduct of members

All bodies bound by the *NSW Government board and committee guidelines* are required to ensure a code of conduct is in place. The committee will ensure a committee code of conduct is in place at all times.

The committee will abide by its code of conduct and the 'Conduct of Members' as outlined in section 7 of the *NSW Government board and committee guidelines*.

Members who are public servants remain subject to their employer's code of conduct while being a member of the committee.

9.1 Communication

9.1.1 Media requests

Members must not represent the WLRWH Advisory Committee in the media, social media or any publication without being given authority to do so by the chair or NPWS.

Any requests from the media must be forwarded to the chair or secretariat who will liaise with the appropriate communications liaison regarding the media request.

Only the chair may provide a response on behalf of the committee.

9.1.2 Communication with third parties

All correspondence, submissions and enquiries must be provided to the secretariat officer for them to action appropriately.

Confidentiality of committee business must be maintained in any communication with third parties.

10 Remuneration and allowances

10.1 Remuneration

The committee has been classified as C1 by the Cabinet Office.

Remuneration for the committee has determined to be:

- chair: \$350 daily sitting fee
- member: \$220 daily sitting fee

In line with policy decisions against 'double-dipping', public sector employees appointed to NSW Government boards or committees do not receive remuneration.

Under some specific circumstances, where the public servant has been appointed in their own right, ministers may seek an exemption from this policy from the Cabinet Office.

Members are not entitled to additional remuneration for their participation or membership of subcommittees.

10.1.1 Superannuation

In accordance with section 12(9) of the Superannuation Guarantee (Administration) Act 1992 (Cth), board and committee members meet eligibility criteria, which gives rise to an entitlement to superannuation guarantee payments. These entitlements must also be directed to the member's nominated superannuation fund and not paid directly to the recipient.

10.1.2 Pay-As-You-Go (PAYG) income tax withholding

In accordance with section 12–45 of the Taxation Administration Act 1953 (Cth), the department has an obligation to withhold PAYG tax amounts from remuneration paid to board and committee members. The PAYG amounts withheld must be remitted to the Australian Taxation Office by the department.

10.1.3 Allowances

Members are entitled to have costs covered for legitimate expenses incurred while carrying out their duties such as travel, accommodation and meals, etc. These allowances are subject to whole of government policy governing official travel.

Members are required to obtain an authorisation from the secretariat for all official travel prior to incurring any travel expense. Except in an emergency, unauthorised travel expenses will not be reimbursed.

All expenses are to be pre-approved and prepaid by the department where possible. Where members must utilise their own funds, members must provide the secretariat with receipts of travel expenses and any out-of-pocket expenses for reimbursement in accordance with the below provisions.

10.1.4 Travel

Members are entitled to be reimbursed the amount of actual expenses incurred when required to travel on official business to attend meetings or official duties.

Travel costs will be covered by the committee operating budget.

Decisions about modes of travel will be made based on overall value for money and take into account the time taken, the distances travelled, associated costs and expenses, and the safety of members.

10.1.4.1 Private travel

Private travel coinciding with official travel or vice versa should be avoided.

Where private travel coinciding with official travel cannot be avoided, only those costs directly attributable to official travel from the member's point of origin to their official destination will be provided for.

Costs considered to be personal expenses will not be reimbursed.

Members are only permitted to claim expenses incurred by themselves. Any expenses incurred by people travelling with the member are not met by the department.

10.1.4.2 Air travel

All air travel must be booked via the secretariat, who will organise travel arrangements via the department's contracted Travel Management Company (TMC), using TMC's online booking tool.

Economy class air travel must be utilised for all travel within Australia.

The lowest logical/practical fare must be booked which is the lowest fare available to meet the logistical needs for the traveller.

The chosen fare cannot be based on the traveller's airline preference and is to be determined based on a 30-minute window either side of the travellers desired departure/arrival time.

10.1.4.3 Public transport

For authorised short trips, particularly in metropolitan areas, employees are to walk or catch public transport (bus, train etc.), unless it is assessed as impractical or for health reasons or safety reasons.

Taxis and ride sharing options (for example Uber) may only be utilised for authorised travel in exceptional circumstances where it is more cost-effective, or where alternative travel arrangements are not viable, available, timely or suitable.

Public transport expenses should be estimated and approved by the secretariat prior to travel. Actual costs will be reimbursed to the member upon submission of associated receipts.

Members should check with their board secretariat on availability and access to ride share accounts.

10.1.4.4 Private vehicles

The use of private cars for official travel should be avoided if other alternatives are available and practicable.

The approving delegate may authorise a member to use a private motor vehicle for official purposes where either:

- it will result in greater efficiency, or a reduction in the overall cost to the department than if travel were undertaken by other means
- the member is unable to use other means of transport due to an access, mobility or safety limitation.

10.1.4.5 Reimbursements

When the use of private vehicles is approved for official business travel, members will receive an allowance at the 'official business' rate.

However, if a member chooses to use a private vehicle for official travel (subject to approval) as a matter of personal preference or convenience, a lower 'casual rate' is payable.

The current rates are contained in the [C2024-09 rates and allowances table](#) – Item 6.

Expenses such as tolls, parking fees, etc. shall be reimbursed to members upon lodgement of a receipt to the secretariat, where the charge was incurred during, and for the purpose of, approved official travel.

10.1.4.6 Insurance

When private vehicles are used, members must only use vehicles that have valid comprehensive insurance. The member must provide evidence of this to the secretariat when requesting approval.

Once comprehensive insurance for a vehicle is verified by secretariat, that vehicle can be used for subsequent official travel (subject to approval) for the period the vehicle is insured for without resubmitting evidence of insurance.

10.1.5 Accommodation

Where members are required to attend meetings or official duties which involve evening sessions or require the member to make an unreasonably early start (6 am or earlier) in a location away from their residence, overnight accommodation shall be granted by the approving delegate.

Members are not entitled to reimbursement for self-arranged accommodation.

All accommodation will be booked by the secretariat via the contracted Travel Management Company FCM using FCM's online booking tool. NSW Government has negotiated rates with multiple accommodation providers, and these are available for booking via FCM.

Where an NSW Government rate is not available, FCM's online booking tool will source the most appropriate and cost-effective accommodation rate.

If exceptional circumstances arise where the secretariat is unable to provide accommodation through FCM, the secretariat will arrange accommodation directly in accordance with the current C2024-09 rates and allowances table Item 2.

10.1.6 Meals and incidentals

Members are entitled to reimbursement for meals and incidental expenses incurred during official travel in accordance with the current rates in the C2024-09 rates and allowances table - Items 1 and 3.

Actual costs will be reimbursed to the member upon submission of associated receipts to the secretariat, up to the maximum prescribed rate.

Actual costs incurred by the member in excess of the prescribed rates shall be the responsibility of the member.

Where meals are not provided as part of the official duties/meetings, meal expenses will be reimbursed in the following circumstances:

- breakfast when required to commence travel at or before 6:00 am and at least one hour before the prescribed starting time
- an evening meal when required to travel until or beyond 6:30 pm
- lunch when required to attend official duties between 10:00 am and 2:00 pm

The following claims are not reimbursable:

- morning and afternoon tea
- food or drink purchases not associated with a meal
- any alcohol purchases
- mini bar purchases not associated with a meal
- gratuities/tips on individual meals.

11 Review

11.1 Annual review of performance

Unless otherwise provided for by the establishing ministerial decision, the WLRWH Advisory Committee shall perform an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation will be prepared by the secretariat and endorsed by the members. The report should demonstrate a qualitative assessment of:

Committee delivery of objectives outlined in the committee 3 year work plan

- key activities undertaken during the period
- productivity and frequency/duration of meetings
- risk management strategies

The committee should also review the terms of reference to ensure it remains consistent with the committee's objectives and responsibilities.

The report, reviewed terms of reference, and the conflicts register should be submitted to the Minister for endorsement.

12 Long-term committee suitability review

Suitability reviews are generally undertaken every 5 years. An external consultant may (but does not have to) be engaged by the chair to assist with the evaluation and review of the committee's performance.

A formal review of a committee and its members may consider whether:

- the committee is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its terms of reference and any forward work plans/business plans
- delivery through the committee is the most cost-effective approach
- there is an ongoing need for the committee, or if its functions could be delivered through another existing board or committee, or other entity
- the committee has an appropriate number of members for the functions being performed
- members have the appropriate mix of skills, experience, and diversity
- individual members are fulfilling their responsibilities.

13 Agreement

These terms of reference are agreed by the WLRWH Advisory Committee members on acceptance of appointment and remain in force until otherwise amended, replaced or voided.