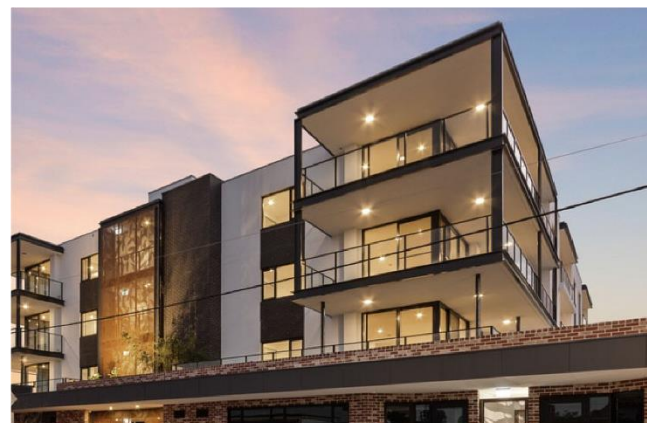




2020-21 COMMITTEE GUIDE

GENERAL SELECTION CRITERIA AND COMMITTEE-SPECIFIC TERMS OF REFERENCE



URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA (WA DIVISION)

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1.0 THE URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA

UDIA is the peak membership organisation representing all aspects of the property development industry in Western Australia.

The Institute is the leading voice on property development in WA and works collaboratively with government and other industry bodies to represent members and achieve a policy environment that enables the world's best practice in property development in Western Australia.

UDIA promotes excellence and innovation in the creation of sustainable communities. We educate stakeholders about the value of city and town creation. Our work is based on quality research and knowledge that addresses a range of policy issues and produces expert market commentary and information.

Our Vision: is a strong urban development industry creating thriving, sustainable communities and economic prosperity for all.

Our Mission: is to be the leading voice on urban development, promoting and supporting the industry's pivotal role in creating smart, sustainable and liveable communities.

1.1 UDIA WA 2019 POLICY PRIORITIES

UDIA WA's key policy priorities are, as outlined in the Institute's *Western Australian Policy Priorities 2019: Developing great places to live, work and prosper*:

1. Support Affordable Housing Delivery;
2. Streamline the System;
3. Lead Creation of Housing Choice;
4. Invest in Strategic Infrastructure;
5. Foster a Liveable City; and
6. Improve Environmental Outcomes.

Current and prospective committee members and UDIA members interested in being involved in the Institute's advocacy work are encouraged to peruse this report and UDIA's recommended actions for government further. The work that is undertaken by UDIA's Committees will closely align with the goals of this report, which is available for reference [here](#).

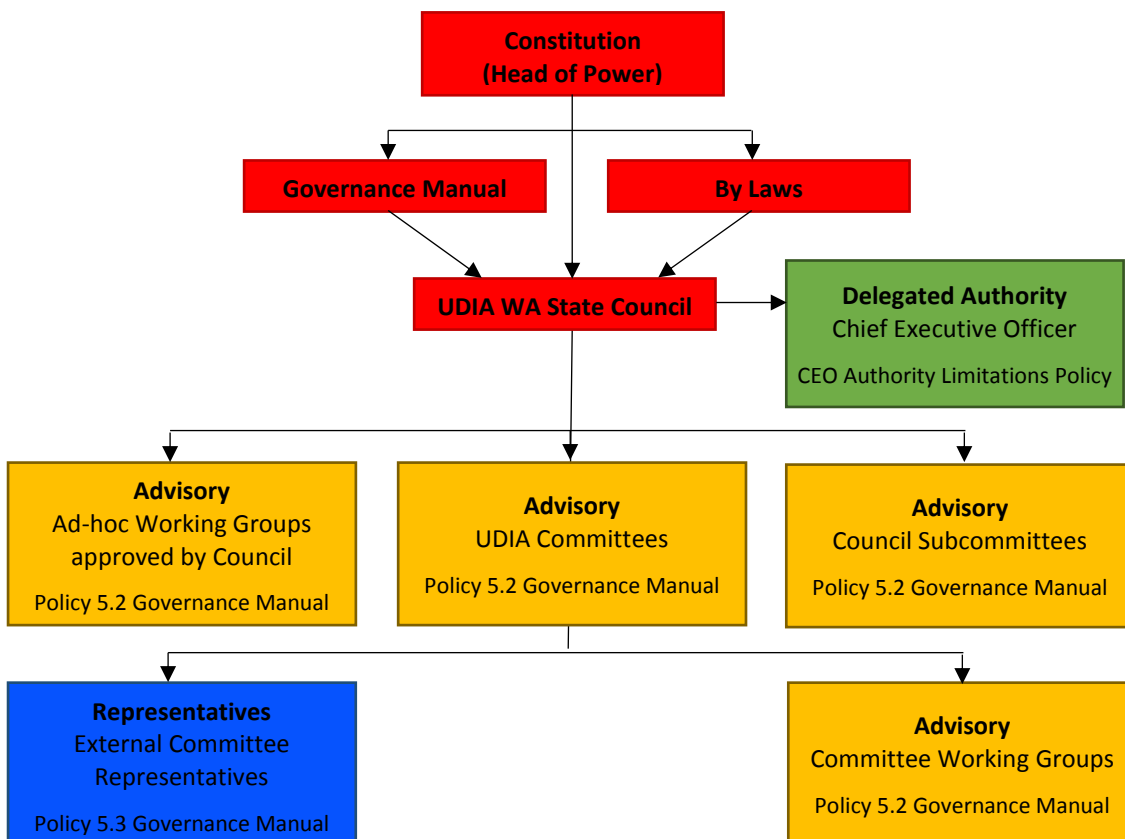
1.2 UDIA WA GOVERNANCE STRUCTURE

The positioning of UDIA WA Standing Advisory Committees in the Institute's governance structure is outlined in Policy 5.2 of the UDIA Policy Governance Manual (as stated in Appendix 1). The governance structure is detailed in the diagram below.

This Governance Manual sits under the UDIA WA Constitution to provide detailed guidance on the operations of Council and the authorities delegated by Council.

UDIA's Policy Governance Manual expressly provides for Council Advisory Committees to be established from time to time, to help carry out the Council's responsibilities.

If Council Committees are established, their role is to assist the Council's job only, never fragmenting the wholeness of the Council's job. These committees may be standing i.e. operating from year to year until no longer required or ad hoc to manage specific issues. The Standing Committees may also form working groups or sub-committees which shall also be bound by the requirements of this governance manual.



2.0 UDIA WA STANDING ADVISORY COMMITTEES

The purpose of a UDIA WA Standing Advisory Committee is to lead the planning, implementation and delivery of the Institute's policy and advocacy agenda and to actively identify and address strategic opportunities and challenges faced by the urban development industry.

Roles and Responsibilities:

Overarching roles and responsibilities common to all Standing Advisory Committees, in addition to each distinct committee's terms of reference, are:

- Assist in the development of the Institute's policy and advocacy agenda;
- Provide leadership and insight to address foreseen and unforeseen opportunities and challenges faced by the urban development industry;
- Contribute information, knowledge and resources to the development of submissions, position papers, briefing notes and other advocacy material;
- Review and assist in providing a coordinated response to government reports, policy changes, legislation and regulatory reviews;
- When required, recommend the establishment of expert sub-committees for State Council consideration;
- Inform the UDIA WA Executive and State Council of any information which may require the Institute to formulate an advocacy strategy and/or response;
- When required, Committee Chairperson or other appointed representative to participate in meetings and briefings with government representatives or workshops, inquiries, forums and the like; and
- Assist in the preparation of project briefs for research activities and other advocacy actions.

The broad areas which the Standing Advisory Committees will focus upon include: Environment, Housing Diversity, Industry Diversity, Infrastructure, Land Use Planning, Outlook (Young Professionals) and Urban Water.

2.1 TYPES OF COMMITTEE MEMBER

The members of a committee will be formed of four different committee member types, including:

1. Committee Chair;
2. General Committee Member;
3. Government Department, Agency or Services Provider Observer Member; and
4. Special Award Winner Member.

2.1.1 COMMITTEE CHAIR

The Committee Chair is drawn from or appointed by the UDIA State Council and will act as the Committee liaison to UDIA State Council.

At least one member of the Institute's State Council is to be a member on each Committee.

2.1.2 GENERAL COMMITTEE MEMBER

A general committee member is an individual whom is (or employed by) a current financial member of UDIA WA and has been appointed either through the general nomination process or as a result of a casual vacancy.

Individuals who are employed by State Government Departments, Agencies or Service Providers that are current financial members of UDIA WA are not precluded from nominating for a general committee membership position.

General committee member positions are largely made based on individual merit and experience, within the confines of the selection criteria.

2.1.3 STATE GOVERNMENT DEPARTMENT, AGENCY OR SERVICES PROVIDER OBSERVER MEMBER

This member is a representative of a State Government Department, Agency or Services Observer Member, that has been formally invited by UDIA WA to be a member on a particular committee/s.

This representative acts as a liaison between the Committee and the State Government Department, Agency or Service for the purpose of achieving collaborative and common positive outcomes.

Should the State Government Department, Agency or Service Provider not be a current financial member of UDIA WA, certain allowances may be made to allow observer status on a Committee in order to achieve collaborative and common positive outcomes.

2.1.3 SPECIAL AWARD WINNER MEMBER

Award packages such as those given for the UDIA Young Development Professional Award and the UDIA Women in Leadership Award may contain a position on one of the UDIA Committees.

2.1.4 GENERAL OBSERVERS AND SUBJECT EXPERTS

A general observer is a temporary Committee meeting attendee whom is present on a case by case basis. This may include a member of the Outlook Committee or a student for professional development purposes.

2.1.5 SUBJECT EXPERT POOL

Subject experts are individuals who may attend committee meetings to provide expert assistance or advice on particular matters. They may also assist with providing industry knowledge and insight to the UDIA WA Executive, enabling the Institute to deliver accurate and in-depth industry responses to more technical issues. This may be in the form of participation on Temporary Advisory Committees and Working Groups.

UDIA WA Committee applicants will be asked during the nomination process to indicate their interest in putting their details in a subject expert pool. Participation in this pool is not contingent on a successful committee application.

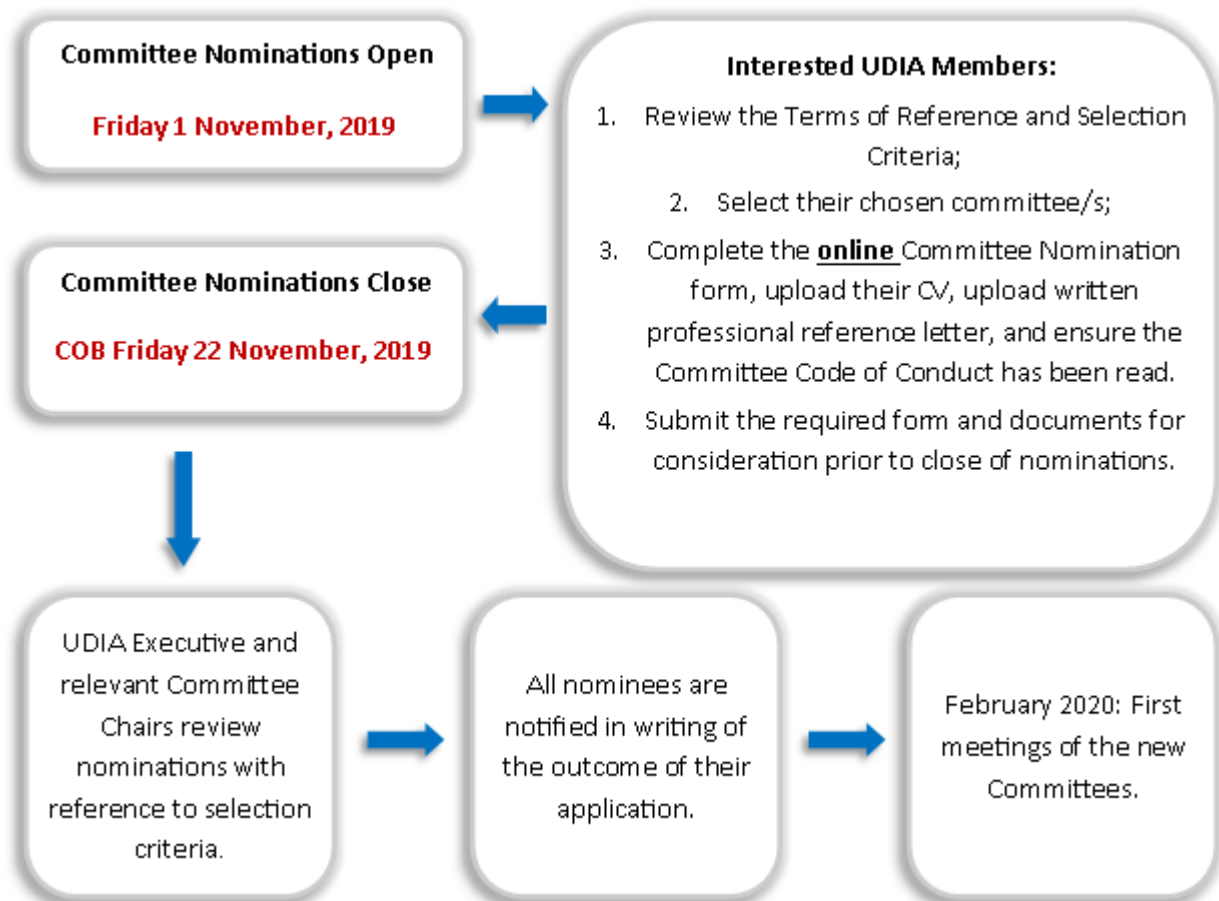
2.1.6 POTENTIAL SPEAKER POOL

UDIA WA Committee applicants will be asked during the nomination process to indicate their interest in putting their details in a potential speaker pool for participation in relevant UDIA WA events. Participation in this pool is not contingent on a successful committee application.

This opportunity will assist UDIA committee applicants in building their profile and experience in speaking at small to large events and will enable UDIA to provide members with events featuring a range of new and diverse speakers.

3.0 APPOINTMENT, RESIGNATION AND DISMISSAL OF A COMMITTEE MEMBER

3.1 APPOINTMENT PROCESS FOR GENERAL COMMITTEE MEMBERS



UDIA committee members are appointed to a committee for a term of two (2) years.

Committee membership is defined as that of a volunteer worker and the individual will not be paid for any work/s performed as a member of the committee.

UDIA State Council may, at its discretion, spill a Committee prior to the end of the two-year appointment term.

3.2 APPOINTMENT PROCESS FOR OTHER COMMITTEE MEMBERS

Committee Chairs are appointed from the membership of the UDIA WA State Council.

Government Department, Agency or Service Provider Observer Members are invited by UDIA WA to sit on committees on an ongoing basis as valued contributors to committee discussions and to enable ongoing collaboration between government and industry to achieve common positive outcomes.

General observers are invited at UDIA's discretion on a case-by-case basis. This may include members of the Outlook Committee, students or other young professionals.

Subject experts are invited on a case-by-case basis to contribute their expertise to specific issues.

3.3 RESIGNATION

If a committee member vacates their committee position prior to the end of the committee term, they must advise the relevant Committee Chair and the UDIA Committee Secretariat in writing. The resignation will then be announced at the next committee meeting and recorded in the committee minutes as such.

In the event that a committee member leaves their position as an employee of a current UDIA financial Member at some point in their term, or if their employer ceases their membership with UDIA, the committee member has a grace period of two months or one committee meeting (whichever is longest) to either commence employment with another UDIA current financial Member, for their current employer to become a current financial Member of UDIA, or for the committee member to become a current financial Member of UDIA under their own business.

3.4 CASUAL VACANCIES

In the event a committee position becomes vacant, following all considerations outlined in Section 3.3, a casual vacancy will become available. In this circumstance, another committee member will be appointed for the remainder of the committee term, or dependent on the length of time remaining in the committee term, the position may remain vacant.

For appointment of a committee member to a casual vacancy, potential candidates will be drawn from the pool of unsuccessful committee nominees; committee nominations which have been submitted after the closing date; UDIA members whom have made significant contribution to advocacy; and/or persons which the Committee Chair or UDIA consider would be excellent contributors to a UDIA Committee.

The chosen person to fill the committee casual vacancy will be invited to do so in writing.

3.5 INDUCTION

Successfully appointed committee applicants will be provided with several documents as part of the induction process for the UDIA committees. These will include, but not be limited to:

- The Committee Terms of Reference;
- The UDIA WA Western Australian Policy Priorities 2019;
- Contact details for the other members of the Committee; and
- Minutes from the last three Committee meetings.

These items and any other relevant information will be further outlined by the Committee Chair and UDIA Secretariat at the first meeting of the new Committee term.

3.6 DISMISSAL OF A COMMITTEE MEMBER

A committee member may be dismissed if it is determined that a breach to the UDIA Committee Code of Conduct has occurred, or if attendance and contribution expectations have not been fulfilled as agreed by action of submission of a committee nomination.

Attendance requirements include that committee members must attend at least 4 scheduled committee meetings per year (unless otherwise agreed with UDIA). In the event of an absence, a written apology must be submitted to the UDIA Secretariat prior to the meeting at which the absence will occur.

Essential time commitments for committee membership may be waived on a case-by-case basis for special circumstances, which must be discussed with the relevant Committee Chair and UDIA Secretariat. For example: maternity or paternity leave, or medical or family emergencies.

Should any committee member not be achieving the above requirements and those further outlined in Section 4, the Committee Chair or Secretariat may meet with them to determine an amenable way forward.

4.0 ELIGIBILITY AND SELECTION CRITERIA

Nominations for a position on UDIA WA's committees are a highly competitive process which attract many high-quality applications for a limited amount of positions. As such, a careful selection process is undertaken which takes into account a wide range of criteria.

4.1 ELIGIBILITY CRITERIA

To be eligible to nominate for a UDIA Committee position, the applicant must:

1. Be (or be employed by) a current financial member of UDIA WA;

4.1.1 OUTLOOK COMMITTEE ELIGIBILITY CRITERIA

Outlook Committee position nominations are open to young urban development industry professionals under 35, whom are also (or employed by) a current financial member of UDIA WA.

4.2 SELECTION CRITERIA

The following selection criteria will be considered when reviewing UDIA Committee member position nominations and overall committee membership.

4.2.1 INDIVIDUAL

Nominees for committee positions should:

1. Have appropriate experience and skillset for the committee selected;
 - i.e. Policy committee positions (excluding the Outlook Committee) are allocated to those in mid to senior level positions. For example: Manager-level and over; Associates or Senior Associates; mid to senior level consultants; Principal positions; Partners; etc.
2. Have availability to commit to a committee position as per below;
 - Availability to commit to attendance at a minimum of 4 scheduled bi-monthly committee meetings per year. The meetings are generally between 1.5-2 hours in length and are located in the UDIA WA Boardroom in Subiaco;
 - Commitment to review draft policy documents and other advocacy-related items to assist in informing UDIA WA submissions;
 - Availability from time to time for potential attendance at outside meetings of working groups or other as a UDIA representative; and
 - Availability for potential meetings or committee-related work outside of scheduled committee meetings.
3. Have recent active engagement with UDIA (desired).
 - Applicants who have had recent active engagement with UDIA will be viewed more favourably.

4.2.2 ORGANISATIONAL & OTHER

Additional criteria or considerations which may be taken into account include:

1. One UDIA WA member company per committee;
 - Should multiple individuals from the same company be selected for a common committee the company may be contacted to determine which applicant should proceed.
2. Company role and services relative to the objectives of the committee;
3. Diversity profile of overall committee membership;
4. Ensure that the number of individuals from the same company across the total pool of committee members is reflective of the size of the company (based upon sales turnover and number of employees);
5. Company support and active engagement with UDIA.

5.0 KEY DATES

5.1 2018-19 COMMITTEE POSITION END DATE

All committee positions for the 2018-19 Committee Term will formally end on **Tuesday 31st December 2019**.

Following this date, all committee positions will become vacant.

5.2 NOMINATION OPEN AND CLOSING DATES

The UDIA WA 2020-21 Committee Nomination Process will open on **Friday 1st November 2019**.

A member alert will be issued to UDIA WA members on the day that nominations open with all relevant information. A notice will also be included in the UDIA WA Urban Express.

Committee nominations will be accepted until **5.00pm, Friday 22nd November 2019**. At this point nominations for the 2020-21 Committee term will close. Late applications will not be considered for initial appointments.

5.3 MEETING DATES FOR THE 2020-21 COMMITTEE TERM

A calendar of meeting dates for the 2020-21 committee term will be circulated to successful committee position applicants upon notification of their position, along with other relevant documents.

The first meetings will occur in February 2020, during which a set of key committee focus areas for 2020 will be finalised.

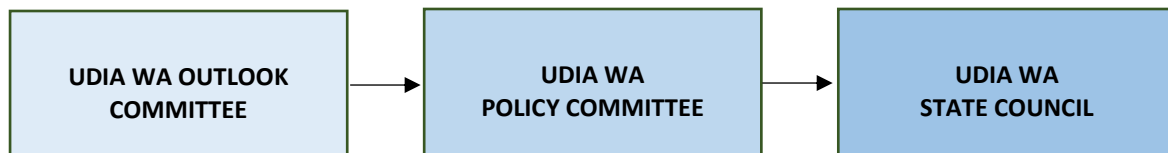
6.0 PATHWAYS

Participating on a UDIA WA committee provides an opportunity for progression within the Institute as well as professional and personal development.

The UDIA WA Pathways initiative specifically provides support for members wanting to move through from committee member to potential UDIA Council candidate. It is important that avenues are provided for those inclined to ensure that UDIA is tapping into new knowledge and expertise from a diverse range of industry professionals.

Part of this initiative is providing an opportunity for Outlook Committee members, as young professional representatives, the opportunity to sit as 'observers' on the Policy Committees. This provides Outlook members with exposure to a broad range of issues and discussions.

Committee applicants also have the opportunity to nominate themselves for inclusion on UDIA's subject expert and potential speaker pools, for consideration in UDIA WA advocacy matters and UDIA events.



7.0 COMMITTEE SPECIFIC TERMS OF REFERENCE

The purpose of a UDIA WA Standing Advisory Committee is to lead the planning, implementation and delivery of the Institute's Policy and Advocacy Agenda and to actively identify and address strategic opportunities and challenges faced by the urban development industry.

Roles and Responsibilities:

Overarching roles and responsibilities common to all Standing Advisory Committees, in addition to each distinct committee's terms of reference, are:

- Assist in the development of the Institute's Policy and Advocacy Agenda;
- Provide leadership and insight to address foreseen and unforeseen opportunities and challenges faced by the urban development industry;
- Contribute information, knowledge and resources to the development of submissions, position papers, briefing notes and other advocacy material;
- Review and assist in providing a coordinated response to government reports, policy changes, legislation and regulatory reviews;
- When required, recommend the establishment of expert sub-committees for State Council consideration;
- Inform the UDIA WA Executive and State Council of any information which may require the Institute to formulate an advocacy strategy and/or response;
- When required, Committee Chairperson or other appointed representative to participate in meetings and briefings with government representatives or workshops, inquiries, forums and the like; and
- Assist in the preparation of project briefs for research activities and other advocacy actions.

The broad areas which the Standing Advisory Committees will focus upon include: Environment, Housing Diversity, Industry Diversity, Infrastructure, Land Use Planning, Outlook (Young Professionals) and Urban Water.

From time to time the committees may amend the terms of reference and objectives, with the endorsement of State Council, or as directed by State Council.

7.1 ENVIRONMENT COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Environment Committee is to drive an efficient, consistent and coordinated approach to effective environmental management in Western Australia in a way that is cognisant of climate change and has a positive economic, social and environmental impact.

7.1.1 OBJECTIVES

- Consideration of the impacts of climate change on future urban development;
- Integration and consolidation of Federal, State and local government environmental approvals to provide greater clarity and certainty;
- Integration and streamlining of State planning and environmental approvals processes to remove duplication and the embedding of environmental approvals into strategic planning documents and structure planning to streamline the approvals process;
- Ongoing consideration of environmental approvals and controls to ensure that they deliver innovative and positive environmental outcomes;
- Accurate and up to date environmental data to be maintained and made publicly available;
- Suitable recognition of the value of natural habitats and the provision of appropriate economic incentives such as public open space credits for passive recreation purposes; and
- Greater recognition of the positive contribution that the development industry has made, and can have with regard to the preservation, restoration and enhancement of the natural environment.

7.2 HOUSING DIVERSITY COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Housing Diversity Committee is to identify opportunities for and barriers to, achieving best practice, greater affordability and diversity in built form outcomes, to meet Western Australia's various housing and lifestyle needs, in a way that has a positive economic, social and environmental impact.

7.2.1 OBJECTIVES

- State and local government collaborative approach to achieving strategic planning goals; with appropriate density goal incentives available for industry and local government.
- More effective development controls to support the delivery of infill and appropriately located high density development with greater recognition afforded to costs associated with higher density;
- Effective integration of land use and built-form outcomes through a performance-based assessment approach;
- Strata titling reform and the introduction of community title and staged strata development to support contemporary lifestyle choices, including a greater integration between commercial and compatible forms of development;
- Development of incentives to promote greater housing diversity and living choices;
- Taxation and fiscal policy reform to support the delivery of more affordable housing options. Primary amongst these should be the abolishment of stamp duty and introduction of a broad-based land tax; with land taxes to be applied only to the unimproved value of the land to prevent investment disincentives and encourage the highest and best use of the land;
- Reform to ensure GST contributions are equitable and not duplicated for development projects.
- Commitment to the introduction of community title and a greater integration between commercial and compatible forms of development; and
- Introduction of contemporary development controls for commercial and mixed-use development relating to issues such as car parking, the treatment of waste and access arrangements etc.

7.3 INDUSTRY WORKFORCE & DIVERSITY COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Industry Workforce & Diversity Committee is to identify and respond to opportunities and barriers relevant to the urban development industry workforce, including educational requirements, greater integration and representation of diversity, and engagement with future industry leaders.

7.3.1 OBJECTIVES

- To understand, monitor and respond to skills shortages and workforce trends within the development industry in partnership with government and the education sector;
- Develop constructive, practical solutions for UDIA to better identify, engage with and influence the development of future industry leaders;
- Identify strategies to achieve greater integration and representation of diversity within the industry; and
- Provide input into UDIA WA's education program to deliver professional development that is responsive to industry needs.

7.4 INFRASTRUCTURE COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Infrastructure Committee is to seek the timely provision of urban infrastructure and services to meet the needs of new and existing communities; whilst ensuring the provision of the infrastructure required does not adversely impact the affordability and accessibility of housing and industrial uses.

7.4.1 OBJECTIVES

- A State-infrastructure funding and implementation plan linked to strategic land use planning priorities and integrated across all relevant government departments and agencies;
- All strategic land use planning documents to include a full cost benefit analysis to evaluate current and future infrastructure needs generated;
- Review of existing and investigation into alternative infrastructure funding mechanisms and establishment of an independent infrastructure body to evaluate and identify long term infrastructure requirements;
- A fair, equitable and transparent infrastructure contribution system;
- Examination of alternative infrastructure investment models seeking to remove of upfront developer charges, funding infrastructure over extended timeframes through recurring and appropriate charges related to development; and
- Development of an infrastructure funding and implementation plan linked to strategic land use planning priorities and integrated across all relevant government departments and agencies.

7.5 LAND USE PLANNING COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Land Use Planning Committee is to advocate for the development and implementation of an efficient planning system that facilitates effective urban development and that meets Western Australia's economic, social and environmental needs.

7.5.1 OBJECTIVES

- A simplified and more efficient development approvals process, that provides greater certainty, consistency and accountability in the development approval processes. The system should also have the ability to be flexible and respond to innovation;
- Statutory and strategic planning policy reforms that deliver best practice, efficient processes and innovative outcomes;
- Efficient and innovative delivery of land for industrial, commercial, and other non-residential land uses;
- Effective strategic planning that provides an efficient supply of residential land to support growth and appropriately links communities with infrastructure;
- Strategic land use planning documents include a full cost benefit analysis to evaluate current and future infrastructure needs generated;
- Commitment to diversifying the State's economy embedded in all strategic land use planning instruments;
- A fair, equitable and transparent infrastructure contribution system;
- Investigation of a risk-based development assessment approach;
- Introduction of a form-based planning option; and
- Development of a medium density housing code to support greater diversity of housing typologies.

7.6 OUTLOOK COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Outlook Committee is to identify and promote opportunities for professional development, networking, growth and engagement of emerging and existing young professionals within the property development sector.

7.6.1 OBJECTIVES

- Identify and promote the information and educational opportunities that will enable young professionals to grow and learn;
- Encourage the engagement of young people in industry in UDIA and the broader industry;
- Contribute to the planning of events relevant to the target audience, through speaker and topic suggestions, focussing on expanding skills, knowledge and professional networks;
- Engage with young professionals through a strategic approach to communications, utilising mediums including social media e.g. LinkedIn; and
- Property Education Foundation (PEF) engagement and support.

7.7 URBAN WATER COMMITTEE 2020-21 TERMS OF REFERENCE

The purpose of the Urban Water Committee is to promote an efficient, innovative and coordinated approach to urban water management, ensuring that competing social, economic and environmental demands for water are appropriately balanced.

7.7.1 OBJECTIVES

- Government commitment for fit for purpose water use, which includes the investigation and adoption of innovative and best practice water recycling methods, coupled with water sensitive urban design;
- Streamlined approval processes with clear and consistent guidance;
- Advancement of water sensitive urban design to ensure resilience against a changing climate; and
- Practical, cost effective drainage solutions and flood mitigation measures which maximise social, economic and environmental benefits.

APPENDIX ONE: ROLE OF COUNCIL ADVISORY COMMITTEES

POLICY 5.2 GOVERNANCE MANUAL

UDIA's Policy Governance Manual expressly provides for Council Advisory Committees to be established from time to time, to help carry out the Council's responsibilities.

If Council Committees are established, their role is to assist the Council's job only, never fragmenting the wholeness of the Council's job. These committees may be standing i.e. operating from year to year until no longer required or ad hoc to manage specific issues. The Standing Committees may also form working groups or sub-committees which shall also be bound by the requirements of this governance manual.

Accordingly:

1. Council committees are to help the Council by preparing policy alternatives, advice and recommendations for Council deliberation.
2. Council Committees must not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with the authority delegated to the Chief Executive Officer.
3. Council committees cannot exercise authority over staff. Because the Chief Executive Officer works for the full Council, he or she will not be required to obtain approval of a Council committee before an executive action.
4. Council committees are to avoid over-identification with organisational parts rather than the whole. Therefore, a Council committee that has helped the Council create policy on some topic will not be used to monitor organisational performance on that same topic.
5. Ad hoc committees will be established as task forces and used sparingly. Their terms of reference will include a pre-determined timeframe for action.
6. This policy applies to any group that is formed by Council action, whether or not it is called a committee and regardless whether the group includes Council members. It does not apply to committees formed under the authority of the Chief Executive Officer.
7. Composition of Council Committees is to reflect the representational diversity of the Council as a whole, unless otherwise authorised by the Council.
8. A list of Council committees and their composition to be provided to Council on an annual basis.
9. The formation of ad hoc committees will be reported to the Council within one month of formation.
10. All committee members must complete and submit a signed Code of Conduct form.

APPENDIX TWO: UDIA WA COMMITTEE CODE OF CONDUCT

General Principles

Members shall observe the highest possible standards of ethical conduct. They will avoid any action, or inaction, which could in any way impair the Committee's capacity to carry out its duties, or compromise the UDIA's reputation and standing among its members or in the community generally.

Specific Undertakings

Members shall:

- Discharge their duties with care and diligence;
- Act in good faith, and in the best interests of UDIA;
- Not use their position to benefit themselves or any other person, or to cause detriment to the UDIA or any person;
 - Not use any information obtained by virtue of their position to benefit themselves or any other person, or to cause detriment to the UDIA or any person; and
 - Declare any material personal interest where a conflict arises with the interests of the UDIA.

This Code further provides that Members will observe the following:

1. **The confidentiality of information** – including in the committee materials, and in the discussion at the meeting – must be strictly maintained, including after Members have left the committee or no longer attend meetings. Members shall also avoid any situation where they might be perceived as having acted with the benefit of knowledge not available to the general market place.
2. **Conflicts of interest**, whether of an actual or potential nature, and whether involving personal or business affairs, shall be promptly and fully disclosed.
3. Members shall take great care in **property transactions** for personal account. Members shall not use information gained in their UDIA activities and not generally available to the market place for purposes of carrying out private property transactions, whether directly or indirectly via third parties, or whether conducted for their own account or for the account of a third party.
4. Members generally shall take great care when engaging in **public commentary or discussion** about property development and policy issues, respecting the confidentiality of committee discussions and observing that most public commentary should be conducted through the President or the Chief Executive. Members who, in the ordinary course of their activities outside the UDIA, have occasion to discuss property development and policy matters generally, shall do so on the basis that the views so presented are personal or affiliated with another institution, not the UDIA.

Where questions of interpretation of this Code arise, members shall consult with the President or Chief Executive. Where issues arise which cannot be specifically foreseen in this Code, members shall be expected to exercise sound judgement and behaviour consistent with the General Principles outlined above. Members shall, where appropriate, consult with the President or Chief Executive.



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