

Mount Isa Regional Jobs Committee

Terms of Reference

Purpose

The Terms of Reference has been developed to define the scope of the RJC in the context of the RJC program, as well as define the roles of the stakeholders involved in delivering the outcomes of the RJC and its associated Annual Action Plan.

Mount Isa RJC objective

The Mount Isa Regional Jobs Committee (RJC) is driven by locals, for locals — leading the development and delivery of targeted skilling and workforce solutions that respond to the region's priority industries and emerging workforce needs. Through a coordinated, place-based approach, the RJC identifies workforce challenges, codesigns practical initiatives and drives collaboration across industry, government, community and training providers.

Across the 2025–2027 period, the RJC will implement evidence-based actions that address critical skills gaps, strengthen local capability and capacity and improve pathways into training and employment. By aligning regional intelligence with industry demand, the RJC supports a coordinated, capable and future-ready workforce that underpins sustainable economic growth across the Mount Isa region.

Program background

The RJC program was initially established in 2019 through the Skills for Queensland – Great Training for Quality Jobs and is managed by the Department of Trade, Employment and Training (the Department).

The program forms a key component of the Department's place-based initiative, enabling the Department to partner with regional communities and support them to develop and deliver local skilling and workforce challenges in a regionally appropriate way.

Mount Isa RJC background

The Mount Isa Regional Jobs Committee (RJC) was established in December 2024, following Mount Isa City Council's (MICC) successful tender to deliver the initiative on behalf of the Department of Training, Employment and Training (DTET). This marks the second consecutive funding term for MICC to lead the RJC, reflecting the proven value, regional relevance and strong local leadership demonstrated throughout the program's first phase.

The Mount Isa RJC serves as a catalyst for collaboration — bringing together local government, industry, employers, training providers, community organisations and government agencies to address regional workforce challenges and build on existing strengths. The initiative focuses on empowering local people, organisations and systems to co-design practical, place-based solutions that strengthen workforce participation and drive sustainable economic outcomes across the Mount Isa Local Government Area (LGA).

MICC leads project coordination and governance, ensuring the effective delivery of the RJC's purpose and milestones, while DTET provides funding and strategic oversight. The RJC's objectives include:

- Driving the RJC Reference Group to elevate regional workforce priorities and collective action.
- Engaging industry, employers and community partners to identify emerging opportunities and address local skills needs.

- Facilitating collaboration across sectors to design and deliver tailored, region-specific initiatives.
- Promoting employment, participation and economic growth through inclusive, co-designed activities that strengthen local capability and capacity.

Since its establishment, the RJC has focused on building capability and capacity across the region through targeted and responsive initiatives. These include the development of the Mount Isa RJC Annual Action Plan, delivery of workforce development projects and facilitation of collaborative forums that address key local priorities such as youth employment, First Nations participation, and health and social assistance workforce growth.

Through proactive engagement with all levels of community, government and industry, the Mount Isa RJC has strengthened regional leadership, built shared understanding of workforce systems and fostered sustainable partnerships. This strengths-based and collaborative approach continues to drive meaningful progress — ensuring Mount Isa’s workforce is connected, capable and future-ready.

Committee scope and responsibilities

The Mount Isa RJC will:

- work against a Department-endorsed RJC Terms of Reference
- provide advice on the development, implementation, delivery, and evaluation of RJC projects
- contribute to and drive the development of the RJC Action Plan, and work to establish priorities, objectives, and outcomes consistent with the RJC program
- at all times focus should be on targeted activities to demonstrate alignment to key priorities and unique approaches to skilling and workforce solutions
- provide specialist advice regarding RJC Action Plan items and local workforce issues as raised by the RJC Project Manager
- be available to attend local RJC events, meeting with the Department as required and with the Minister for Finance and Minister for Trade, Employment and Training.

Chairperson

The RJC Chairperson will meet all roles and responsibilities of other RJC members as detailed within ‘RJC whole’ below, and in addition:

- lead and facilitate discussions of the RJC
- support the RJC Project Manager in driving the RJC Action Plan and ensuring the committee remains consistent and driven towards achievement of set goals
- make time for and meet with the RJC Project Manager to discuss project milestones, community feedback and experiences (with workforce) and RJC performance
- support the funded organisation and RJC Project Manager to annually review committee membership and ensure it is fit-for-purpose for the year ahead
- where required, meet with the Department and the Minister for Finance and Minister for Trade, Employment and Training as the RJC Chairperson and person responsible for leading a local Department-funded jobs committee
- ensure the RJC program as an initiative of the Queensland Government is appropriately acknowledged and recognised at public speaking events (where acting as RJC Chairperson).

Members

Members of the RJC will be expected to:

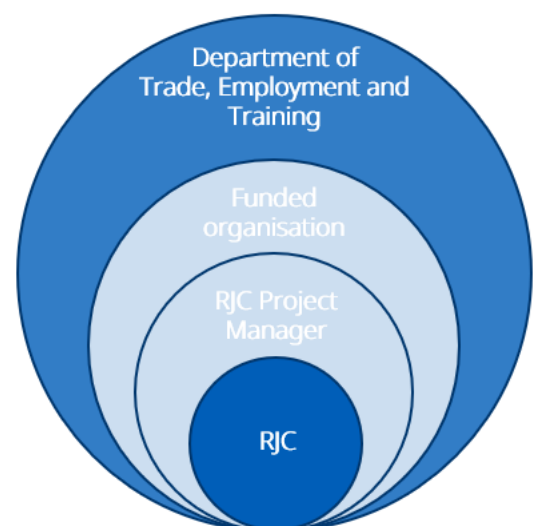
- promote the RJC program and the role of the RJC to stakeholders as a forum for collaboration, coordination and innovation
- sponsor items for the agenda
- endorse minutes within one week of circulation by the secretariat
- advise and contribute to committee decision-making
- review the RJC Terms of Reference annually
- maintain confidentiality of all committee discussions, including after a person has left the committee.
- actively participate in meetings, discussions and activities to support the achievement of committee objectives.
- engage with key stakeholders across government, industry, education and community to share insights and strengthen collaboration.
- support and action committee decisions to ensure timely progress and delivery of agreed outcomes.
- approach differences with professionalism and a solution-focused mindset to maintain positive working relationships.
- uphold integrity, respect and accountability in all interactions, reflecting positively on the RJC and its partners.
- commit to ongoing learning and awareness of workforce trends and policy developments to enhance committee effectiveness.
- represent the interests of diverse stakeholder groups to ensure equitable and community-driven outcomes.
- contribute to regular evaluation of the committee's performance, providing feedback to strengthen impact and alignment with program goals.

Governance

RJCs are to operate their own entity and against outcomes from community consultation. The Department has oversight for the RJC program and responsibility for administration of the program.

The organisation funded to deliver the RJC project has responsibility for ownership and delivery of the Services Agreement, ensuring compliance with the Agreement and performance against project deliverables and milestones.

The RJC Project Manager is responsible for coordinating the project including meeting milestones and deliverables, on behalf of the funded organisation.



Conflicts of interest

To enable operation that is truly reflective of community needs, several levers are in place throughout the program framework including:

- Where an RJC Chair is also employed by the funded organisation, the funded organisation is to demonstrate what systems and frameworks are in place to ensure the RJC operates independently. RJC Chairs are endorsed by the Deputy Director-General, Delivery and Partnerships Division, The Department of Trade, Employment and Training.
- Committee representation from the same organisation should be limited to no more than two members (including the funded organisation). Where an organisation has two representatives on the RJC, the voting rights are limited to one per organisation.
- RJC members that represent and/or are employed by a Queensland or Australian Government department (including the Department of Trade, Employment and Training, and Jobs Queensland) are to have no voting rights (Roles and Responsibilities, RJC Terms of Reference), with the exception being Queensland's public VET training providers (TAFE Queensland, Central Queensland University) and Department of Education staff (RSIP Managers or similar).
- Regional Directors of the Department are active members of the Committee.
- Key RJC deliverables including a Stakeholder Engagement Map and RJC Annual Action Plan/s are to be published on the RJC's website. (RJC Services Agreement 2025-27)
- RJC's are to create positive community perception of the committee and their activity.

A conflict of interest occurs when the private interest of a stakeholder interferes with - or appears to interfere with - the project or groups official duties. Alternatively, a conflict is when there is - or appears to be - a personal benefit from a transaction.

The intent of declaring a conflict of interest is not to remove the conflict, but to consider it.

Organisations funded to deliver an RJC project are responsible for the identification and management of conflicts of interest in the delivery of the respective project. The funded organisation must keep and implement a policy about a Conflict of Interest of its stakeholders including guiding principles and procedures for identifying, declaring, and dealing with conflicts of interests.

If a conflict of interest arises during the term of the agreement, the funded organisation is required to immediately notify the Department and take steps to resolve the conflict to the Department's satisfaction.

Further advice is available in the RJC Program Operating Framework.

RJC reporting

The RJC Project Manager and funded organisation will prepare the following reports for the Department as a summary of RJC activity:

- Quarterly reporting including RJC meeting agendas, RJC meeting minutes and updated Communications Strategies
- Regional Analysis Report and Skilling and Workforce Analysis Report
- Quarterly reporting on progress against the RJC Annual Action Plan
- A final report on RJC activity and completed initiatives
- Financial acquittals and other subsequent reporting of RJC project expenditure.

Members and roles

Membership of the RJC should be reflective of the local community with consideration being given to a diverse range of views. Each LGA within the RJC's remit must be represented by at least one member.

A membership guide is provided below:

Member suggestions	Contributions
Business owners – small, medium, large Business Chamber/s	Employer contributions
Local Employment Facilitator – Local Jobs Program (Department of Employment and Workplace Relations)	Under/un-employed market
Multicultural organisation/agency	Migrant and/or international cohorts
Regional School Industry Partnerships (RSIP) Manager (Department of Education)	Senior schooling, transition to work, future workforce
Council	Community views and/or upcoming infrastructure
Construction Skills Queensland, local tourism organisation/s, local economic development organisation, Queensland Agricultural Workforce Network (QAWN) officers	Local peak agency or regional/economic development organisation

Appendix 1: Membership

REGIONAL JOBS COMMITTEE				
Name	Organisation	Role	Contact Details	Insights to be provided
Jess Kelso	Operations Manager, Regional Reset Program, Yabun Panjoo Aboriginal Corporation	RJC Chairperson, Social Assistance Sector Representative	Email: jess@yabunpanjoo.com.au Phone: 0412 399 521	Jess is committed to improving real, sustainable employment outcomes for people living in regional and remote communities. Through her experience across youth services, employment programs and government service delivery, she has seen firsthand how fragmented systems, limited access to opportunities and one-size-fits-all approaches can hold people back despite their strengths and willingness to work. She sees the Regional Jobs Committee as a vital platform for bringing together local knowledge, lived experience and decision-making authority to shape employment and training initiatives that genuinely reflect regional and remote realities. Jess is particularly focused on supporting practical, culturally safe and community-led solutions that align education, employment and support services with local labour market needs.
Amy Duke	Integration Manager – Mount Isa & the Gulf Domestic, Family & Sexual Violence Integrated Service Response Team, Department of Families, Seniors, Disability Services and Child Safety	RJC Member, Community Representatives & Groups Representative	Email: amy.duke@families.qld.gov.au Phone: 0499 794 664	Amy is committed to strengthening a capable, coordinated and future-ready regional workforce that responds to the complex and evolving needs of Mount Isa. She is particularly focused on cross-sector collaboration, workforce capability building, and place-based, culturally responsive approaches that improve outcomes for individuals, families and the wider community.

Bronwyn Hetherington	SEWB Program Coordinator/Suicide Prevention Program Coordinator, Gidgee Healing	RJC Member, Health Sector Representative	Email: bhetherington@gidgeehealing.com Phone: 0456 124 737	Bronwyn is passionate about strengthening pathways into education, training and employment that improve long-term wellbeing outcomes for individuals, families and communities across Mount Isa and the North West. Through her experience in Social and Emotional Wellbeing (SEWB), mental health and suicide prevention, she understands the strong connection between employment, community participation and overall wellbeing. She is particularly focused on supporting culturally safe, inclusive and community-led approaches that create opportunities for Aboriginal and Torres Strait Islander peoples, young people and individuals facing barriers to employment. Bronwyn values collaboration between industry, education providers, health services and community organisations to build stronger workforce pathways and improve access to support services across regional and remote communities.
Chris Pocock	Educational Precincts Coordinator, Department of Education	RJC Member, Education Sector Representative	Email: christopher.pocock@qed.qld.gov.au Phone: 0459 878 715	Chris is passionate about creating clear, achievable pathways that support young people to transition from education into employment, training or further study. He is focused on helping young people identify opportunities, build confidence and access pathways that allow them to remain in, or return to, Mount Isa while contributing to the region's long-term growth. He values the role of the Regional Jobs Committee in connecting education providers, industry and community to ensure pathways are coordinated, practical and aligned with local workforce needs.

Chris Ruyg	54 Reasons, Local Level Alliance (LLA) Coordinator	RJC Member, Social Assistance Sector Representative	Email: chris.ruyg@54reasons.org.au Phone: 0459 789 678	Chris is deeply committed to strengthening the social services workforce across Mount Isa, the Gulf and broader North West Queensland. He is particularly focused on supporting services to attract, retain and upskill staff so they can sustainably meet the needs of the communities they serve. He is passionate about creating clear pathways for local and First Nations people into jobs and long-term careers, and about working in partnership with existing community networks to add value, reduce duplication and unlock new opportunities. Chris believes strongly in collaborative, place-based approaches — working smarter, sharing responsibility and building collective effort to support workforce development and long-term regional prosperity.
Faisal Khan	Chief Executive Officer, North West Queensland Indigenous Community Social Services Ltd	RJC Member, Aboriginal Community Controlled Organisations Sector Representative	Email: fkhan@nwqicss.org Phone: 0457 879 430	Faisal is committed to advancing locally informed, coordinated solutions to workforce and economic challenges across Mount Isa and the wider North West Queensland region. He is particularly focused on ensuring workforce planning reflects regional realities, including skills shortages, housing pressures, service demand and long-term workforce retention. He sees the Regional Jobs Committee as a critical connector between employers, training providers, government and community organisations, supporting practical, job-ready pathways and culturally informed workforce solutions that deliver sustainable outcomes for First Nations people and the broader community.

Gillian Mailman	President, Commerce North West	RJC Member, Regional Economic Development Agency Representative	Email: president@commercenorthwest.com.au Phone: 0417 784 328	Gillian is driven by a strong commitment to creating genuine employment, skills and business opportunities for people living in Mount Isa and across North West Queensland. She is particularly focused on ensuring young people, First Nations families and local workers can build meaningful careers close to home, rather than having to leave the region to access opportunity. She sees the Regional Jobs Committee as a vital connector and catalyst — bringing together industry, government and community to turn regional challenges into shared opportunities. Gillian is passionate about practical, inclusive and sustainable workforce solutions that strengthen local capability, support economic resilience and create pathways for future generations. Her leadership philosophy is grounded in building others up: creating more leaders, not followers.
Iain Faithful	National Indigenous Australians Agency	RJC Member, Local, State & Federal Government Authorities Representative	Email: iain.faithful@official.niaa.gov.au	Iain is focused on building an integrated, locally driven jobs and employment network that strengthens economic participation across Mount Isa and the wider North West Queensland region. He is particularly motivated to connect stakeholders, shape and influence workforce solutions, and support collaboration that delivers practical employment and skills outcomes. He sees the Regional Jobs Committee as a key platform for analysing and sharing data, advocating for regional priorities, and maximising access to funding, programs and technical support. Iain is committed to ensuring workforce and economic development initiatives are coordinated, evidence-informed and aligned to the real needs of communities and employers.
June Ballard	Camooweal Community, Community Representatives & Groups Representative	RJC Member, Community Representatives & Groups Representative	Email: juneballard006@gmail.com Phone: 0498 776 233	TBC

Kim Hiddink	General Manager, Ibis Styles Mount Isa	RJC Member, Tourism & Business Representative	Email: kim.hiddink@accor.com Phone: 0427 377 807	Kim is passionate about strengthening workforce pathways within tourism and hospitality by inspiring people to see the industry as a viable, rewarding long-term career. She is particularly motivated to support individuals who may not follow traditional education pathways, helping them build skills, confidence and experience through practical, on-the-job learning. She sees the RJC as a key platform for connecting local businesses with motivated workers, identifying skills gaps, and promoting accessible training and career pathways. Kim is especially committed to inspiring young people and career-changers to explore opportunities in tourism and hospitality, supporting a workforce that enables Mount Isa to thrive socially and economically.
Kerry Parker	Senior Project Officer, Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	RJC Member, Local, State & Federal Government Authorities Representative	Email: Kerry.Parker@dwatsipm.qld.gov.au Phone: 0428 637 309	Kerry is committed to being part of organisations that create genuine, positive change for communities. She is particularly passionate about expanding education, employment and leadership opportunities for Aboriginal and Torres Strait Islander people, and supporting pathways that enable individuals and families to achieve long-term stability and independence. Drawing on her lived experience and strong community connections, Kerry is motivated to help change narratives, remove barriers, and support practical, culturally informed solutions that strengthen participation, confidence and opportunity across the region.

Luella Kay	Campus Manager Mount Isa Campus, TAFE Queensland	RJC Member, Training Sector Representative	Email: luella.kay@tafeqld.edu.au Phone: 0409 764 626	Luella is committed to addressing the unique training and workforce challenges faced by regional and remote communities, particularly across Mount Isa and the North West Queensland region. She is focused on ensuring training and skilling solutions are locally informed, responsive to industry needs, and accessible to individuals seeking sustainable employment outcomes. She values the role of the Regional Jobs Committee as a strong community voice that bridges the gap between government, training providers, industry and local stakeholders. Luella is passionate about advocating for place-based workforce and skilling strategies that reflect local priorities, empower communities, and support long-term regional growth.
Reece Willcox	Operational Systems Electrical Leader (Mount Isa Line)	RJC Member, Resources & Energy Supply Chain Representative	Email: reece.willcox@qr.com.au Phone: 0429 816 616	Reece is passionate about creating learning and workforce pathways that are practical, inclusive and engaging, ensuring individuals can build skills with confidence and take the next step in their careers. Drawing on his own experience across training, trades and industry, he is motivated to support approaches that make education and training relevant to real-world outcomes. He sees the Regional Jobs Committee as an opportunity to strengthen local systems that connect jobs, skills and community, helping re-engage individuals, employers and organisations who may have experienced barriers or missed opportunities in the past. Reece values collaboration, dialogue and continuous learning and is committed to supporting community-led solutions that build confidence, participation and long-term workforce capability across the region.

Sarah Murphy	Recruitment Manager	RJC Member, Workforce and Employment Service Provider Representative	Email: sarah@adggrouppnq.com.au Phone: 0411 861 830	Sarah is passionate about strengthening workforce pathways that deliver real, long-term outcomes for individuals, industry and the broader Mount Isa community. Drawing on her lived experience across operational, training, safety and recruitment roles, she is particularly focused on improving how regional industries attract, onboard and retain workers in ways that are safe, inclusive and sustainable. She is motivated by initiatives that promote fairness, inclusion and workforce readiness, and values strong collaboration between industry, education providers and community organisations to ensure employment and training pathways are practical, accessible and aligned to real workforce needs.
Steph Nicolaou	Job Coordinator, Workforce Australia Local Jobs, for the Townsville (including Mt Isa) Employment Region	RJC Member, Local, State & Federal Government Authority Representative	Email: stephnicolaou@localjobsfnq.com.au Phone: 0419 465 308	Steph is passionate about addressing the unique workforce and training challenges faced by regional and remote communities, particularly across Mount Isa and the North West Queensland region. She is focused on ensuring workforce solutions are locally informed, practical and responsive to the needs of both employers and job seekers. She strongly values the role of the Regional Jobs Committee as a trusted community voice that bridges the gap between local priorities and government policy. Steph is motivated to support place-based workforce and skilling strategies that empower communities, reflect lived experience, and deliver sustainable economic and employment outcomes.

CR Dan Ballard	Councillor, Mount Isa City Council (MICC)	RJC Member, Local, State & Federal Government Authorities Representative	Email: CRDan.Ballard@mountisa.qld.gov.au Phone: 0412 589 248	Cr Dan is passionate about strengthening workforce pathways and creating greater awareness of the diverse career opportunities available across North West Queensland. Through his experience across the racing, mining services and trades sectors, he understands the importance of accessible apprenticeships, practical training pathways and long-term employment opportunities that allow individuals and families to thrive locally. He is particularly motivated by supporting workforce participation, skills development and industry collaboration, ensuring local people can see clear and achievable pathways into meaningful careers. Dan believes employment plays a vital role in building confidence, purpose and stronger communities, and is committed to helping create sustainable opportunities that support the long-term growth and resilience of the Mount Isa region.
Nicole Leo	Acting Regional Director, Department of Trade, Employment and Training,	RJC Member, Local, State & Federal Government Authorities Representative	Email: nicole.leo@dtet.qld.gov.au Phone: 0428 717 396	TBC

Natasha Storey	Mount Isa City Council (MICC)	RJC Project Manager and secretariat, Local, State & Federal Government Authorities Representative	Email: natasha.storey@mountisa.qld.gov.au Phone: 4747 3312	Natasha is strongly committed to place-based, community-led approaches that improve education, training and employment outcomes while strengthening broader social and economic wellbeing. Her interests span aged care, alcohol and other drugs, early childhood, education, employment, families and family violence, healing and health, housing, justice, language and culture, leadership, learning and development, mental health and wellbeing, mining and trades, youth, and country/land management. She is motivated by the RJC's potential to transform how government, industry and communities work together by elevating local voices, fostering genuine partnerships and co-designing solutions that respond to Mount Isa's unique context. Natasha is particularly focused on balancing the pace of government and industry to deliver meaningful, sustainable outcomes grounded in trust, collaboration and community ownership.
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Appendix 2: Operational arrangements

Frequency

- **Meetings:** At least four meetings annually. Meetings will be held on the third Tuesday of the month. The format will be in-person or via Microsoft Teams. Special meetings may be called as needed to address emerging issues, coordinated by the Chair/Secretariat.
- **Location of Meetings:** The location of meetings will be determined by space availability and industry willingness to host.
- **Working groups:** Will be established if no existing groups are present. Membership will be comprised of RJC members and stakeholders mapped by the RJC Stakeholder engagement map. The activities of these working groups will be consistent with the objectives of the RJC. Members' expertise will be highly valued, and they will be invited to stay as part of the wider stakeholder group. Their feedback and advice will be invaluable for gathering input, sharing information, and fostering collaboration in addressing workforce challenges.
- **Additional Engagements:** Workshops, forums, evaluations, expos and learning opportunities may be organised for further engagement. Summaries and outcomes from these activities will be shared with all members within one week.

Operations

- **Agenda Management:** The Secretariat will prepare and distribute meeting agendas to all members at least one week prior to each meeting. Members may submit agenda items to the RJC Manager no later than 10 business days before the scheduled meeting.
- **Minutes and Endorsements:** Draft minutes will be circulated by the Secretariat within one week following each meeting for member review and endorsement.
- **Action Register:** An Action Register will be maintained and reviewed at each meeting by the RJC Manager to ensure accountability and timely progress on agreed actions.
- **Correspondence Register:** A Correspondence Register will be maintained to record incoming and outgoing communications relevant to the committee's activities, ensuring transparency and accurate reporting.
- **RJC Manager Role:** The RJC Manager will act as the central point of contact for the Mount Isa RJC, coordinating projects, events, meetings, communications, and other administrative functions not undertaken by the Chair.
- **Additional Engagements:** The RJC may host workshops, forums, expos, evaluations, and learning opportunities to deepen engagement and strengthen collaboration across stakeholders. Outcomes and summaries from these activities will be distributed within one week of completion.
- **Attendance and Absences:** Consistent participation is essential. Members who are absent for more than two consecutive meetings without reasonable cause or prior notice may be asked to reconsider their position on the committee.
- **Quorum:** A minimum of five members including chair must be present for the meeting to have a quorum and also out of sessions endorsements.

Proxies and guests

- **Proxies:** Where a Committee Member is unable to attend a meeting, they may nominate a suitable representative from their organisation or sector to attend as a proxy. Proxy appointments must be communicated to the Chair and Secretariat prior to the meeting. Proxy arrangements will generally be limited to two meetings per calendar year; however, the Chair and Project Manager may approve

additional proxy attendance on a case-by-case basis where exceptional circumstances exist, including extended leave, organisational changes, or to ensure continuity of sector representation. Any ongoing proxy arrangements will be reviewed by the Committee and formally recorded in the meeting minutes.

- **Guests:** Guests may be invited to attend RJC meetings with prior approval from the Chair. Guests may participate in discussions but will not have voting rights.

Membership Term

- Members are appointed for the duration of the current RJC Service Agreement.
- At the conclusion of the Agreement, all members must submit a new Expression of Interest (EOI) should they wish to continue.
- Representation may be extended if the Service Agreement is renewed, subject to endorsement by the Chair and Project Manager.
- All membership changes must be formally recorded.

Resignations and Replacement Process

- Members may resign at any time by providing written notice to the Chair and Secretariat.
- Upon resignation, the vacant position will be filled through a formal Expression of Interest (EOI) process, coordinated by the Secretariat and endorsed by the RJC Chair.
- The outgoing member may recommend potential candidates from their sector to ensure continuity of representation; however, all appointments must be finalised through the EOI process to maintain transparency, fairness and alignment with the RJC Stakeholder Engagement Map.

Committee Composition

The RJC Committee must reflect the diversity, priorities and geographic footprint of the region. Membership must reflect a balance of skills, sector knowledge, lived experience and community perspectives.

Representation must include the following sectors:

- Aboriginal Community Controlled Organisations (ACCOs)
- Community Representatives & Community Groups x 2
- Health Sector
- Social Assistance Sector
- Workforce & Employment Service Providers
- Tourism & Business Sector
- Education Sector
- Training Sector
- Regional Economic Development Agencies
- Resources & Energy Supply Chains
- Local Government
- State Government
- Federal Government

Committee membership will be determined using a principles-based approach that reflects the diversity, priorities and geographic footprint of the region, and ensures equitable coverage across all Local Government Areas within the RJC remit.

The Committee will comprise representatives from key regional sectors, with balanced representation across industry, government, education, health, social services and community leadership, informed by the RJC Stakeholder Engagement Map. The Committee may include one or more representatives per sector where this strengthens capability, diversity or regional representation, while maintaining effective governance and decision-making.

Where a Committee Member is temporarily unable to fulfil their role due to extended leave or exceptional circumstances, the Committee may approve an ongoing proxy arrangement to maintain organisational or sector representation until the member returns or a permanent membership change is made.

Expression of Interest (EOI) Process:

- Vacancies arising from resignation, absences or operational need will be filled through an open and transparent EOI process.
- All stakeholders across the identified sectors are eligible to apply.
- EOIs ensure merit-based selection, diversity, continuity and balanced representation.
- An EOI process will also be conducted at the end of each Service Agreement, regardless of previous membership.

Endorsement of Documents

Feedback and Endorsement Protocol

- To support collaborative decision-making while maintaining project momentum, the following protocol applies when draft documents are circulated to Committee members for input. This includes (but is not limited to):
 - Scopes of work
 - Letters of support
 - Project plans
 - Business cases
 - Strategic proposals

Timeframe for Feedback:

- Committee members will be provided with a minimum of five (5) business days to review and respond with written feedback, comments or concerns.
- Where five business days cannot be provided due to time-sensitive requirements, the default minimum timeframe will be until close of business the following day.

Default Endorsement Clause:

- If no feedback or objection is received within the stated timeframe, it will be assumed that the Committee member supports the proposal and it will proceed as outlined.

Submission of Feedback:

- All feedback should be submitted via email to the RJC Project Manager, who will consolidate and action any required changes or clarifications before finalising the document for approval or submission.

This approach ensures efficient governance while respecting the time constraints and responsibilities of all Committee members.

Review arrangements

- The Terms of Reference must be reviewed at least annually by the RJC Project Manager and RJC Chairperson to ensure membership is fit-for-purpose. Any amendments to the Terms of Reference require approval by the Department.
- The RJC Terms of Reference may be varied at any time by agreement in writing and signed by the members.
- These operational arrangements provide clear guidelines for the frequency of meetings, operations related to agenda items and minutes, handling of proxies and guests and review arrangements for the Terms of Reference, ensuring transparency, efficiency and accountability within the RJC.