



Redlands Coast Chamber of Commerce Committee Board Book

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Acknowledgement of Country

In the spirit of reconciliation, the Redlands Coast Chamber of Commerce acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Redlands Coast Chamber of Commerce History

Redlands Coast Chamber of Commerce was formed in 1958 under the name Redland Chamber of Commerce, in response to a need for a connected water supply into the Redlands. This effort was led by Norm Dean and Gordon Wilson. Once the objective of a secure water supply was achieved, interest in the Chamber waned until 1980 when several businesspeople in Cleveland sparked renewed involvement. In 1986, John Henry was elected both Secretary and President. The goal of the Chamber was to develop the business community in Redlands and to encourage businesses in Capalaba, Redland Bay and the Islands to get involved. John Henry was awarded Life Member status in 1998.

In March 2008 Redland Shire attained city status and Redland Chamber of Commerce changed its name to Redlands City Chamber of Commerce Inc. in May of the same year.

When the "Redlands Coast" rebranding of the area occurred in 2018 the Chamber embraced this change and amended their trading name to Redlands Coast Chamber of Commerce.

Today, the role of the Redlands Coast Chamber of Commerce is to drive enhanced linkages between economic development and workforce development, champion the Redlands Coast as a destination for investment, business, lifestyle, tourism and education and support key industry sectors by providing engagement platforms, networking opportunities, welcoming new businesses, and investors.

The Chamber currently has six life members; Ian Neil, John Henry, Greg Watson, Brian Oldfield, Garry Hargrave and Lynne Sturgess.

Presidential Honour Role

Year	President
1964	Norm Dean
1983	John Mott
1984 - 1985	John McCarthy
1986 - 1987	John Henry
1988	Ross Campbell
1989 - 1991	Bill Benson
1992 - 1993	Kath McNeilly
1994 - 1995	Eddie Ward
1996 - 1998	Brian Oldfield
1999 - 2000	Ian Neil
2001 - 2002	Gary Olson
2003	Lorraine Stansfield
2004 - 2005	Philippa Fenwick
2006 - 2007	Greg Watson
2008 - 2010	Anita Plath
2011	Brett Griffith
2012 - 2016	Garry Hargrave
2017 - 2019	Lynne Sturgess
2020 - 2021	Rebecca Young
2021 - 2022	Cindy Corrie
2022 - present	Suzie Tafolo

RCCC Strategic Plan

Our Mission

Champions for the business and investment community on the Redlands Coast

Through our initiatives, we connect, champion and engage with our members and the wider business community, representing our interests both locally and across Queensland.

Our Vision

A bright future for the Redlands Coast

A competitive destination for investment and talent attraction; complimented by a thriving and diverse business community, enhanced by our natural environment, rich Quandamooka history, and supported by our community spirit and culture.

Our Objectives

Engage

As the voice for the Redlands Coast business community, we listen to our members, and encourage and welcome new businesses and investors to the region.

Connect

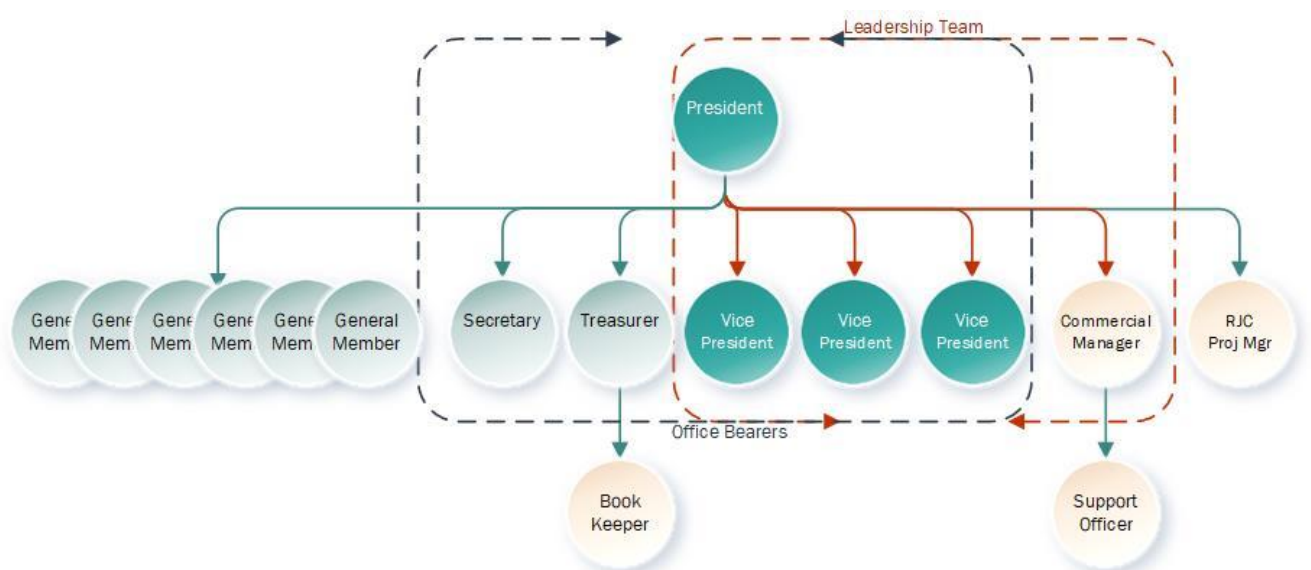
Providing meaningful opportunities for our business and investment community to come together, to learn, be inspired, and support each other.

Champion

In conjunction with key stakeholders, we promote and lead future-focused priorities and activities towards sustainable economic development for the region.

RCCC Committee

Structure



Office Bearers – together form the Management Committee, elected volunteer positions with full voting rights:

- President
- Vice President (up to 3)
- Secretary
- Treasurer

Leadership Team – together form the primary leaders of the Chamber, who take on an additional level of responsibility for strategy, governance, and cultural leadership of the Chamber.

- President
- Secretary
- Treasurer
- Commercial Manager

General Member – elected volunteer position with full voting rights.

Commercial Manager – paid employee position with no voting rights at regular Committee Meetings.

Support Officer – paid employee position with no voting rights at regular Committee Meetings.

RJC Project Manager – paid contractor position with delegated responsibilities from President and Champion Redlands Coast Sub-committee Chair

Bookkeeper – paid contractor position with delegated responsibilities from Treasurer and Leadership Team.

Sub-committee Chair – volunteer position (holding a position on the Management Committee), in place to oversee the management of the sub-committee team members and decision making.

Sub-committee Team Member – volunteer position with delegated responsibilities from Management Committee and Sub-committee Chair.

Duties

Managing Committee					Support Team	
President	Vice President(s)	Treasurer	Secretary	Committee	Bookkeeper	Commercial Mgr + Support Officer
Official spokesperson	Spokesperson <i>(in absence of President)</i>	Oversee bookkeeping	Oversee member register	Seek nominations for executive (Mar - July)	Conduct daily bookkeeping	Administration & Customer Service for/of Chamber
Chair monthly meetings	Chair monthly meetings <i>(in absence of President)</i>	Financial Reporting	AGM & Constitutional requirements	AGM (Aug/Sept)	Invoicing & payment run preparation	Sponsor & Member management & onboarding
Guidance and leadership to committee	Vision, guidance and leadership <i>(in absence of President)</i>	Budget(s)	Call special general meetings	Monthly chamber Committee meetings	Remittance and processing of payments - Xero	Commercial obligations/ agreements for events
Maintain strategic direction & vision	Maintain strategic direction & vision	Maintain bank accounts & bank signatories	Receive incorporated association correspondence	Maintain strategic direction & vision	Reporting	Event management & preparation
Networking	Networking	Annual Audit & AGM reporting	Advise & meet legal obligations of the company	Networking	Maintenance of EM software for payment reconciliation	Maintain website, social media & RCCC software
Work conducted on at least one subcommittee	Work conducted on at least one subcommittee	Networking	Networking	Work conducted on at least one subcommittee		Prepare & circulate agendas and minutes
		Work conducted on at least one subcommittee	Work conducted on at least one subcommittee			Maintain strategic direction & vision

Managing Committee

Roles & Responsibilities

All Managing Committee Members are volunteer roles and are bound under the Chamber's current constitution. All managing members must maintain alignment at all times with the overall and agreed RCCC strategy, vision and mission.

All sitting managing committee members, agree that they are representatives of the Chamber Members, Sponsors and Stakeholders, and will act in *their* interests at all times.

Commitment

A Committee Member of the RCCC agrees to a minimum volunteer commitment of 10 hours per month, including, but not limited to:

- 2hr in-person monthly committee meeting
- Involvement in a minimum of one (1) sub-committee of the Chamber
- Attendance at monthly sub-committee meeting(s) as required
- Daily monitoring of the internal communications portal of the RCCC Managing Committee and staff (Company Wall & relevant sub-committee groups)

Sub-committees

A Sub-committee acts as an extension to the management committee of RCCC and is therefore held to the current Chamber Constitution. Each Sub-committee is required to hold their own committee meetings, as necessary to fulfill their commitments.

At the time of annual strategic planning for the Chamber, each Sub-committee will hold a strategy session to determine the individual mission of the Sub-committee in alignment with the overall RCCC strategy, vision and mission and will align their activities to this outlook.

RCCC Sub-committees						
Champion Redlands Coast (CRC)	Redlands Business Excellence Awards (RCBEA)	Events			Membership & Sponsorship	Funding and Grants
		Business Breakfast Series (BB)	Redland Women in Business (RWIB)	Chamber Events		
Redlands Regional Jobs Committee CRC "Boardrooms"	Online and in-person events	In-person events			Online and in-person events	Sourcing applicable grants and funding
Industry Partnerships	Engage, support and advocate for Redlands Coast Business Excellence Champions	Engage, support and advocate for businesses on Redland Coast			Engage & support new & existing members & sponsors Skills connection	Writing of grants for Chamber objectives and outcomes
Liaise with government and external stakeholders	Awards framework, judges selection, event management and planning of awards and presentation night	Liaise with government and external stakeholders			Local business engagement	Management and acquittal of approved grants and funding
Networking	Networking	Networking			Networking	

Sub-committee Chairperson

Roles & Responsibilities

A Sub-committee Chairperson must be part of the RCCC Management Committee as per the constitution. This enables high level reporting to be conducted back to the President and Management Committee.

The Chairperson reports directly to the President of the Chamber.

The role of Chairperson is to ensure the Sub-committee initiative fulfils its purpose and mission, as outlined in the Chamber's strategic plan. They are responsible for all outcomes associated with the Sub-committee and the development, creation, planning and delivery of all activities as required.

The chair will display leadership in areas of Sub-committee strategy, reporting, budgeting, financial obligations, delegation of duties and communication within the Sub-committee, the Chamber management committee and Chamber Support team.

Commitment

A Sub-Committee Chairperson agrees to a minimum volunteer commitment of 12 hours per month, including, but not limited to:

- 2hr in-person monthly committee meeting
- Coordination and attendance at monthly sub-committee meeting(s) as required
- Monthly sub-committee reporting to the RCCC Managing Committee
- Daily monitoring of the internal communications portal of the RCCC Managing Committee and staff (Company Wall & relevant sub-committee groups)

Reporting Obligations

All Sub-committee Chairs are required to report to the RCCC Management Committee on their Sub-committee outcomes at each Chamber meeting. An update on events, outcomes, financials and other business will be tabled on the agenda for discussion and reporting.

Each report is at the responsibility of the Chair, working with the support of the RCCC Support team, to have created and uploaded into ZoHo for review by the Management Committee prior to each Chamber meeting.

Sub-committee Member

Roles & Responsibilities

All members of the Sub-committee are responsible for working under the direction of the Chair to fulfill the Sub-committee's purpose and mission, as outlined in the Chamber's strategic plan. Members are responsible for all activities and duties assigned to them, by the Chair or within the agreement of the Sub-committee delegations.

Members are responsible for working with the Chair for the development, creation, planning and delivery of all activities as required.

All Sub-committee members are a direct representative of the Redlands Coast Chamber of Commerce and therefore must maintain and respect the image and integrity of the Chamber at all times.

RCCC Strategic Planning

The Chamber will undertake annual strategic planning each financial year, for the following year. The strategic planning will include:

- Review of the Chamber's mission, vision and objectives
- Review and identification of the Chamber Management Committee members and identification of strengths, skills and opportunities
- Review of the Chamber's financial position
- Review of the Chamber's Sub-committees in line with the mission, vision and objectives
- Planning within each Sub-committee for the activities for the next year

The Sub-committee Chairperson is responsible for leading the strategic planning of the Sub-committee and presenting to the Chamber at the conclusion of strategy planning day.

RCCC Financial Obligations

The Chamber is funded by a combination of membership fees, sponsorships, grants and government funding. Most funding is provided on an annual basis. All members of the Management Committee are responsible for conscientious stewardship of the Chamber's finances.

An indicative yearly budget is drawn up by the Chamber Commercial Manager and Treasurer for presentation at the strategy planning day. At the completion of the strategy planning session, the Commercial Manager and Treasurer will finalise the yearly budget to align with the agreed strategy.

This finalised budget is to be presented at the next Management Committee meeting and voted in by the Committee. Spending then can happen in line with the budget. Any spending outside the approved budget must be approved in advance via a Committee meeting.

The Chamber Commercial Manager will work together with the Treasurer and Bookkeeper to monitor the Chamber's financials and provide periodic reporting to the Management Committee.

Refer to the Chamber policies and procedures for financial authorisation and reimbursement procedures.

RCCC Events

Event Obligations

The Events Sub-committee Chair is responsible for the development, creation, planning and delivery of all events for the Chamber, and will delegate tasks to Sub-committee members as appropriate. Where an event is relating to a specific Sub-committee, such as an event relating to the Business Excellence Awards or a membership drive event, the Sub-Committee Chair of that Sub-committee is responsible for the development, creation, planning and delivery of the event.

The responsible Sub-committee Chair will work with the Chamber Support team to ensure all events are of professional standard and financially responsible. The Chamber's mission and strategy must always be the purpose of each event.

Event responsibilities of the Sub-committee Members include, but are not limited to:

- Preparation of the Event Run Sheet
- Sourcing venue (to be booked by the Support Officer)
- Sourcing guest speaker(s) (to be booked by the Support Officer)
- Confirming appropriate media / AV (to be booked by the Support Officer)
- Reviewing & confirm menu choices (to be booked by the Support Officer)
- Event set-up and pack-up including setting up, packing down and returning signage, banners, screens, media wall etc, table branding, merchandise table.
- Briefing of the guests speakers prior to the event, in line with the event objectives and outcomes
- Arranging for any guest gifts (as applicable)

All Chairs are to follow the agreed event process and procedures to ensure a smooth collaboration with the Chamber Support team and a professionally run event.

Committee Meetings

Management Committee meetings will be held monthly on the third Wednesday of each month (or on dates to be nominated and agreed as part of the annual strategic planning day). It is expected that all Committee members will be in attendance in person at these meetings. An online video conference function will be available if extenuating circumstances prevent a member from being present.

Each Sub-committee Chair is required to report to the Management Committee on their Sub-committee's activities and outcomes at the meeting.

The Treasurer is required to report on the Chamber's financial position. The Commercial Manager will report on all commercial delegations. These reports must be provided via ZoHo to the Commercial Manager at least two (2) business days prior to the scheduled meeting.

An update on events, outcomes, financials and any other open business will be tabled on the agenda.

It is expected that all Committee members will read the agenda and all reports and previous meeting's minutes *prior* to attending the meeting.

Conflict of Interest

Definition

A conflict of interest exists when:

- a) it appears likely that an individual could be influenced; or
- b) where it could be perceived that they are influenced;

by a personal interest in carrying out their duties owed to another party.

Such conflicts can be broken into three general categories

1. Real Conflicts: where a direct conflict exists between a person's current official duties and existing private interests
2. Potential Conflicts: where a person's private interests are not currently in direct conflict with a person's official duties but could come into direct conflict in the future; and
3. Perceived Conflicts: where it appears or could be perceived that a person's private interests could come into direct conflict with their official duties.

In the context of entities involved in not-for-profit activities or public service, such as the Redlands Coast Chamber of Commerce, which rely heavily on their reputation to garner public support and cooperation, it is best that all three conflict categories are treated with an equally high standard of severity and scrutiny. This is the case because the occurrence of any one of the three conflict categories can have significant and lasting detrimental impacts on the Chamber's reputation and therefore its ability to fulfil its objectives in the local community.

In addition, where a conflict of interest exists in relation to a Committee member involved in any given decision-making process that process and any resulting decisions are exposed to challenge on the basis of bias, lack of procedural fairness or potentially general illegality.

With this in mind it is important to remember that Sub-committees formed by the Chamber operate using the delegated authority of the Management Committee and as result are subject to exactly the same level of scrutiny with respect to conflicts of interest and their decision-making processes.

Declarations of Conflict

All appointed Committee members of the Redlands Coast Chamber of Commerce (Redlands City Chamber Inc), as well as all members of a Sub-committee, are required to outline and detail any conflicts of interests that may arise, or influence, their position on the committee, as well as any political affiliations.

These declarations are kept on a register, maintained by the Secretary and Commercial Manager and are confirmed at each Chamber meeting to determine the need for any apologies for voting, or otherwise.

Confidentiality / Non-Disclosure Agreement

Definition

Confidential Information means all personal and corporate information relating to the business, suppliers or clients. This includes, but is not limited to:

- all content, strategies, tools and methodologies created by the Chamber,
- all data regarding any clients of the Chamber,
- all management and marketing information,
- all research, trade secrets, plans or other documentation,
- all Client Confidential Information, and
- all other information imparted in discussions or obtained through inspections or by any other method from the Chamber or the agents, advisers, consultants, employees or contractors.

Agreement

All appointed Committee members of the Redlands Coast Chamber of Commerce (Redlands City Chamber Inc) as well as all members of a Sub-committee, are required to sign a confidentiality/non-disclosure agreement to ensure their discretion and privacy of all matters discussed on behalf of or about RCCC members, sponsors or partners.

Insurance

Redlands Coast Chamber of Commerce insurance coverage is from 1 July to 30 June annually. Cover includes:

- Public & Products Liability
- Management Liability Insurance
- Voluntary Workers Insurance
- WorkCover Insurance (for paid employees only)

Constitution

A full copy of the Constitution may be downloaded at any time from the website:

<https://redlandscoastchamber.org.au/wp-content/uploads/2021/10/RCCC-Constitution-August-2021.pdf>

Communication

The Chamber uses an online software, called ZoHo, for all communications between the Management Committee, Sub-committees and employees. Specific sub-sections (groups) are defined for each Sub-committee to use for communication and file sharing.

All meeting agendas and minutes can be found on this platform for the Chamber meetings as well as the relevant Sub-committee and Chamber reports. This platform may from time to time be used for the collection of votes from the Committee or to update the Committee on important communication or correspondence.

It is expected that all Committee members engage with this platform and check content at least once per day.

For confidentiality and information security reasons, no social media platforms are to be used to communicate with Sub-committees, including but not limited to Facebook Pages, Groups, WhatsApp or Messenger chats.

Policies and Procedures

All Chamber policies and procedures are outlined in the RCCC Policy & Procedure manual. It is an expectation that each member of the Management Committee and all appointed members of any Chamber Sub-committee will always adhere to these policies and procedures.

These policies and procedures may be modified from time to time. The Support Staff will advise of any such changes to the Policies & procedure manual within ZoHo. It is the responsibility of each Committee member to ensure that they are abreast of the current version at all times.