



ORGANISATION HANDBOOK

Authorisation:

The Gulgong Chamber of Commerce Organisation Handbook has been approved by the Chamber Executive, ratified by the members and is issued by my Authority.

W. (Bill) Murphy

Electronically Signed

CHAMBER PRESIDENT

Date:

10 July 2018

Revision Authorisation:

The Gulgong Chamber of Commerce Organisation Handbook Amendments as shown in the Revision History are approved by the Chamber Management Committee and is issued by my Authority.

CHAMBER PRESIDENT

Date:

30 October 2020

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

Handbook Contents

<u>Part</u>	<u>Title</u>	<u>Notes</u>
1	<u>Quality System and Governing Principles</u>	
Annex A	Control of Documents and Information	
2	<u>Principle Documents</u>	
Doc Seq 001	Constitution	
Doc Seq 002	Business Rules	
Part 8	Forms and Document Templates	
Doc Seq 003	ATO Compliance Documents	NFP Self-Assessment NFP Governance Checklist
3	<u>Standard Operating Procedures, Terms of Reference and Duty Statements</u>	
	SOPs	
	Committee Terms of Reference and Duties	
	Employee Duty Statements	
4	<u>Compliance and Resources</u>	
	References	
	Resources	ISO: 9001 (e-copy) Aide-Memoire
	Version Control	Document management

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

PART I
A. QUALITY SYSTEM
AND
B. GOVERNING PRINCIPLES

Part 1 of the Handbook informs all Chamber activities, rules and governing codes and sets the standards for the Chamber's operations.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

Revision History

Date	Version	Description	Author
May 2017	Draft 1.0	First Draft of Chamber Handbook	Business Rules Sub-committee
12 Jun 17	Draft 1.1	Codes of Ethics, Practice and Conduct for Executive review	Business Rules Sub-committee
09 Jul 17	Draft 1.2	Draft organisational diagram review of Executive commitment	Business Rule Sub-committee
10 Dec 17	Draft 1.3	Addition of Values and Vision Support statement	Chamber Writing Group
24 Feb 18	Draft 1.4	Addition of Succession Planning	Chamber Writing Group
08 Apr 18	Draft 1.5	Addition of System of Review and paragraphing	Chamber Writing Group
10 Jul 18	1.0	Final Review and authority to issue	Chamber Executive
30 Oct 20	1.1	Update terminology and Organisation Chart (Blue line) Recommitment by MC to continuous improvement and best practice	Chamber Writing Group

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

Table of Contents Part 1

<u>Section</u>	<u>Content</u>	<u>Page</u>
	A. QUALITY SYSTEM	
1	Introduction	7
1.1	Purpose	
1.2	Scope	
1.3	References	
1.4	Overview	
2	Quality System	9
2.1	ISO 9001: 2015 Introduction	
	Box Executive Commitment to Continuous Improvement and Best Practice	
	Chamber's Reason for Being	10
3	Chamber Defined	
4	Constitution	
5	Vision	11
5.4	Acknowledgement of Traditional Owners	
6	Chamber's Business values	12
	Leadership	
	Integrity	
	Innovation	
	Teamwork	
	Growth	
	Diag 6.1 Chamber's Model of Values	13
7	Chamber's Motto	13
8	Chamber's Mission	14
	Diag 8.1 Chamber Business Model	15
	Diag 8.2 Chamber's Relationship to Business	16
	Diag 8.3 Chamber's Relationship to People	
	Diag 8.4 Business' Relationship to People	
9 9.1	Best Practice	17
9.2	Documentation	17

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

<u>Section</u>	<u>Content</u>	<u>Page</u>
9.3	Governance and Benchmarking	17
9.4	Process Improvement	18
	Diag 9.1 PDCA Cycle and inputs	18
10 10.1	Products	19
10.2	Documents and Storage	19
10.3	Design, Exemption and Conformity	19
10.4	System of Review	19
	B. GOVERNING PRINCIPLES	
11	Introduction	20
12	Code of Ethics	20
12.1	Introduction	
12.2	Statement on Shared Community Values	
12.3	Code of Ethics	21
	12.3.1 Personal and Professional Integrity	
	12.3.2 Vision, Mission and Objectives	
	12.3.3 Governance	
	12.3.4 Legal Obligation	
	12.3.5 Responsible Stewardship	
	12.3.6 Openness and Disclosure	22
	12.3.7 Chamber Evaluation	
	12.3.8 Equity and Diversity	
	12.3.9 Fundraising	
12.4	Afterword	23
13	Code of Practice	24
13.1	Introduction	
13.2	Confidentiality	
13.3	Ethics	
13.4	Workplace Health and Safety	
13.5	Conflict of Interest	25
13.6	Business	

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

<u>Section</u>	<u>Content</u>	<u>Page</u>
13.7	Fees, Membership and Remuneration	25
13.8	Quality assurance	
13.9	Professional Conduct	
13.10	Merit, Equity and Diversity	26
13.11	Politics and Religion	
14	Code of Conduct	27
14.1	Introduction	
14.2	Code of Conduct	
	Box Chamber Approval of Codes of Ethics, Code of Practice and Code of Conduct.	28
15	Chamber Organisation	29
15.1	Introduction	
15.2	Organisational Chart	
	Diag 15.1 Organisational Chart	29
16	Succession Planning	30
16.1	Succession Management	
16.2	Succession Achievement	
	Annex A Control of Documents and Information	32

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

INTRODUCTION

1. Introduction

This Handbook is the guide and rules required to deliver Chamber business to meet the Objects in accordance with the Constitution. It contains all the requirements to satisfy an audit under ISO 9001:2015. Business is now spread over five dimensions. It embraces the physical environment, runs 24 hours and is entrenched in the e-space. Quality Management Systems (QMS) are necessarily less proscriptive and more reactive to the creation of sustained growth and improvement in the changing business environment. Surmounting the constructs of the business are the Principles to which individuals must adhere to achieve sustained moral growth.

1.1 Purpose

The purpose of this document is to provide a Quality Framework for the continuous improvement of the Chamber, state the Principles on which the Chamber is founded, collate the principal documents governing the Chamber and provide resources in accordance with good governance.

1.2 Scope

The scope of this document is to standardise the information by which the Executive, Committee Members, Ordinary Members, Employees and Contractors of the Chamber are governed and guided in conducting business on behalf of or for the Chamber. This document incorporates the Constitution, Business Rules, Duty Statements and organisational governance requirements. Adherence to Rules contained in Part 2 and 3 by those specified in this scope is mandatory.

1.3 References

References and amplifying notes are contained as footnotes in this Document. Part 4 provides background, commentary, and the source for the Chamber's Work Processes and Business Rules. Part 4 may be used as a stand-alone reference.

1.3.1 Normative Reference. The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

1.3.1.1 ISO 9000:2015, Quality management systems — Fundamentals and vocabulary.

1.4 Overview

This Document is organised into four (4) sections. These are:

- 1.4.1 Quality Systems and Governing Principles;
- 1.4.2 Principal Documents;
- 1.4.3 Duties, SOPs and Guidance Documents; and
- 1.4.4 Chamber Aide-memoire and Resources.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

A. QUALITY SYSTEM

2. ISO 9001: 2015 Introduction

International Organisation for Standards 9001: 2015 provides a system for validating business activity through internal and external audit. The key for which is top down commitment to continuous improvement and review of processes to ensure better practices and currency.

2.1 Whilst the Chamber Executive commits to adhere to the seven Quality Management Principals, there is no proposal for the Chamber subject itself to an external audit.

2.2 The seven Quality Principals are:

- 2.2.1 Customer Focus;
- 2.2.2 Leadership;
- 2.2.3 Engagement of people;
- 2.2.4 Process Approach;
- 2.2.5 Improvement;
- 2.2.6 Evidence-based decision making; and
- 2.2.7 Relationship Management.

Commitment to Continuous Improvement and Best Practice

The Executive through the Management Committee of the Gulgong Chamber of Commerce is committed to continuous improvement and the achievement of best practice in business. The Management Committee will establish and maintain a Governance Committee that is charged with seeking out better practices, ensuring that the Executive governs the Chamber in a manner which is open and consistent with the Principles upon which the Chamber was founded, and routinely provide a report card to the Chamber members through Key Performance Assessment.

CHAMBER PRESIDENT

Date: 30 Oct 20

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

CHAMBER’S REASON FOR BEING

3. Chamber Defined

3.1 Chambers of Commerce promote local business, in partnership with the local community. It forms alliances with like organisations and the wider community. It will exploit opportunities for the advancement of those organisations it is charged to support. The Australian Business and Industry Council has been in existence for over 190 years and is the peak business body under which state organisations serve. The Gulgong Chamber of Commerce is a local Chamber that works collegially with close Chambers such as Mudgee, local government and other bodies that can advance the objects for which the Chamber was established. It is part of the overall Chamber Community.

3.2 The Objects of Association are enshrined in the Constitution and define the Gulgong Chamber of Commerce’s reason for being.

4. Constitution

4.1 The Gulgong Chamber of Commerce is constituted as an incorporated not for profit organisation under the Associations Incorporation Act 2009. The Chamber Constitution is developed from the requirements of the Associations Incorporation Regulations that underpin the Act.

4.2 The requirements of the Australian Taxation Office (ATO), and best practice principles of business are also included in the Constitution to ensure that the Chamber is mandated to be financially compliant and able to develop better systems.

4.3 This constitution defines how the Chamber and its members act in the performance of their duties. The Constitution defines the context of the organisation as well as the context under which it operates.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

CHAMBER'S VISION

5. The Vision of the Gulgong Chamber of Commerce informs all aspects of the Chamber's reason for being. It directs the Chamber's Values, Code of Ethics, Code of practice and Code of Conduct as well as its Mission.

The Vision of The Gulgong Chamber of Commerce is:

Shaping the Future of Gulgong and Preserving the Past

5.1 Shaping the future embraces growth through strong leadership and innovation together with collaboration of Chamber Members and the local community. Nothing can develop without a strong foundation. Chamber members must acknowledge the past leaders and community members who developed the platform for growth. The Chamber Leadership and members must continue to learn the lessons taught. Part of preserving the past is supporting the preservation of buildings and artefacts so there an ability to reflect on the growth and changing shape of the community, businesses and the Chamber over time.

5.2 The Chamber can only be at the forefront of shaping future business and community leadership through reflection, research, acknowledgement and learning from the past, then innovating.

5.3 The Vision provides a strategic focus that is built on the experience and commitment of past leaders. Current and future leaders are obligated to have that same commitment and to build on the experience.

5.4 The Executive and Members of the Chamber of Commerce through the Vision, acknowledge the Wiradjuri traditional owners of the land upon which Gulgong is built and accede to the wisdom and knowledge of the Elders both past and present as the rightful custodians.

"It's my father's land, my grandfather's land, my grandmothers land. And I'm related to it, which also give me my identity." - Father Dave Passi, Mabo Case.

"There is no future without a past, because what is to be cannot be imagined except as a form of repetition." - Siri Hustved¹

¹ **Siri Hustvedt** (born February 19, 1955) is an American novelist and essayist. There are many versions of the same quote. Further reading: https://en.wikipedia.org/wiki/Siri_Hustvedt

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

CHAMBER'S BUSINESS VALUES

6. The Gulgong Chamber of Commerce's Business Values set the principles upon which all decisions are based. The Values enable performance improvement and bench marking. The Values also inform the content of all Chamber documents and member's actions. Values come from the Chamber's Vision and stakeholder's expectations of the Chamber. They are inculcated in past lessons learned by its members and leaders. The Business Values rest on the shared Community Values outlined in the Governing Principles and the Chamber's Codes of Ethics, Practice and Behaviour.

6.1 The Gulgong Chamber of Commerce Business Values are: Leadership, Integrity, Innovation, Teamwork and Growth as defined below:

6.1.1 Leadership is the activity of leading a group of people or an organisation or the ability to do this. Leadership² involves:

- 6.1.1.1 establishing a clear vision,
- 6.1.1.2 sharing that vision with others so that they will follow willingly,
- 6.1.1.3 providing the information, knowledge and methods to realise that vision, and
- 6.1.1.4 coordinating and balancing the conflicting interests of all members and stakeholders.

6.1.2 A leader steps up in times of crisis and is able to think and act creatively in difficult situations. The Chamber must be a business and community leader, so, must have strong and committed leadership within the Management Committee.

6.2 Integrity is doing what is right because it is the right thing to do. As individuals, we take responsibility for getting the job done and for our actions. We accept that we have responsibility to all other Chamber members and the wider Gulgong community for adherence to the Chamber's Code of Ethics, Code of Practice and Code of Conduct. Implicit in this value is not covering up for colleagues who seek misuse or misrepresent the Chamber for their personal gain or unlawful activities.

6.3 Innovation is looking for smarter ways to do business. Innovation is a creative process usually driven bottom up, involving some risk acceptance and vision by leaders. The Chamber's Vision informs the Leadership Vision. Innovation will keep the Chamber as a business and community leader as well as being an exemplar for similar organisations. The Chamber's continuous improvement process will enable Gulgong and surrounding businesses to also improve through modelling. Innovation is a key factor in growth potential and is used in growth planning.

6.4 Teamwork is the single focused group activity built on integrity, trust and respect. Leadership and planning enables team members to feel a sense of achievement. Team work requires openness, collaboration and mutual respect. Team members bring a diverse set of skills and experiences which can be drawn together in a synergistic way to produce innovative solutions resulting in growth of not only the Chamber and the Community but also individuals. Individual engagement leads to community and business growth.

6.5 Growth is a function of exemplary leadership and is made up of growth potential and growth strategies. Growth potential requires a strategic view of what is possible and the probability of achieving the results with the current strategy. Growth strategies require planning through looking for and implementing better practices by research, partnering with experts and benchmarking against like organisations. Growth by the Chamber leads to better support to the Community at large and

² <http://www.businessdictionary.com/definition/leadership.html>

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

business in particular. It causes improved community engagement and growth in areas such as tourism, accommodation, housing, education and business. Each of these four (4) areas will increase Gulgong's potential to be a magnetic town because of real business opportunities.

Growth = Job Creation = Growth

Strong leadership based on integrity and a clear vision will always enable, innovation, teamwork and growth



DIAG: 6.1 Chamber's Model of Values

CHAMBER'S MOTTO

7. The Gulgong Chamber of Commerce Motto is a double - entendre. It acknowledges not only the history and foundation of the Gulgong Chamber through a solid local base but the strength of the Australian Business Chamber and the rich history that the Gulgong Chamber leverages off. The motto also pays homage to the town motto - More than History.

The Motto of The Gulgong Chamber of Commerce is:

Rich in History

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

CHAMBER'S MISSION

8. The Mission of the Gulgong Chamber of Commerce is derived from the Vision and based on the Chamber's need to focus on all parts of community and the promotion of continuous and sustainable growth.

The Mission of the Gulgong Chamber of Commerce is:

Growth and Improvement Through Partnership

8.1 To achieve the Mission, the Chamber must partner with people and business in a collegial and sustainable way. This partnership must be based on the Chamber's Values. The Chamber will achieve continuous improvement by normalising the Seven Principals of Quality into the way the Chamber does business. The Chamber business model and supporting models are shown in Diagrams 2 – 5 inclusive.

8.2 The Mission is the action(s) required to maintain the Vision through application of the Chamber's Value system and identifies that without engagement with people as business owners and employees and engagement of people as individuals, the Chamber cannot help shape Gulgong's future. If the Chamber is seen as the arrowhead, Gulgong will grow as a community as well as a business centre of excellence. Remove the arrowhead and the arrow will be out of balance, leading to missing targets, lack of real direction and ultimately failure.

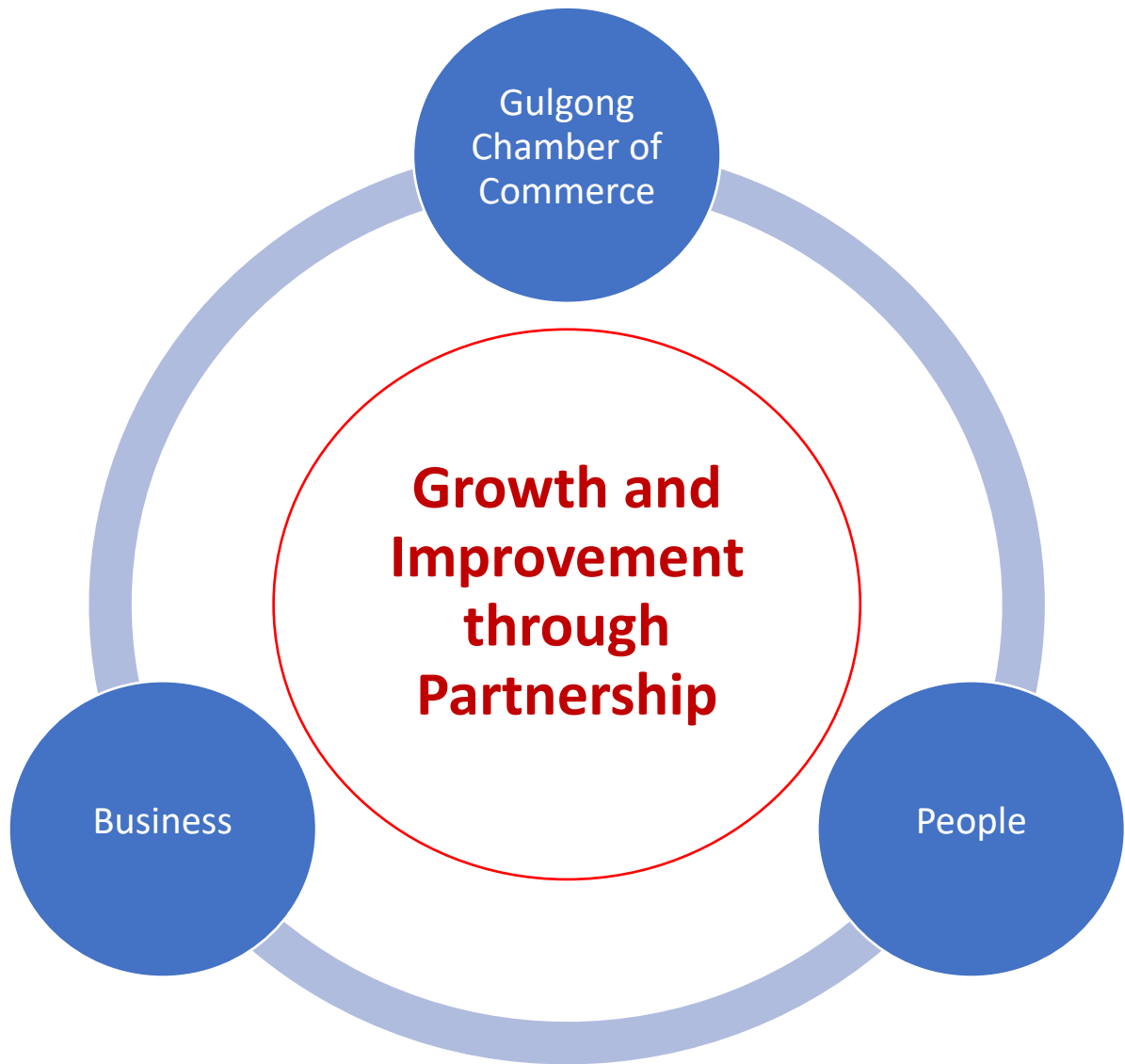
8.3 The Chamber's Mission is to partner with Business and People to direct and assist Business to move through the five stages of Business and Community Growth. These stages are:

- 8.3.1 Existence,
- 8.3.2 Survival,
- 8.3.3 Success,
- 8.3.4 Take-off and
- 8.3.5 Resource Maturity³.

8.4 At Success and Take-off, businesses require more employees and bring cash into the town. More employment and cash equals growth at the Business and Community levels.

³ For more information and discussion see: Harvard University Business Review, Churchill and Lewis, 1983. <https://hbr.org/1983/05/the-five-stages-of-small-business-growth>

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	



DIAG 8.1: Chamber Business Model

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	



DIAG 8.2: Chamber's Relationship to Business



DIAG 8.3: Chamber's Relationship to People



DIAG 8.4: Business' Relationship to People

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

IMPROVEMENT

9.1 Best Practice

5.1.1 Business best practices, as defined by The Hackett Group, are proven, repeatable, documented techniques that deliver measurable business performance management improvements. Executives look to business best practices benchmarking to help them speed their progress toward enterprise performance management improvement, and to guide them around pitfalls that might otherwise slow or even halt their initiatives⁴.

9.1.2 The benefits of best practice for the Chamber are:

- 9.1.2.1 Alignment of strategies;
- 9.1.2.2 Promote efficiency and timeliness;
- 9.1.2.3 Reduction of costs;
- 9.1.2.4 Better decision making;
- 9.1.2.5 Identifying requirement for and optimise the internal skillsets;
- 9.1.2.6 Promotion of partnerships for synergistic growth;
- 9.1.2.7 Development of Trust in the organisation both internally and externally; and
- 9.1.2.8 Validation as a community lead organisation.

9.1.3 The first steps in developing a best practice business is to identify core values through examining governing laws and regulations, reviewing like organisations methods of operations, seeking stakeholder input and developing and documenting processes.

9.2 Documentation

9.2.1 The Chamber maintains the following documents:

- 9.2.1.1 Chamber Handbook, containing Quality System and Governing Principles; Constitution; Business Rules; Duty Statements; and Forms.
- 9.2.1.2 Financial Records;
- 9.2.1.3 Records of meetings (Minutes); and
- 9.2.1.4 Register of membership of the Chamber including committees' and sub-committees' members.

9.2.2 Document control is a systematic way of accounting for documents generated or received by the Chamber. For ease of access and control it is electronically based. The Control of Documents and information Procedure is shown in Part 1 Annex A of the Chamber Handbook.⁵

9.3 Governance and Benchmarking

⁴ <http://www.thehackettgroup.com/capabilities/exclusive-assets/hackett-certified-best-practices/>

⁵Chamber Document Control modelled on:
<https://www.iso-9001-checklist.co.uk/download/control-of-documented-information-procedure-sample.pdf>

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

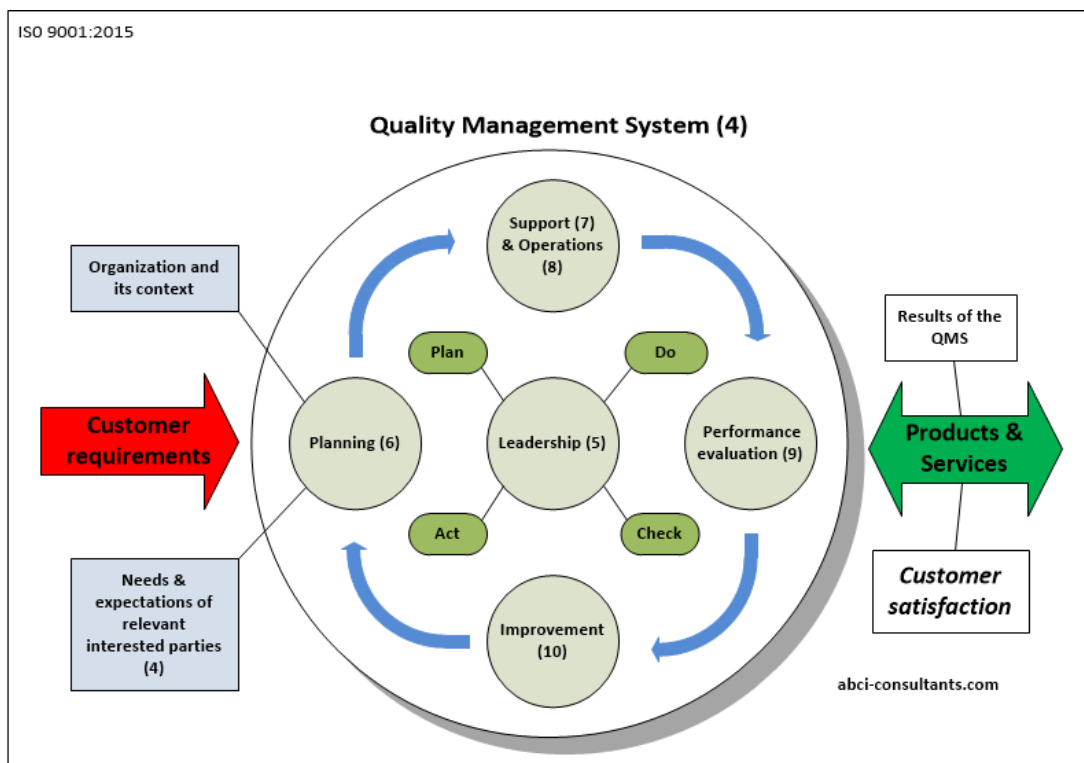
9.3.1 Governance is the Chamber’s internal process for assuring members that the Chamber is compliant with current laws and regulations and that business is conducted in accordance with the Governing Principles. Governance is invested in the Chamber’s Executive through the Management Committee. The Governance Committee will assist the Executive to exercise its governance responsibilities by undertaking internal audits, review of documents and provision of governance advice and reports to the Chamber members.

9.3.2 Bench marking is the Chamber’s evidence based process for assuring members that the Chamber has the best plan in place for business development. Bench marking examines like businesses to compare processes and reviews on line information to provide objective data against which the Chamber’s current practices and growth plan can be assessed. The Governance Committee will assist the Management Committee in its benchmarking activities.

9.3.3 Governance and benchmarking are continuous processes, driven by the Executive through the Management Committee. Outcomes required by the Constitution and by Business Rules are to be identified in a compliance matrix. Performance outcomes shall be attached to each duty statement and measures using Key Performance Indicators (KPIs). Collectively, Compliance and KPIs are known as Deliverables and shall be measured as achieved/ not achieved. When required percentage compliance and qualitative data may be added to inform areas for improvement.

9.4 Improvement Process

9.4.1 Having defined the plan to improve the Chamber’s processes, the Management Committee will standardise the control of documents and institute governance and benchmarking to ensure the Chamber’s growth as a pinnacle community organisation. In all steps of improvement, the Plan Do Check Act (PDCA)⁶ cycle will guide the process (Diag 9.1).



DIAG 9.1: PDCA Cycle and Inputs

⁶ http://iso9001.certification-requirements.com/0_3_2-plan-do-check-act-cycle.html

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

SCOPE

10.1 Products

10.1.1 The Chamber provides strategic community and business services. These are specified in the Objects of Association contained in the Constitution. The services provided by the Chamber are its deliverable products.

10.2 Documentation and Storage

10.2.1 All requirements of ISO: 9001 shall be documented in the Chamber handbook (this document) and supporting documents. A table showing compliance is contained in Part 4.

10.2.2 The Chamber's Quality documents shall be stored electronically in the Chamber's Cloud Server and available to Chamber members through the Chamber's Website
<http://www.gulgong.com.au>

10.3 Design, Exemptions and Conformity

10.3.1 Design and development of services for the Chamber shall be based on the results of surveys, identification of emerging business trends and compliance with legislative requirements. Design is vested in the Management Committee and ultimately the Executive.

10.3.2 Justifiable exemptions in the Chamber's compliance shall include property belonging to customers or external providers (8.5.3), The Chamber does not use property other than its own in the provision of services. Third party property is used by the owner when providing services to support Chamber activities.

10.3.3 The Chamber shall conform to all other requirements of ISO 9001. Demonstration of the conformity shall be through internal audit using the checklist stated in para 6.2.1. Third party audits may be requested and conducted in accordance with the applicable business rules. The Chamber shall not pay for third party audits unless required by law. Internal audit process is vested in the Governance Committee and may be performed by a suitably qualified Chamber member.

10.4 System of Review

10.4.1 The review process for the Chamber ultimately resides within the function of the Management Committee. This review process shall use the PDCA cycle to ensure that there is a continuous system of review and improvement.

10.4.2 The Management Committee may delegate all or part of the process to the Governance Committee or a working group. The Group will use the following in considering the effectiveness of the Quality System and recommending improvements:

- 10.4.2.1 Last review recommendations and actions taken;
- 10.4.2.2 Customer satisfaction surveys;
- 10.4.2.3 Financial performance;
- 10.4.2.4 Status of current documentation against changes to Acts, Regulations and customer expectations;
- 10.4.2.5 Adequacy of plans and systems to prevent fraud; and
- 10.4.2.6 Adequacy of resources and the ability of the Chamber to manage them.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

B. GOVERNING PRINCIPLES

11 Introduction

11.1 Governing Principles are derived from governing Laws and Regulations, ethical guidelines, community expectations and business best practice. The community expects that a pinnacle organisation shall set the highest standards in governance and business management and that members are not exempt from complying with those standards.

11.2 The Code of Ethics, Code of Practice and Code of Conduct amplify the Laws by which the Gulgong Chamber of Commerce is ruled, Constitution by which the Chamber is regulated and the Business Rules upon which good business practices are based.

11.3 Underpinning the Governing Principles is the Chamber's Quality System which enables objective assessment of the Chamber's practices. The Quality System assures members, key stakeholders and the wider community that the Chamber is a valid pinnacle community organisation and exemplar for best practice.

12 Code of Ethics

12.1 Introduction

12.1.1 As a matter of fundamental Principle, the Gulgong Chamber of Commerce (The Chamber) shall adhere to the highest ethical standards because it is the right thing to do. For pragmatic self-interest, the Chamber should do so to demonstrate its trustworthiness and to elicit public trust because of its performance in dealing with the community. Support for the Chamber comes from the trust it generates by its actions and dealing with the local and wider community, what the Chamber brings to the local business community, by being a good steward of resources and by demonstrating its upholding of rigorous Standards of Conduct.

12.1.2 The Chamber must earn trust by continuous and systematic inculcation of the values implicit in best practice and the highest ethical standards. This means it is up to the leadership and members of the Chamber to demonstrate an ongoing commitment to the core values of integrity, honesty, fairness, openness, respect and responsibility. This can simply be held under the umbrella of equity.

12.1.3 The Chamber membership is diverse. Each member brings a unique set of values, skills and knowledge to the table that enables the abiding strength in the Chamber's operations and growth.

12.1.4 The Chamber may make grants or raise funds for the specific needs of the Community.

12.1.5 It is important for the Chamber to adopt and adhere to a Code of Ethics. Each member of the Chamber shall have a copy of the Chamber's Code of Ethics to which, by being a member, they are committed to adhere. This Code of Ethics forms part of the Governing Principles by which the Chamber is bound to demonstrate excellence.

12.2 Statement on Shared Community Values

12.2.1 The Chamber Codes are underpinned by shared community values, especially respect. Those values include:

- 12.2.1.1 The role of the Chamber including relevance and outcomes;
- 12.2.1.2 Innovation and excellence through collaboration, partnerships and commitment;
- 12.2.1.3 Inclusiveness and the celebration of diversity; and

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

12.2.1.4 Transparency and accountability predicated on a commitment to openness, communication, equity, honesty, trust and integrity.

12.2.2 These values shape the Chamber Code of Ethics.

12.3 Code of Ethics

12.3.1 Personal and Professional Integrity

12.3.1.1 Chamber members, by accepting membership and continuing to be members, shall act according to the values of the Chamber. The Chamber shall be an environment that promotes and strengthens the Values upon which it is built. A Chamber member elected to be a Management Committee member shall exemplify the Chamber values, promote those values and be held to the highest level of accountability.

12.3.2 Vision, Mission and Object

12.3.2.1 The Chamber shall have a clearly stated vision, mission and object. The Object shall form part of the Constitution approved by Chamber members and shown in the Constitution. The Vision is the Strategic Statement which informs the mission of the Chamber and Objects for which the Chamber exists.

12.3.3 Governance

12.3.3.1 The Chamber shall have an active governing body which is responsible for guiding the strategic direction on the Chamber. As a part of guiding the strategic direction, the governing body shall set policy, oversee finance, set strategies for growth and establish a community engagement plan.

12.3.3.2 Members elected to the governing body, called the Management Committee, shall have the requisite knowledge and experience to perform their duties. Implicit in knowledge and experience is a knowledge of business, community and the principles of governance. The Management Committee shall be bound by its legal obligations.

12.3.3.3 The Chamber shall have in place, policies and procedures to manage issues of conflict of interest.

12.3.3.4 A Governance Committee shall be established to ensure policies, procedures, and principle documents are compliant with current Laws, Regulations and best practice. The Governance Committee shall be charged with ensuring that Chamber Members act with honesty in their duties as office bearers, committee members or ordinary members. The Governance Committee is the oversight committee and is responsible to all members for the integrity of the Chamber and its activities.

12.3.3.5 As a part of governance, the Chamber shall promote a sound working relationship with the local community members, business, government and key agencies that can help the Chamber meet its objects.

12.3.4 Legal Obligation

12.3.4.1 The Chamber shall work under the Legislative requirements, Laws and Regulations required by the Government of NSW.

12.3.5 Responsible Stewardship

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

12.3.5.1 The Chamber shall manage its resources whether they be physical, fiscal or personnel in a way that is responsible and equitable.

12.3.5.2 Stewardship is the responsibility of every Chamber member, employee and contractor. Every person shall be responsible for the promotion of best practice and the prevention of fraud and the misuse of resources.

12.3.5.3 The Management Committee shall commit resources to the promotion of the Objects of the Chamber. Resource management shall be based on sound business practices and include fair remuneration for work performed on behalf of the Chamber by employees and contractors, allocation of resources that promote the objects of the Chamber and support Gulgong's growth as a community.

12.3.6 Openness and Disclosure

12.3.6.1 The Chamber shall conduct its business in a way that is honest and open to scrutiny. The Chamber shall provide comprehensive and timely information to stakeholders to enable the stakeholders to form an opinion as to the ability of the Chamber to meet its Objects. The Chamber Executive shall provide reports upon which the reasonable person can form an opinion as to whether the Executive is meeting its Constitutional Duties.

12.3.7 Chamber Evaluation

12.3.7.1 At all times, the Chamber will be open to both internal and external evaluation. The Chamber shall regularly review its programmes, duties and obligations to the community and businesses it represents. The Chamber shall be committed to continuous improvement and promotion of best practice. The Chamber shall develop a set of Performance Measures for all aspects of the Chamber's business. Key Performance Indicators (KPI) shall be used to establish evidence based reports, from which improvement plans can be developed.

12.3.7.2 Secondly, where the KPIs identify deficits in business practices, an education programme shall be developed to mitigate potential adverse outcomes in the Chamber's future activities. These programmes will improve member's knowledge of and ability in their own business or organisation.

12.3.8 Equity and Diversity

12.3.8.1 Equity is about justice, procedural fairness, moral courage and inclusion irrespective of ethnicity, gender, social attitudes or beliefs. Diversity is about embracing each other's differences and using those differences to develop synergistic teams.

12.3.8.2 The Chamber shall embrace both equity and diversity to enhance the effectiveness of its activities, improve its efficiency and to be an exemplar to the Gulgong and wider communities.

Selection of candidates for appointment to Chamber Committees, or sub-committees or employment shall be based on merit alone. Merit implies that the best person for the position will be selected by a just process. The process(s) and appointments are to be reviewed by the Governance Committee to ensure the process(s) was merit based and transparent and each candidate was treated justly.

12.3.9 Fundraising

12.3.9.1 The Chamber may receive funds from government, private organisations or individuals. The Chamber is obligated to use funds for the purpose they were given.

12.3.9.2 Privacy of the donor must be respected but each shall receive due acknowledgement.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

12.3.9.3 The Chamber shall not be obliged to accept funds whereby accepting the funds, there is an explicit or implicit expectation that the Chamber will grant a favour or preference to the fund provider. Where there appears to be or is an attempt by a third party to act in a fraudulent manner or to unduly influence the function of the Chamber by the offer of money or services, the matter is to be reported to the police for investigation.

12.3.9.4 At all times, financial dealings are bound by legal obligations, good governance and the integrity of the individuals involved.

12.4 Afterword

12.4.1 The Code of Ethics underpins the Code of Practice and the Code of Conduct. It is the code to which the community expects members to adhere and the code upon which trust is developed. No organisation can succeed without being trusted by its customers, suppliers and partners. Each member will, on application for membership and/ or renewal, consent to abide by the Chamber's Code of Ethics.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

13 Code of Practice

13.1 Introduction

13.1.1 The Code of Practice states clearly the Chamber's standards of conduct. It provides guidance for fair dealings internally and externally between the Chamber, partners, stakeholders and the wider community. It establishes a requirement for ethical actions, mutual expectations and trust.

13.2 Confidentiality

13.2.1 Chamber members will, from time to time, receive privileged information about individuals or businesses. Members shall maintain the highest level of integrity when dealing with this information and protect it from unlawful use or misappropriation. The guarantee of respect for privileged information and the maintenance of confidentiality will promote advancement of Gulgong and its businesses as well as promote trust in the Chamber.

13.2.2 The Chamber expects a mutual level of confidentiality and integrity in its dealings with people and businesses. This will develop two-way trust and contribute to the enhancement of Gulgong as a business hub and a better place to live.

13.3 Ethics

13.3.1 The Chamber shall conduct business in an ethical way and is committed to upholding its Code of Ethics. It believes that businesses and people it deals with should do the same.

13.4 Workplace Health and Safety

13.4.1 The Chamber members, employees, contractors and visitors shall comply with Acts and Regulations governing workplace health and safety.

13.4.2 A safe work environment shall include not only the physical environment but the psychological and social media environments. Chamber members, employees and contractors shall be aware of the requirement for moral and spiritual safety and the impact of moral or spiritual injury on the individual.

13.4.3 Social media is a powerful tool to enhance the standing of the Chamber and to develop business and community trust. Poor management of the Chamber's presence and ill-founded posts by disgruntled members or misinformed community members can tarnish the Chamber's reputation as a community leader. The Chamber shall develop and maintain strategies to ensure that social media reflects the Chamber's leadership role within the Gulgong Community.

13.4.4 Moral and spiritual injury can occur from a person's inability to reconcile their actions and beliefs with the requirements to act as a Chamber member or representative. There shall be nothing that shall compel a person to act in a way other than that the reasonable person in Australian society sees as moral, proper or just.

13.4.5 Therefore, a Chamber member, employee, contractor or visitor will act to promote a safe physical, psychological, social, moral and spiritual environment. This will be predicated on keen observation, mutual respect, compassion and justice.

13.4.6 The Chamber expects agreement by people and businesses it deals with to promote and deliver a safe working environment.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

13.5 Conflict of Interest

13.5.1 It is the duty of all Chamber members, employees and contractors to declare any conflict of interest when such a conflict arises. The Chairman of any Chamber meeting including committee and sub-committee meetings shall remind participants of their obligation to declare any conflict of interest.

13.5.2 Members who declare a conflict of interest shall be excused from discussion or voting on such matters.

13.5.3 The Chamber expects that in dealing with people or businesses, such dealings are not for personal gain by either party and that conflicts of interest are declared.

13.6 Business

13.6.1 Provision of support or services to business and the community of Gulgong may be offered or may be requested. Offers and requests shall include all known facts. They shall contain an agreement that complies with the Laws under which the Chamber acts and which is mutually acceptable to both parties. The facts and agreement shall contain costs, type of service or support to be provided and the end state upon which both parties can agree the support or service provision has been delivered to the mutual satisfaction of both parties.

13.6.2 Provision or receipt of support includes donations to local charities, provision of financial and physical prizes and promotion of local businesses, events and attractions.

13.7 Fees, Membership and Remuneration

13.7.1 Fees shall be payable by all Chamber members for application for membership and annual renewal. Payment of fees implies acceptance of the Chamber's Code of Ethics and Code of Practice. Each member having paid a membership or renewal fee shall be bound to comply with the Constitution, Business Rules and Code of Conduct. Employees and Contractors shall have the same undertakings as a condition of employment or service provision as a contractor. Nothing in this Code of Practice shall prevent a contractor from complying with his own Code of Practice where his Code exceeds the requirements of this Code.

13.7.2 Fees shall be reviewed as required by the Chamber's Business Rules. Remuneration to employees and contractors shall be reviewed at least annually and meet or exceed the requirements of any applicable industrial awards.

13.8 Quality Assurance

13.8.1 The Chamber shall develop and maintain a Quality System that promotes best practice and instils trust in the Chamber both internally and externally as a Community Leader. Through the process of improvement, the Chamber and its leadership shall promote the highest standard of integrity and governance. The Chamber leadership shall commit in writing to the promotion of best practice in business and as a community leader.

13.8.2 Compliance shall be assured through internal system audits and internal and external financial audits. At the legitimate request of a third party or 75% of the Chamber membership, the Chamber shall be subjected to an external audit. A third party requesting an audit shall be responsible for associated costs.

13.8.3 The Governance Committee is charged with ensuring the Chamber demonstrated continuous improvement and best practice as a community leader through adherence to the Quality process.

13.9 Professional Conduct

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

13.9.1 Decisions and actions of the Chamber and its membership shall be based on best practices and objective data. Discussion, decisions and activities shall be conducted professionally and with honesty and integrity. Members, employees and contractors shall adhere to the Code of Conduct and as such any decisions shall be free of bias. When engaging an individual or business to perform work for the Chamber, decisions shall be merit based.

13.10 Merit, Equity and Diversity

13.10.1 The Chamber shall develop and maintain business processes which are based on the principals of merit, equity and diversity. There is no room in the Chamber for discussion, decision making or activities which are not rooted in objectivity, continuous improvement and best practice. Every member, employee and contractor shall have an equitable right. That equitable right is bound with an obligation to treat other members, employees and contractors with dignity and respect and to be honest in all dealings.

13.10.2 The Chamber shall encourage members of diverse backgrounds whether they be differing ethnic origins, gender, sexual orientation, religious beliefs, occupations, abilities or age. The inclusion of a diverse group will ensure better decision outcomes through broader consideration. Activities of the Chamber shall promote inclusion, a better sense of community and promote the Chamber as a community leader.

13.10.3 The Chamber expects that in dealing with people or businesses, such dealings are conducted with integrity and respect and based on the principals of merit, equity and diversity.

13.11 Politics and Religion

13.11.1 The Chamber shall conduct business that is free from political or religious bias. This is founded on the Chamber's Code of Ethics and the principles of equity and diversity.

13.11.2 Chamber members, employees and contractors shall not seek to influence any other member, employee or contractor by using political or religious pressure.

13.11.3 The Chamber shall not be or be seen to be affiliated with or to oppose any political organisation except as mandated by the Acts governing the Chamber or Laws of the Land.

13.11.4 Nothing in this Code shall prevent the Chamber from seeking project or other grants from Government organisations or responding to government enquiries that are aimed at improving the local and wider community. The acceptance of grants or the provision of information shall not obligate the Chamber to the other organisation except as requires by good governance such as providing reports of outcomes and acquittal of expenditure.

13.11.5 No one shall engage in political activism on behalf of the Chamber. Activism includes but is not limited to protesting, picketing, signing petitions or committing acts that are disruptive in nature.

13.11.6 Nothing in this Code shall prevent Chamber members from taking leave for religious observances in accordance with their faith. Chamber members, at the request of the Executive and where good manners requires, may attend community political or religious events to represent the Chamber. Examples of such events may include an official community or local government function where a political figure is invited as the main guest or a community ecumenical service or a funeral service.

13.11.7 The Chamber shall not act on behalf of or represent to a third party any community group that has a political or religious agenda. Local political or religious organisations may be Chamber members but only to the extent that they cannot exert any pressure that is outside the code of Ethics, Code of Conduct or is not in accordance with the principles of equity, diversity and merit.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

14 Code of Conduct

14.1 Introduction

14.1.1 Members of the Chamber, by applying for membership or renewal, are bound by this Code of Conduct. Employees or contractors attending Chamber meetings are bound by the same code.

14.2 Code of Conduct

14.2.1 Members shall strive to attend all meetings or send an apology to the Secretary for absences.

14.2.2 Members shall prepare for meetings by:

- 14.2.2.1 Reading agenda and associated business papers prior to attending the meeting;
- 14.2.2.2 Submitting business items in a timely manner prior to the meeting;
- 14.2.2.3 Briefing the Chairman before the meeting on points the member wishes to raise during the meeting; and
- 14.2.2.4 Preparing notes and if necessary, briefing papers upon which members may form discussion points.

14.2.3 It is expected that members shall arrive on time and stay to the end.

14.2.4 Members shall fully participate in meetings by:

- 14.2.4.1 Listening to what others say;
- 14.2.4.2 Keeping an open mind;
- 14.2.4.3 Contributing positively to the discussion;
- 14.2.4.4 Not maligning any person or organisation; and
- 14.2.4.5 Being concise.

14.2.5 Members shall not participate in side-line discussions;

14.2.6 Members are to direct any comments or discussion through the Chairman;

14.2.7 Members shall have the best interests of the Chamber, its members and the Community in mind always;

14.2.8 Members shall draw attention to actual or potential conflicts and seek leave not to participate in discussion or votes on such matters;

14.2.9 Members shall not impose on other members, employees or contractors their opinion in order to inhibit the decision-making process, procedural fairness or for personal gain;

14.2.10 Members shall execute responsibilities assigned to them and prepare and present reports required to inform good decision making; and

14.2.11 Members shall comply with the Code of Ethics and the Code of Practice

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

Chamber Approval of Codes of Ethics, Code of Practice and Code of Conduct.

The Members at an ordinary meeting of the Gulgong Chamber of Commerce on 18 July 2017 approved the Code of Ethics, Code of Practice and Code of Conduct contained in this Handbook as the Codes by which Chamber business shall be conducted. This approval shall lapse five (5) years from the date of approval or sooner if the Governing Acts or Regulations are amended and this triggers a change to the Chamber Constitution.

Original Electronically Signed
CHAMBER PRESIDENT

Date: 10 August 2017

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

15 Chamber Organisation

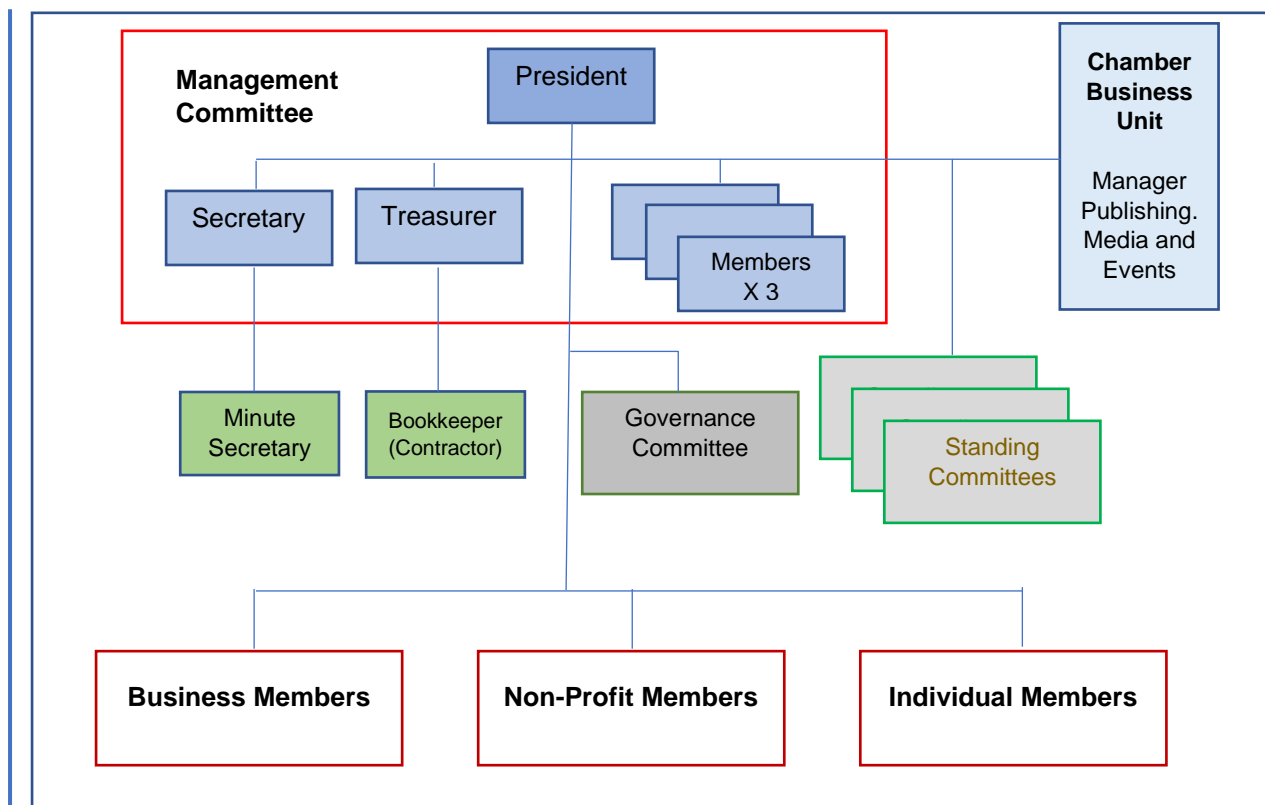
15.1 Introduction

15.1.1 The Chamber includes the following groups:

- 15.1.1.1 Chamber Executive;
- 15.1.1.2 Chamber Committee Members;
- 15.1.1.3 Chamber Members;
- 15.1.1.4 Employees;
- 15.1.1.5 Contractors; and
- 15.1.1.6 Co-opted Subject Matter Experts (SME)

15.2 Organisation Chart

15.2.1 The Gulgong Chamber of Commerce Organisation Chart is shown in Diagram 15.1 below.



DIAG 15.1: Organisation Chart

15.2.2 The Manager Publishing, Media and Events is an employee of the Chamber. But nothing in the Employee's conditions of employment will preclude nomination and appointment, in accordance with the Business Rules, to any other voluntary Chamber position.

15.2.3 The Minute Secretary, where appointed, may be an employee or voluntary member of the Chamber but not be the Secretary.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

15.2.4 The Event Coordinator may be an employee, volunteer or contractor of the Chamber. Where the occupant of this position is contracted, the reasonable person must be satisfied that this person is not eligible for employment as an employee of the Chamber.

15.2.5 ATO requirements for payment and superannuation must be complied with and reported annually in Form ID-Seq-003 (B) Self Governance contained in Part 2 (3) of this Handbook.

16 Succession Management

16.1 Chamber Succession Planning

16.1.1 Succession planning in business is finding replacement for senior management through a process of recruitment, education and development of emerging leaders who have been identified as suitable to take over from the current senior management.

16.1.2 With an organisation like the Gulgong Chamber of Commerce, the leadership is elected in accordance with the Constitution. This means that succession cannot be planned in the same way as that of a conventional business. A vote may be finalised, based on popularity and/ or ability. In either case, there must be a system for educating the newly elected incumbents to ensure that they understand the roles, underpinning legislation and imperatives needed to maintain growth of the Chamber and meet its Mission.

16.1.3 Effective succession or talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression.⁷ In contrast, replacement planning is focused narrowly on identifying specific back-up candidates for given senior management positions. Thought should be given to the retention of employees, and the consequences that the departure of a key employee may have on the business.⁸

16.1.4 To meet best practice, The Gulgong Chamber of Commerce Management Committee must, as a matter of course, ensure that:

- 16.1.4.1 there is a process in place to mentor, educate and grow committee members;
- 16.1.4.2 there is a process in place to establish a talent pool from which to draw potential new employees within the constraints of the merit selection process; and
- 16.1.4.3 there is a process to review and validate these two processes in order to grow the Chamber's profile as a peak community business organisation and exemplar.

16.2 Succession Achievement

16.2.1 Education is a core governance requirement and as such is a duty of the Governance Committee to ensure that education is provided as soon as practicable after any change in a committee's membership. Chamber members may elect to undertake education in preparation for nominating for a management position. Additional education through identification of appropriate on-line and sponsored courses must be undertaken to ensure currency of all office bearers.

16.2.2 The Constitution allows for the Past President to remain on the Management Committee for one year to provide guidance to the new office bearers. This should be undertaken as a matter of

⁷ Wikipedia: https://en.wikipedia.org/wiki/Succession_planning [2] Charan, Ram; Drotter, Stephen; Noel, James (2001). *The Leadership Pipeline: How to Build the Leadership-Powered Company*. John Wiley & Sons.

⁸ Wikipedia: https://en.wikipedia.org/wiki/Succession_planning [3] Cosack, Sabine; Guthridge, Matthew; Lawson, Emily (August 2010). *"Retaining key employees in times of change"*. McKinsey Quarterly.

Gulgong Chamber of Commerce	Version: 1.1
Chamber Handbook – Part 1	Revision Due Date: Jul 2023
GCOC – HB – PT001	

course and where possible, members of committees should step down in rotation to ensure the corporate knowledge base is retained.

16.2.3 Employees should work in an established culture of lifelong learning (L3), facilitated by the Chamber's Management Committee. As a part of employee development, the individual must be encouraged to be proactive, be an agent of change and have the opportunity to plan for their succession when the time arrives.

16.2.4 In summary, the Chamber's succession and growth should be managed through ongoing education of elected committee members and through the support of the previous office holders rather than a conventional recruitment process. This does not affect the requirements of the Management Committee to plan for the future recruitment and employment of paid staff which should be based on the conventional succession planning process. Employment must be based on merit in accordance with the Chamber's Code of Practice.

Gulgong Chamber of Commerce	Version: Draft 1.7
Chamber Handbook – Part 1 Annex A	Revision Due Date: May 2018
GCOC – HB – P001	

Control of Documents and Information

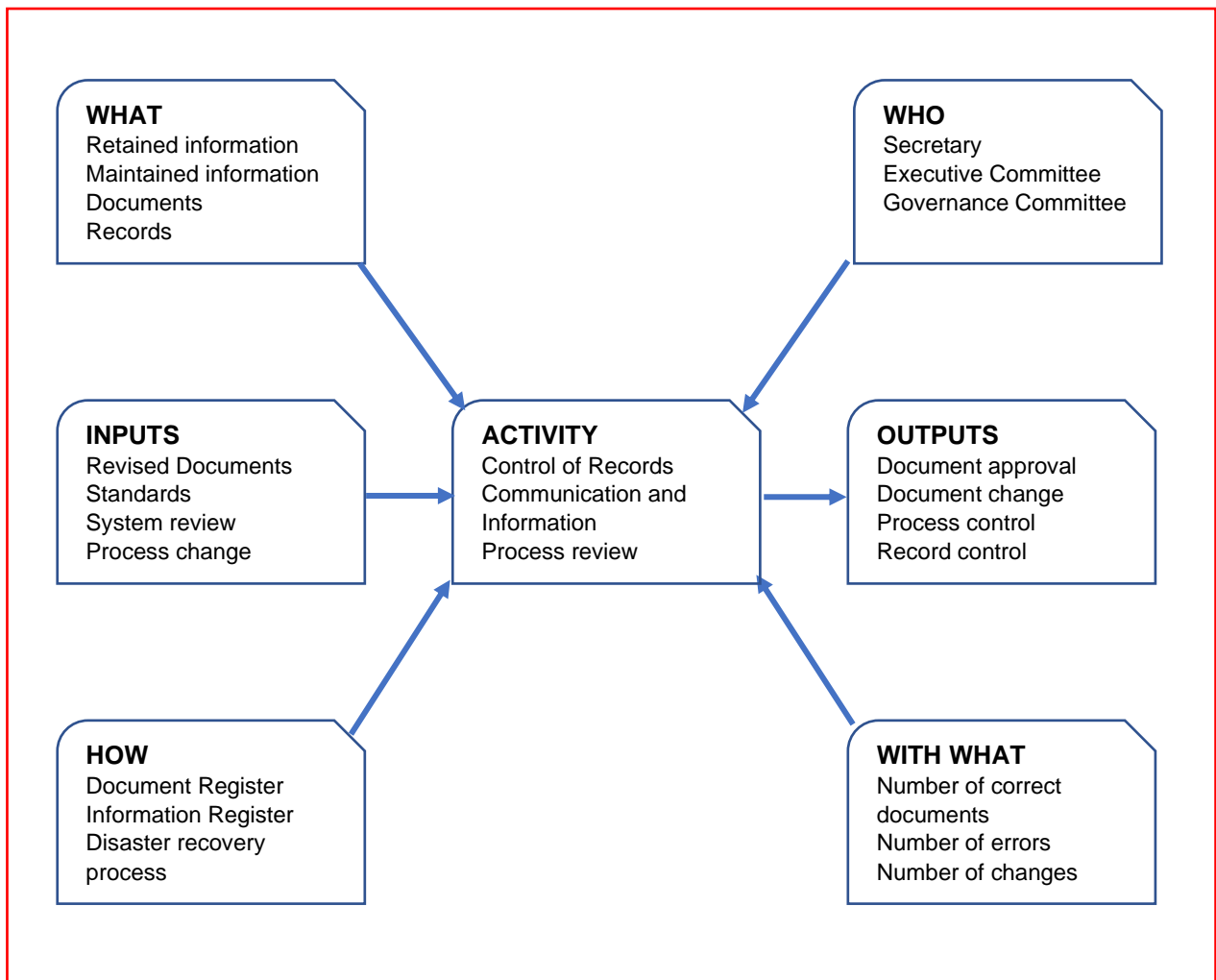
Gulgong Chamber of Commerce

ISO 9001:2015

1 Introduction & Purpose

The purpose of this procedure is to ensure that all relevant documented information and organisational knowledge which forms an integral part of the Chamber’s Quality management system is managed under controlled conditions and that all documented information is reviewed and approved by authorised personnel prior to issue.

1.1 Process Activity Map



Gulgong Chamber of Commerce	Version: Draft 1.7
Chamber Handbook – Part 1 Annex A	Revision Due Date: May 2018
GCOC – HB – P001	

1.2 References

	Quality management systems	Fundamentals and vocabulary
	Quality management systems	Requirements
	Quality management systems	Guidelines for performance improvements
ISO 19011:2011	Auditing management systems	Guidelines for auditing

1.3 Terms & Definitions

Documented Information	Information required to be Controlled and Maintained
Record	Document Stating Results Achieved or Providing Evidence
Quality Manual	Specification for the Quality Management System
Specification	Document Stating Requirements
Objective Evidence	Data Supporting the Existence or Verity of Something

2 Application & Scope

Documented information is retained to provide evidence of conformity to the requirements specified by ISO standards, customer requirements and of the effective operation of our management system. Gulgong Chamber of Commerce uses standard forms and templates accessed via a local area network computer system. This documented procedure defines the controls for:

1. Approving documents for adequacy prior to issue;
 2. Reviewing and revising as necessary and re-approving documents;
 3. Ensuring that changes and current revision status of documents are identified;
 4. Ensuring that relevant versions of applicable documents are available at points of use;
 5. Ensuring that documents remain legible and readily identifiable;
 6. Ensuring that documents of external origin are identified, and their distribution controlled;
 7. Preventing the unintended use of obsolete documents;
 8. Ensuring that documents of external origin are identified, and their distribution controlled.
- This procedure applies to all quality management system documentation and is to be followed by all personnel where appropriate.

3 Requirements

The Management Committee ensures that when the Chamber create documented information, it is appropriately identified and described (e.g. title, date, author, reference number) and is available in an appropriate format (e.g. language, software version, graphics, etc.) and on appropriate media (e.g. paper, electronic). All documented information is reviewed and approved for suitability and adequacy. An electronic document management system, which is backed up and updated as required, is used to retain documented information, ensuring only the current versions are available to users. Records from process outputs are generated and maintained by the departments responsible for their creation. For electronic records, back up procedures are established, and employees are responsible for backing up their data.

4 Creating, Updating & Controlling Documented Information

Gulgong Chamber of Commerce applies the following criteria to all types of 'documented information' in order to assess whether the information is necessary for demonstrating the effectiveness of our QMS, and whether it should be formally controlled:

Gulgong Chamber of Commerce	Version: Draft 1.7
Chamber Handbook – Part 1 Annex A	Revision Due Date: May 2018
GCOC – HB – P001	

- 4.1. Communicates a message internally or externally;
- 4.2. Provides evidence of process and product conformity;
- 4.3. Provides evidence that planned outputs were achieved;
- 4.4. Provides knowledge sharing.

5 General

All documents and data are reviewed and approved by authorised personnel prior to issue. Current revisions of appropriate documents are contained in Section 8 of the Chamber Business Rules.

5.1 Documents controlled by this procedure include but are not limited to the following:

- 5.1.1 Chamber Handbook, containing:
 - 5.1.1.2 Quality System and Governing Principles;
 - 5.1.1.3 Constitution;
 - 5.1.1.4 Business Rules;
 - 5.1.1.5 Duty Statements; and
 - 5.1.1.6 Forms.

5.1.2 Financial Records;

5.1.3 Records of meetings (Minutes); and

5.1.4 Register of membership of the Chamber including committees and sub-committees.

6 Document Control Business Rules

Document Control Business Rules direct the method of management and organisation of the Chambers documents and records and are contained in Business Rules Section 4, Rules 7 – 9. The electronic control is in Section 6, Rules 12 – 15.

The Chamber Constitution Clause 44 and 45 specifies the requirement for custody of the books and requirement for records to be available for inspection.