

# Cairns 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.

### Cairns RJC objective

The Cairns RJC develops solutions to local skilling and workforce needs. The RJC's are defined as being driven by locals, for locals, with their activity to focus on local skilling and workforce solutions. Through identification of local skilling and workforce challenges, the RJC will not only identify but deliver local initiatives through the RJC Action Plan to meet local needs.

### 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.

### Cairns RJC background

The Cairns RJC was established in late 2021, with the Cairns Chamber of Commerce (CCoC) being the host organisation and an independent Chair being appointed.

### Committee scope and responsibilities

The Cairns 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).

## Deputy Chair

The Deputy Chair will

lead and facilitate discussions of the RJC meet all roles and responsibilities of other RJC members as detailed within 'RJC whole' below, and in addition, in the absence of the Chairperson:

- 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
- actively engage with stakeholders in the community to identify local skills and training needs and contribute to the stakeholder engagement report monthly
- read the meeting minutes and action items prior to the next meeting.
- review and advise the Chair on matters for consideration
- sponsor items for the agenda
- advise and contribute to committee decision-making
- review the RJC Committee Terms of Reference annually
- review the RJC Committee Communications Plan annually
- maintain confidentiality of all committee discussions at all times

## Observers

Observers must be approved by DTET and are invited to attend meetings as long as the Chair deems it appropriate to do so. Observers are expected to:

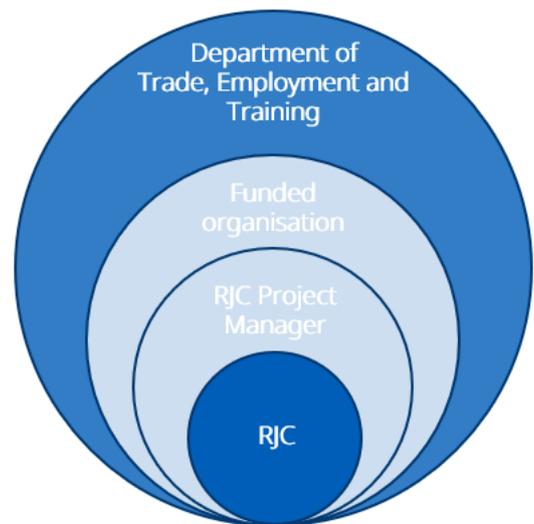
- maintain confidentiality of all committee discussions at all times
- listen without interjection, unless invited by the Chair
- ask the Chair for permission if they wish to speak on a topic or provide relevant information
- engage with stakeholders in the community to identify local skills, training needs, and emerging workforce trends, and share this intelligence to the RJC.
- advise the RJC of any duplication of efforts, potential conflicts of interest, or gaps in representation.
- respect the committee's processes and decisions, and refrain from lobbying or advocating for personal or organisational agendas during meetings

## 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

CAIRNS REGIONAL JOBS COMMITTEE					
Name	Organisation	Role	Insights to be provided	Contact details	Industry
Anita Veivers	Centacare FNQ, <i>Executive Director</i>	Deputy Chair	Community services workforce and capability insight, Inclusive employment and social equity perspective, Policy, systems and government interface expertise, regional development and community wellbeing, Strategic workforce planning and organisational development through work in Refugee and Migrant Settlement, Aged Care, Mental Health & Well-being, Early Learning & Care, Disaster Response, Employment & Training	<a href="mailto:Anita.Veivers@centacarefnq.org">Anita.Veivers@centacarefnq.org</a>	Social Services  Aged Care  Early Learning
Janelle Yarwood	Cairns Chamber of Commerce	RJC Program Manager and Secretariat	Previous experience in education, arts and events, current small business owner, insights into youth workforce readiness, local industry needs, community engagement and practical and impactful program design.	<a href="mailto:Rjccommittee@cairnschamber.com.au">Rjccommittee@cairnschamber.com.au</a>	Janelle Yarwood
Diana Castorina	JCU, Economic, Business, Law & Governance	Member	Labour & economic analysis and data interpretation, education-employment pathways & transitions	<a href="mailto:diana.castorina@jcu.edu.au">diana.castorina@jcu.edu.au</a>	Tertiary Education
Michael Hansen	Redlynch State College (P-12), Executive Principal	Member	Regional education and VET, youth pathways and community engagement, indigenous education leadership, student retention, aspiration and capability building perspectives	<a href="mailto:mhans32@eq.edu.au">mhans32@eq.edu.au</a>	Secondary Education
Leanne Bell	Executive Director Education & Training TAFE	Member	Regional VET and skills pipeline insight, Industry-aligned training expertise, Apprenticeship, traineeship & trade	<a href="mailto:Leanne.BELL@tafeqld.edu.au">Leanne.BELL@tafeqld.edu.au</a>	Higher Education

	Queensland North Region		pathways, deep knowledge of access, equity & participation barriers for learners, and First Nations perspectives		
Patrick Kelleher	Queensland X-Ray, Regional Chief Radiographer	Member	Allied Health workforce and skills pipeline, healthcare workforce development expertise, industry-education partnership development regional health service growth & future skills needs	<a href="mailto:Patrick.kelleher@qldxray.com.au">Patrick.kelleher@qldxray.com.au</a>	Health
Suzie Grace	Norsta Maritime, Industry Capability & Supply Chain Manager	Member	Regional capability and workforce development, Maritime and remote operations workforce perspective, Industry capability, deep stakeholder management, supply chain and SME ownership and growth expertise, Practical, solutions-focused operational experience	<a href="mailto:Suzanne.grace@norsta.com.au">Suzanne.grace@norsta.com.au</a>	Marine & Maritime
Sandra Scarcella	Cairns & Queensland Manufacturing Hubs, Principal Capability Development Officer	Member	Manufacturing workforce and skills development insights, Regional economic development and industry growth expertise, Strong industry collaboration and stakeholder engagement capability, Government programs, policy and skills funding knowledge, Operational, analytical and solutions-focused perspective	<a href="mailto:sandra.scarcella@nrmmrrd.qld.gov.au">sandra.scarcella@nrmmrrd.qld.gov.au</a>	Manufacturing
Roderic Rees	Cairns Adventure Group, Director	Member	Tourism & Adventure sector workforce needs, insight into entry-level pathways, safety, compliance, customer experience and technical skill development, inclusive employment, employer perspective on aligning training providers with industry	<a href="mailto:Roderic.rees@cairnsadventuregroup.com.au">Roderic.rees@cairnsadventuregroup.com.au</a>	Tourism

			expectations, understanding of SME workforce pressures		
Rachel O'Sullivan	Cairns Convention Centre, Corporate Services Director	Member	Strategic workforce leadership, Cross-industry HR insight, Governance and economic development perspective, Data-driven workforce planning,  Inclusive employment expertise,  Corporate & Large Employer	<a href="mailto:rosullivan@cairnsconvention.com.au">rosullivan@cairnsconvention.com.au</a>	Events & Hospitality
Natalie Gallagher	HEH Civil People & Culture Manager	Member	HR leader specialising in workforce planning, talent development, and employee engagement, bringing practical industry insight and data-driven strategies to strengthen culture and leadership across the Building and Construction sector.	<a href="mailto:natalie.gallagher@hehcivil.au">natalie.gallagher@hehcivil.au</a>	Building & Construction
Grant Stidiford	Department of Trade, Employment & Training (DTET), Co. Regional Director FNQ	Member	Employment, Small Business and Training, Cross-government	<a href="mailto:Grant.stidiford@DTET.qld.gov.au">Grant.stidiford@DTET.qld.gov.au</a>	State Government
Desley Ferando	Department of Trade, Employment & Training (DTET), Co. Regional Director FNQ	Member	Employment, Small Business and Training, Cross-government  Farming & Agriculture  Business Owner	<a href="mailto:Desley.ferrando@DTET.qld.gov.au">Desley.ferrando@DTET.qld.gov.au</a>	State Government
Sam Doyle-Wiaczek	Cairns Regional Council, Economic Development	Guest speaker as required	Local government and economic impact perspectives	<a href="mailto:s.wiacaek@cairns.qld.gov.au">s.wiacaek@cairns.qld.gov.au</a>	Regional Council / Local Government
<b>Observer</b>					

Name	Organisation	Role	Insights to be provided	Contact details
Kate Montgomery	Department of Employment and Workplace Relations	Local Jobs Coordinator	Strategic national context to inform local workforce planning and advocacy.	<a href="mailto:Kate.montgomery@dewr.gov.au">Kate.montgomery@dewr.gov.au</a>
<b>Administrative Organisation</b>				
Name	Organisation	Role	Insights to be provided	Contact details
Patricia O'Neill	Cairns Chamber of Commerce	CEO	Cross-government, Chamber member insights, Current Small Business owner	<a href="mailto:ceo@cairnschamber.com.au">ceo@cairnschamber.com.au</a>

## Appendix 2: Operational arrangements

### Frequency

- Meetings will be held for no more than two hours and scheduled monthly. The time allocated for meetings may be changed to meet the requirements of the agenda.
- More frequent meetings may be required. This more frequent meeting schedule may be supported by sub-groups delegated by the Cairns RJC.
- The location of meetings will be determined by available space and willingness of industries to accommodate the Committee. This will enable the Committee to better understand other industries and allow for guest speakers from industry.

### Operations

- An agenda will be provided to the membership prior to each meeting by the Secretariat.
- Standing agenda items will be determined by the Chair in consultation with the Committee.
- The Secretariat will provide minutes of each meeting to be endorsed by the Committee within five (5) business days.
- An Action Register will be maintained by the Secretariat and reviewed at each meeting.
- A quorum will consist of 50% plus one of the members.

## Proxies and guests

- Attendance of a proxy is not permissible unless endorsed by the Chair in advance.
- A proxy may be represent a member in exceptional and unforeseen circumstances and will retain the member's authority and confidentiality level.
- Members must ensure their proxy has sufficient information and background to contribute to the objectives and tasks of the Committee.
- The Committee may decide to establish sub-groups, where necessary, to progress specific issues.
- Membership of these sub-groups may include representatives from TAFE Queensland, community, industry or such other content matter experts as the Committee deems necessary.

## Review arrangements

- The Terms of Reference must be reviewed at least annually by the RJC Project Manager and RJC Chair 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.
- Review will occur at the first meeting of the calendar year.