

BOARD CHARTER

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SECTION 1: GOVERNANCE FRAMEWORK

1.1 Policy statement

Financial Counsellors Association Queensland Inc. ABN 15 695 450 735 (FCAQ) is committed to high standards of corporate governance.

It is recognised by FCAQ that corporate governance is a set of systems, policies and procedures which defined and impact the way the organisation is governed.

It establishes the objectives of the organisation to ensure that the administration and the management of the organisation is undertaken in a manner which is consistent with the interests of the organisation as a charitable institution and in furtherance of its objectives. Additionally, it establishes a system for monitoring and evaluating the achievement of those objectives.

1.2 Purpose and scope

This policy aims to provide the Management Committee of FCAQ with guidance in managing the organisation and exercising the powers of FCAQ in discharging its responsibilities under this document.

This document sets out:

- » the role, responsibilities, structure, functions and processes reserved to the Management Committee of FCAQ,
- » the way in which the Management Committee operates to discharge those roles, responsibilities, and functions; and
- » the extent to which the Management Committee has delegated responsibilities to the EO and management,

having regard to the responsibilities and obligations under FCAQs *Incorporation Act 1981* (Qld) (**Act**) and FCAQ's constitution.

Nothing in this Charter must conflict with FCAQ's constitution or the Act. If such a conflict occurs, the constitution or the Act shall prevail.

The Management Committee ensures that the purposes and objectives of FCAQ are carried out effectively, whilst also acting ethically and prudently, operating within the law and meeting obligations under the Act and FCAQ's constitution.

This policy applies to all the organisation staff, Management Committee members, the EO, FCAQ's staff and volunteers.

1.3 Principles

This policy is underpinned with the primary obligation of FCAQ to the public, our profession, FCAQ we serve, the Management Committee and staff as to maintain the highest standards of “ethical” and “professional conduct.”

The Management Committee must:

- » Pursue the mission of FCAQ, in the interests of FCAQ and its diverse range of stakeholders, without giving priority to their own needs and interests.
- » Act honestly and in good faith, exercising diligence and care in fulfilling the legal and ethical obligations as a Management Committee member.
- » Attend at least 80% of Committee meetings and devote sufficient time to prepare for these to allow full and appropriate participation in the Management Committee’s decision making.
- » Treat FCAQ Management Committee members, other Management Committee members and FCAQ staff fairly and respectfully at all times.
- » Abide by Management Committee decisions once reached, notwithstanding a committee member’s right to pursue a review or reversal of a committee decision.
- » Recognise the appropriate limits of their governance role and not seek to interfere in management decisions.
- » Declare all interests that could be perceived to be in a conflict with their obligations as an FCAQ Management Committee member.
- » Not disclose to any other person confidential information other than as agreed by the Management Committee or as required under law.
- » Not do anything to bring FCAQ into disrepute whether through their own misconduct or by publicly criticising FCAQ, its Management Committee members or staff and volunteers.

1.4 Policy implementation

This policy is developed in consultation with the Management Committee and staff members and is approved by the Management Committee.

All staff, Management Committee members and volunteers are responsible for understanding and adhering to this policy.

Specific monitoring and support activities undertaken include staff, volunteer, and Management Committee member orientation.

The terms of this Policy will be reviewed at least once every 2 years.

SECTION 2: OVERVIEW

2.1 FCAQ's purposes

FCAQ is a not-for-profit association incorporated under the Act.

In addition to the obligations imposed by law, the objects of FCAQ set out in the constitution provide:

- » lobbying for the provision of adequate and autonomously funded Financial Counselling Services,
- » facilitating steps to increase the capacity and capability of Financial Counselling Services to meet the needs of the Queensland community,
- » facilitating, liaising, and coordinating between various organisations involved in providing Financial Counselling Services to ensure the consistency of service standards between the various organisations,
- » encourage a philosophy of good financial counselling practice by enabling clients to gain social and economic control of their lives, providing information and advice which is independent of any financial consideration of the financial counselling service or Financial Counsellor and developing consumer advocacy as an integral component of case management,
- » providing guidance to Members and their employers with regards to professional standards, ethical obligations, and minimum service standards; and
- » raising funds to further these purposes.

2.2 Code of Conduct

All Management Committee Members shall, in all dealings with, and on behalf of, FCAQ to:

- » Act in good faith, including avoiding conflicts of interest.
- » Act in the best interests of FCAQ with care and diligence in the performance of their duties.
- » Not gain advantage by improper use of their position and to always use their standing for the best interests of FCAQ.
- » Be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions made.
- » Ensure confidential information received during the exercise of their duties remains the property of FCAQ and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by FCAQ, or the person from whom the information is provided, or is required by law.
- » Not engage in conduct likely to bring discredit upon FCAQ.
- » Not trade whilst insolvent.
- » Carry out all obligations, always in the spirit of FCAQ, the law and the principles of this Charter and the objectives contained within FCAQ constitution.

2.3. Commitment to this Charter

All members of the Management Committee agree and commit to be bound by the terms and the spirit of this Charter, as amended, from time to time.

SECTION 3. MANAGEMENT COMMITTEE COMPOSITION, ROLE & RESPONSIBILITY

3.1 Composition of Management Committee

- The constitution specifies that the composition of the Management Committee must include:
- » The Management Committee consists of a Chair, Vice Chair, Treasurer, Secretary and between 1 and 4 general committee members.
 - » A requirement that up to 50% of the Management Committee members may be employed by a member organisation. Consequently, 50% of the Management Committee members must not be employed by any member organisation.
 - » A minimum of 2 members of the Management Committee must be:
 - employed by a member organisation which operates its business outside of Brisbane metropolitan area, Sunshine Coast, and the Gold Coast; and/or
 - reside outside of Brisbane metropolitan area, Sunshine Coast, and the Gold Coast.
 - » The Executive Officer (EO) attends as a non-voting Committee member.

3.2 General role of the Management Committee

The membership appoints the Management Committee.

The Management Committee and each Management Committee member must act in the best interests of FCAQ as a whole and must always comply with FCAQ's Constitution and Code of Conduct (as set out above).

Consistent with good governance principles, the Committee is responsible for setting the strategic direction of FCAQ considering feedback from stakeholders, appointing the Executive Officer, setting the EO's remuneration and overseeing the EO's performance, overseeing the financial and risk management of FCAQ, providing operational governance and contributing to good stakeholder relations.

Specifically, the Management Committee is responsible for the overall business and compliance performance, in essence to monitor, review and provide strategic decisions to ensure that the organisation meets its legal and ethical obligations by:

Strategic Planning and Direction:	Setting policies, goals, vision, strategies and performance targets with/for the organisation to meet community expectations.
Resource Management:	Ensuring financial, human and physical resources are adequate for management to achieve the Strategic Plan.
Performance Management:	Monitoring the organisations performance against its targets.

Compliance:	Ensuring adequate processes and controls in place to comply with legal, monetary and reporting requirements.
Management Risks:	Identifying risks and ensure the implementation of processes and practices which mitigate those risks.
Accountability:	Report progress to members, community, stakeholders/partners, management and employees through Annual General Meetings; Annual Reports and other possible mediums such as FCAQ website; social media; newsletters and other communications.

Responsibilities of the Management Committee are further outlined the FCAQ constitution, the Act, the authorised delegations and FCAQ's Strategic Plan (as amended from time to time).

Outside the Management Committee meetings, members of the Management Committee will support Management Committee decisions in discussions with all stakeholders and any other parties.

Management Committee members will keep confidential all discussions and deliberations of the Management Committee, unless otherwise agreed to by the Management Committee.

Similarly, all confidential information received by a Management Committee member during the exercise of their duties remains the property of FCAQ and is not to be discussed outside the Management Committee meetings. It is improper to disclose it or allow it to be disclosed without appropriate authorisation.

3.3 Management Committee member induction

Each new Management Committee member must familiarise themselves with the FCAQ constitution, the legislation which applies to FCAQ, FCAQ's policies and procedures that govern their behaviours as Committee members.

Each new Management Committee member must undertake an induction.

Upon the appointment of a new Management Committee, the Secretary will provide all new Committee members with the following:

- » a contact list of all Committee members,
- » a copy of the individual new Committee member's role statement and directions to accessing the statements for all Committee members,
- » the volunteer agreement for Committee members,
- » details of how to access the FCAQ SharePoint (such as who is the contact person to arrange this),
- » electronic links to key documents including current versions of:
 - FCAQ Governance Manual.
 - The 3-year Strategic Plan.

- By-laws, policies and procedures.
- The Act.
- Incorporated Associations in the QLD Guide.
- Committee calendar, including next meeting.

Upon the appointment of a new Committee member the Chair will:

- » arrange for a face-to-face induction meeting prior to the first Committee meeting to be attended by the new member; and
- » provide a copy of these procedures to the new Committee member.

Processes for induction should take account of the prior knowledge and experience of the new committee member and the areas where the new member is seeking particular guidance.

3.4 Role of the Chair

The Chair's role is key and is considered the "lead" Management Committee and utilises his/her experience, skills and leadership abilities to facilitate FCAQ's governance processes both inside and outside the Management Committee meeting room.

The Chair's task is to ensure the Management Committee accomplishes its role and functions by:

- » ensuring the Management Committee operates as an inclusive, well-functioning team,
- » providing guidance to Management Committee members on what is expected of them as members of the Management Committee,
- » fostering an ethical culture,
- » monitoring that all Management Committee members behave in accordance with this Charter and take appropriate action in cases of non-compliance,
- » ensuring the Management Committee has fully considered and approved an effective strategy for FCAQ.

With respect to management, the Chair will:

- » be the principal point of contact between the Management Committee and the EO,
- » communicate with the EO to ensure the Management Committee is kept up to date on all relevant matters,
- » represent stakeholders' views to management,
- » regularly review, with the EO and such other managers as appropriate, progress on important initiatives and significant issues facing FCAQ,
- » provide mentoring for the EO; and
- » initiate and oversee the annual EO evaluation process.

Further, the Chair will:

- » chair Annual General Meetings (**AGM's**),
- » be the spokesperson,

- » communicate with members or stakeholders on matters that relate to the governance of FCAQ,
- » participate in sub-committees.

3.5 Role of the Vice Chair

The Vice Chair is the secondary leader of FCAQ Management Committee and as such, discharges the duties of the Chair as required in the Chair's absence. The Vice Chair supports the activities of the Chair including sharing responsibilities as appropriate.

3.6 Role of the Treasurer

The Treasurer is an office bearer and is primarily responsible for managing the finances in collaboration with the EO and finance administration assistant.

The Treasurer is responsible for ensuring that correct books and accounts are kept showing the financial affairs of FCAQ in the conduct of its activities including those in connection with agreements entered with Government Authority or key partners.

Therefore, it is preferable that the Treasurer has a basic understanding of financial matters, as the role requires the person to assist the Chair and the other Management Committee members to understand what is happening with the organisation's money and assets.

The specific responsibilities of the Treasurer include:

- » carrying out the responsibilities of a member of the Management Committee,
- » representing and clearly expressing the position of FCAQ with respect to its finances,
- » monitoring the organisation's budget,
- » ensuring financial policies and procedures are implemented,
- » reporting to the Management Committee concerning the financial position and affairs of FCAQ,
- » presenting financial statements to the AGM on behalf of the Management Committee,
- » overseeing bank accounts,
- » overseeing payments and other financial transactions,
- » ensuring financial delegations are set and adhered to.

3.7 Role of the Secretary

The Secretary is an office bearer and is responsible for managing the records of FCAQ.

The Secretary must carry out the responsibilities of a member of the Management Committee as well as that of a secretary, which brings with it specific legal responsibilities, and must fulfil other expectations of the Management Committee depending on the needs of FCAQ.

The Secretary is also responsible for:

- » taking and keeping the minutes of Management Committee meetings,
- » keeping the register of Members,
- » taking nominations for the Management Committee,
- » providing appropriate notice to Members for AGM's,
- » calling and convening special general meetings,
- » arranging Management Committee meetings,
- » assisting the Chair and EO to prepare the agenda,
- » coordinating any correspondence or reports to be presented at meetings,
- » circulating the minutes of meetings to Management Committee members,
- » completing any actions arising from meetings that require correspondence,
- » receiving all correspondence and bringing urgent matters to the attention of the Chair and/or Treasurer, if necessary,
- » prepare and lodge the FCAQ's annual return to Office of Fair Trading, Queensland.

4.8 Role of the general member committee members

The role of other FCAQ Management Committee members include attending management meetings and sub-committee meetings (if assigned) when they are scheduled. Must perform their roles and responsibilities with honesty, integrity and respect. Recognising the different nature of their duties (including legal obligations), they must:

- » exercise care and diligence,
- » act in good faith and in the FCAQ's best interests, and to further FCAQ purposes,
- » maintain Management Committee solidarity and collective responsibility,
- » contribute strategically,
- » exercise responsible management of financial affairs and risk,

4.9 Differentiating the role of the Management Committee and management

The Management Committee's role is to govern rather than to manage it. In governing, the Management Committee must act in the best interests of FCAQ.

It is the role of Management to manage in accordance with the direction and delegations of the Management Committee and the responsibility of the Management Committee is to oversee the activities of Management in carrying out these delegated duties.

SECTION 5. THE EXECUTIVE OFFICER - ROLE & RESPONSIBILITY

5.1 Role of the EO

The Management Committee appoints a person to be Executive Officer (**EO**) who is responsible for driving FCAQ's goals and vision for the future, in accordance with the strategies, policies, programs and performance requirements approved by the Management Committee.

The EO must comply with FCAQ's Code of Conduct and Proper Practice set out above.

The EO reports to and is accountable solely to the Management Committee. It is essential that the Chair and EO are in contact frequently.

It is the duty of the Management Committee to monitor, question and probe the EO and/or Management so that it is satisfied that the overall strategy of FCAQ and its implementation is sound and effective. Management Committee access to accurate and relevant information from management and external advisors is crucial to performing this duty.

The EO will manage a team responsible for all functions contributing to the success of FCAQ. The EO is responsible for the control and management of the business and day to day operations of FCAQ and is the public face of the organisation.

The EO's specific responsibilities will include:

- » developing, in conjunction with the Management Committee, FCAQ's vision, values, and goals,
- » responsibility for the achievement of goals and objectives,
- » development of short, medium, and long-term strategies and planning to achieve the vision and overall objectives,
- » preparation of business plans and reports with the Management; developing, with the Management Committee, the definition of ongoing corporate strategy; implementing and monitoring strategy and reporting/presenting to the Management Committee on current and future initiatives,
- » advising the Management Committee on the most effective organisational structure and overseeing its implementation,
- » assessment of business opportunities of potential benefit to FCAQ,
- » responsibility for proposals for major capital expenditure to ensure their alignment with FCAQ's strategy and justification on economic grounds,
- » sustaining competitive advantage through maximising available resources, encouraging staff commitment and strategically aligning the culture with FCAQ's goals and objectives,

- » establishing and maintaining effective and positive relationships with the Chair, Management Committee, Members, clients, suppliers and other government and business contacts,
- » undertaking the role of key spokesperson,
- » recommending policies to the Management Committee in relation to a range of organisational issues including delegations of authority, consultancies and performance incentives,
- » ensuring statutory, legal and regulatory compliance and complying with policies and standards,
- » ensuring appropriate risk management practices and policies are in place,
- » developing and motivating direct reports within their respective teams,
- » selecting and appointing key staff (direct reports) with oversight by the Management Committee; and
- » ensuring there is an appropriate staff appraisal system in place.

5.2 EO evaluation

EO evaluation is undertaken by the Management Committee with the process coordinated by the Chair.

EO evaluation will utilise both quantitative and qualitative measures.

EO evaluation will occur annually during the staff appraisal schedule with the results tabled for discussion at the following Management Committee meeting. At this time the Management Committee and EO will discuss and agree on goals (quantitative and qualitative) for the upcoming year.

The performance of the EO is a matter for the Management Committee's deliberation and is a separate agenda item at the relevant Management Committee meeting.

5.3. Annual financial reporting

The EO will:

- » present audited annual financial statements in accordance with Australian Accounting Standards, the Act and the Australian Charities and Not-for-profit Commission (**ACNC**) Act for the Board to approve no later than 30 September each year,
- » provide a signed copy of the audited financial statements to the ACNC, the State Government funding body and other stakeholders as required by legislation or pursuant to funding and other arrangements.

5.4. Committee expense reimbursement

FCAQ will reimburse out-of-pocket expenses incurred by staff, volunteers and Board members, provided the expenses are incurred:

- » on behalf of FCAQ,
- » during FCAQ's business,
- » within persons designated role and responsibility,
- » where practicable, supported by appropriate receipts and/or invoices,

The Executive Officer will review and approve all reimbursements.

SECTION 6. MEETINGS OF THE MANAGEMENT COMMITTEE & SUB COMMITTEES

6.1 Meeting of the Management Committee

The meeting of the Management Committee will be held on and have the following attendees:

Attendees:	All members of the Management Committee
Staff:	EO
Meeting Dates:	Bi-monthly (the 2 nd week of each scheduled month)

6.2. Management Committee papers

The papers for a committee meeting will be distributed [not less than 5 days] before a committee meeting.

The EO is responsible for ensuring that papers are clearly written and succinct whilst providing enough detail to facilitate a sound appreciation of the key issues. A paper must indicate whether it is for noting by the Committee or for decision and, if for decision, provide management's recommendation.

Whilst the Committee aspires to a consensus model of decision making, typically a simple majority is sufficient to pass a resolution at a committee meeting. FCAQ's Rules provides that an absent Committee member may authorise in writing an attending Committee member to vote on his or her behalf in which case the written authority must be produced at the Committee meeting. In the case of an equality of votes cast on a resolution, the Chair has a second or casting vote.

From time to time, urgent issues may arise between scheduled Committee meetings. If the issue would benefit from Committee discussion, a special meeting of the Committee will be scheduled. Typically, this will be a telephone meeting. If discussion is not needed (for example, because a previous Committee meeting substantively discussed the issue), the EO may propose to the Chair that a written resolution is circulated to all Committee members for signing.

6.3. Committee members' access to additional information

Additional information that may assist those involved in conducting Committee inductions. (The notes provided under each heading are designed to assist in the induction. Management Committee members who provide the induction will decide what is needed given the prior experience of new members).

6.4 Meeting of Sub-Committees

Right to establish a sub-committee

The Management Committee retains the right to set up committees, to allocate to, or take away from any committee the work that it is required to carry out, including re-allocating any work of any committee rendered defunct by this resolution, and to vary by way of a resolution from time to time as the Management Committee in its unfettered discretion may decide.

All Committees herein referred to are sub-committees of the Management Committee, or as altered at intervening meetings, or as created by this and any subsequent amendments to this Charter.

The number of committees are varied to the committees set out and referred to in this Charter, and the powers delegated to each committee are as set out in the relevant terms of reference.

These sub-committees coupled with the Management Committee members allow the Management Committee members to discharge their duties with the support of the members and the operational arm.

Sub-Committee Structure

» *Terms of reference and delegated powers for sub-committee's*

The responsibilities, terms of reference, and powers of each Committee are exercised on behalf of the Management Committee, to carry out investigations, review, provide advice, make reports and recommendations to ensure the Management Committee fulfils its corporate governance responsibilities with respect to its objectives as set out by observing and complying with any relevant Policies and Procedures of FCAQ in connection with its work.

» *Induction and development*

Appropriate induction, training and development will be provided to ensure that members of the Committees have the skills and knowledge to carry out their role effectively.

» *Membership*

The Committee will comprise:

- a Chairperson, shall be a member of the Management Committee, and be appointed by a properly constituted meeting of the Management Committee.

- such other professionals who meet the Management Committee approved “Skills Matrix”. The appointment for these positions requires Management Committee approval.

» *Appointment of members*

The Committee members will be appointed by the Management Committee.

The Chairperson and EO are entitled to attend all sub-committee meetings and only the Chairperson shall be entitled vote at all sub-committee meetings.

» *Term of office*

All committee members are initially appointed for a period of two years; however, current members may re-nominate, with no limit on the duration of Membership unless a Management Committee is not re-elected to the Management Committee, or a staff member has ceased his/her employment.

» *Responsibilities of members*

It will be the responsibility of all Committee Members to:

- attend meetings when scheduled,
- act in a respectful manner,
- act in accordance with the constitution and policies of FCAQ,
- deal with issues in a confident, firm and friendly manner,
- use judgment, common sense and tact when discussing issues,
- minimise irrelevant conversation and remarks,
- avoid interrupting when another person is speaking,
- take direction from the Chair when he or she is trying to ensure the orderly conduct of the meeting,
- prepare reports for meetings at least 10 days in advance if required so the agenda and reports can be circulated and read prior to the business of the meeting,
- provide leadership throughout the organisation to foster a culture of continual improvement,
- use all available mechanisms of communication within the organisation to ensure Staff and the Management Committee are informed of preferred and necessary information, outcomes and goals.

General duties & authority of committees

- » No committee has authority independent of the functions delegated to it, and is to report its approvals, findings and recommendations direct to the Management Committee.

- » Each committee has the authority to require members of FCAQ's management or others to attend meetings and to provide advice or information.
- » Each committee has the authority to access FCAQ's documents and records.

Agenda and papers

Each committee Chair in conjunction with the EO and committee administrators will set the Agenda for Committee Meetings.

All Committee Members will have the opportunity to submit new Agenda items together with supporting papers/research, prior to the release of the Meeting Agenda.

The agenda and supporting papers will be distributed to committee members at least five working days in advance of the Meeting.

Recommendations to the Management Committee

Any recommendations to FCAQ's Management Committee must be by way of a committee vote. If a member does not voice disagreement, it is taken that he or she is in favour of the recommendation. If the voting is equal, the recommendation is decided in the negative.

The Chair does not have a casting vote. The wording of the recommendation will be recorded in the minutes but will not contain the detail of the vote.

Members who are against the recommendation may ask to have their decision noted in the minutes.

Quorum

One Member of any sub-committee shall constitute a quorum for voting purposes, with that Member being the Chair. Members attending by either video or teleconference/ telephone link will be deemed to be in attendance for the purpose of establishing a quorum.

Record of meetings

The Management Committee in consultation with the EO, will appoint a staff member to act as sub-committee administrator.

The administrator will provide secretariat services for scheduled meetings. Minutes and/or an action status register shall record resolutions and recommendations to the Management Committee.

6.5 Resources

The committee shall:

- » have access to appropriate documents,
- » have access to senior management, via the EO,
- » be provided with technical, secretarial and administrative support; and
- » have costs of meeting participation reimbursed, in line with FCAQ's remuneration policy.

6.6 Conflicts of interest

"**Conflict of Interest**" disclosure will be addressed at the commencement of each meeting.

Each Committee Member must identify when they have a conflict of interest regarding any item on the agenda for a meeting or arising during the meeting and, unless the rest of the Committee (excluding the conflicted Member) have resolved otherwise in the absence of the conflicted Member, the Member must not:

- » be present while the matter, or a related resolution, is being considered by the Committee,
- » vote on the matter; nor
- » otherwise take part in any decision of the Members in relation to the matter or a related resolution.

6.7 Confidentiality

Each committee will maintain confidentiality to ensure integrity and open communication within the committee.

6.8 Attendance

The Management Committee Chairperson may attend meetings as a Member of the Committee and partake and contribute to meeting discussions. Members will be required to attend at least half of the Committee meetings scheduled in a calendar year.

6.9 Absence of Chair

In the absence of the Chair, the Chair of the Committee shall nominate another Committee member to act as Chair for the Meeting.

6.10 Remuneration

No remuneration shall be payable to members of a Committee or the Management Committee. Nothing in this paragraph precludes reimbursement of expenses and costs incurred by that person.

6.11 Objectivity

No committee member shall be responsible for appraising his/her own performance.

SECTION 7. INDEPENDENT COUNSEL OR OTHER ADVISORS

Management Committee members are entitled to seek independent advice at FCAQ's expense, subject to the prior approval of the Chair or their delegate. FCAQ will not pay for advice related to the individual's position on the Management Committee.

A copy of the advice received by the member of the Management Committee will be made available to all members of the Management Committee at the same time as the Management Committee member who requested the advice.

From time to time a committee may determine it to be necessary or appropriate to recommend independent counsel or other advisors, including a search firm to help identify new potential Committee nominees and to provide independent advice to the Committee.

The Management Committee shall have the sole authority to retain (on terms recommended by the Committee), terminate and approve the fees of any such counsel and advisors. The Committee may meet with any such counsel or advisors without management present. FCAQ will bear the cost of such counsel and advisors.

SECTION 8. CONFIDENTIALITY OF INFORMATION

All attendees at Management Committee or Committee meetings are required, as officers and or fiduciaries of FCAQ, to keep confidential all information presented to (whether written or oral) or discussed at Management Committee and Committee meetings.

SECTION 9. MEDIA AND COMMUNICATION PROTOCOL & PUBLIC STATEMENTS

Management Committee has adopted the following protocol:

- » The Chair and the EO may make public statement and issue media releases relevant to the functions, performance or affairs of FCAQ.
- » A Management Committee member who receives an enquiry about operational, customer relations, legal or other matter must invite the inquirer to contact the EO and advise the EO that the enquiry has been made.
- » A Management Committee member who receives an enquiry about an issue of a political or sensitive nature concerning the activities of FCAQ must refer the matter to the Chair or the EO.