



Broome
Regional Aboriginal
Medical Service

CORPORATE GOVERNANCE CHARTER

Healthy People

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BRIGHT FUTURE



Version V1.0

Board of Directors Approved



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1. Introduction

1.1 Purpose of the Manual

This document outlines Broome Regional Aboriginal Medical Service (BRAMS) Corporate Governance Policy in the form of a Corporate Governance Charter.

The Corporate Governance Charter establishes the guideline within which Directors are to operate as they carry out their respective roles.

The Corporate Governance Charter will be reviewed and updated to reflect changes in the legal framework within which BRAMS operates, and amendments and developments in Board policies and procedures.

The Charter, as represented in Figure 1, has five major sections:

- Aboriginal and Torres Strait Islander (ATSI) Culture
- Defining Governance Roles
- Key Functions of the Board
- Effective Governance
- Board Processes

Figure 1:
Corporate Governance Model





1.2 The Corporation

BRAMS is an Aboriginal Community Controlled Health Service. Commencing in 1978, BRAMS was the first remote Aboriginal Medical Service in Western Australia. BRAMS is a company incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (the CATSI Act).

The objectives of BRAMS are:

- To provide a health services for Aboriginals and Torres Strait Islanders in the Shire of Broome, such health service to particularly cater for the special health requirements and the needs of Aboriginals and Torres Strait Islanders;
- To provide support and relief to persons suffering from a mental or physical disability;
- To provide a forum for Aboriginals and Torres Strait Islanders in the Shire of Broome to discuss their requirements, needs and grievances concerning all matters relating to Aboriginal and Torres Strait Islanders health and welfare services;
- To provide information to Aboriginals and Torres Strait Islanders in the Shire of Broome relating to health and welfare facilities and benefits and all associated matters;
- To sponsor promote and encourage the maintenance and renewal of traditional Aboriginal and Torres Strait Islanders medicine and culture;
- To support the self-determination and social development of Aboriginals and Torres Strait Islanders in the Shire of Broome;
- To work with and complement other existing medical and health services in the Shire of Broome;
- To advise, deal with and negotiate with Government Departments, agencies and instrumentalities and other bodies in matters relating to Aboriginal and Torres Strait Islanders health and the provision of health services to Aboriginals and Torres Strait Islanders in the Shire of Broome;
- To participate with other Aboriginal and Torres Strait Islander organisations in projects for their mutual benefit;
- To assist and encourage Aboriginals and Torres Strait Islanders in other parts of Australia in their endeavours to establish their own health services; and
- To provide and assist with training, research and development of Aboriginal health.





1.3 Vision
Healthy People
Strong Community
Bright Future

1.4 Mission
 Provide holistic and culturally responsive health and wellbeing services for Aboriginal and Torres Strait Islander People. That means making our Mob healthy.

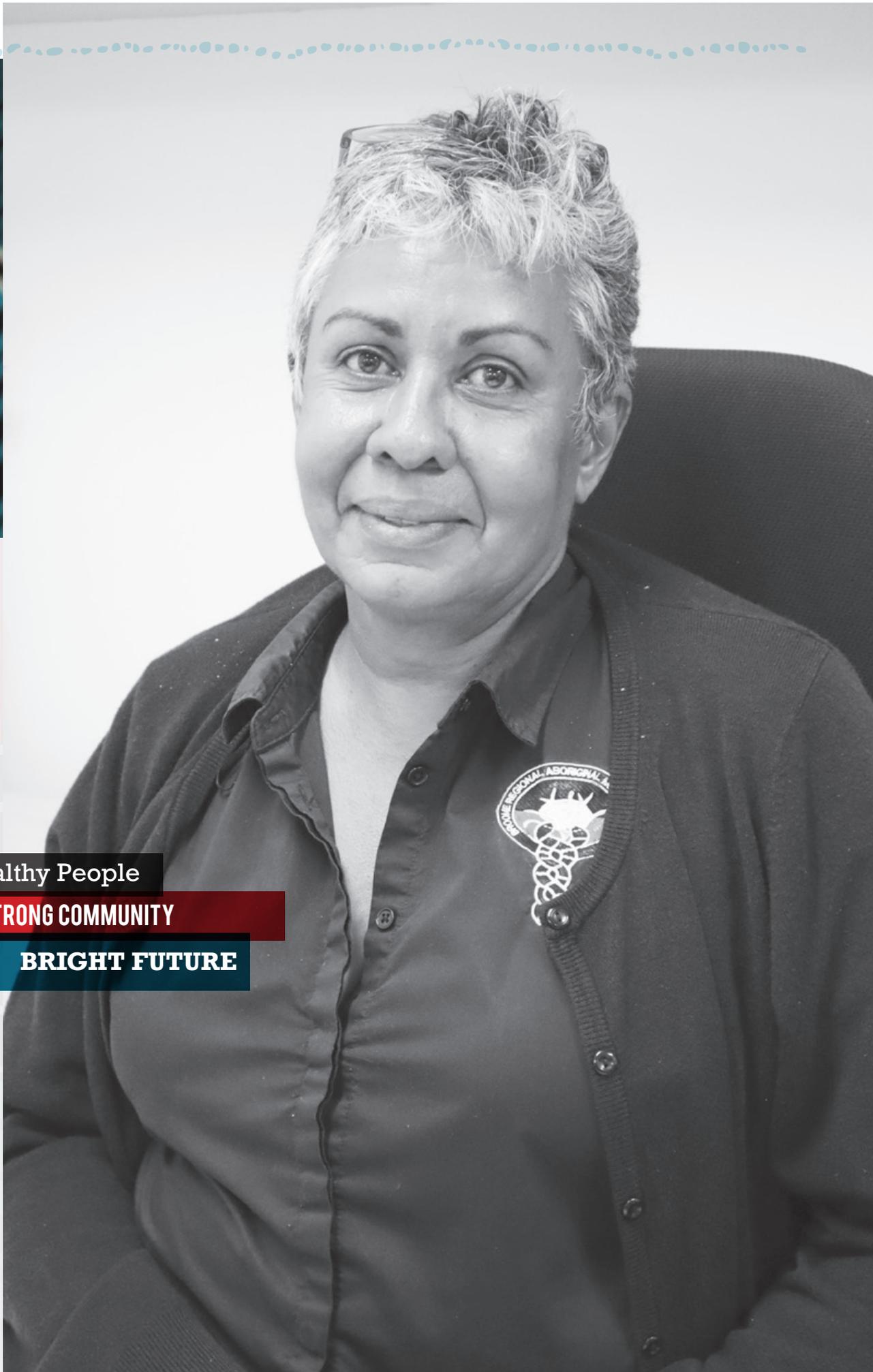


1.5 Values
Respect:.....Treat one another and others with respect.
Integrity:.....Be truthful, honest and ethical in our dealing with one another and others.
Accountability: ...Take responsibility for what we do and the decisions we make.
Quality:Providing high quality services that meet the expectations of our clients and the community.

1.6 Powers of the Corporation
 Subject to the CATSI Act and the Rule Book, the Corporation has the power to do anything lawful to carry out the objectives.

1.7 Membership
 The Corporation is membership based. A person who is eligible to apply for membership must be an Individual who is:

- at least eighteen years of age and an Aboriginal and Torres Strait Islander person
- a permanent resident of the shire of Broome



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2. Indigenous Culture

2.1 Two Way Governance

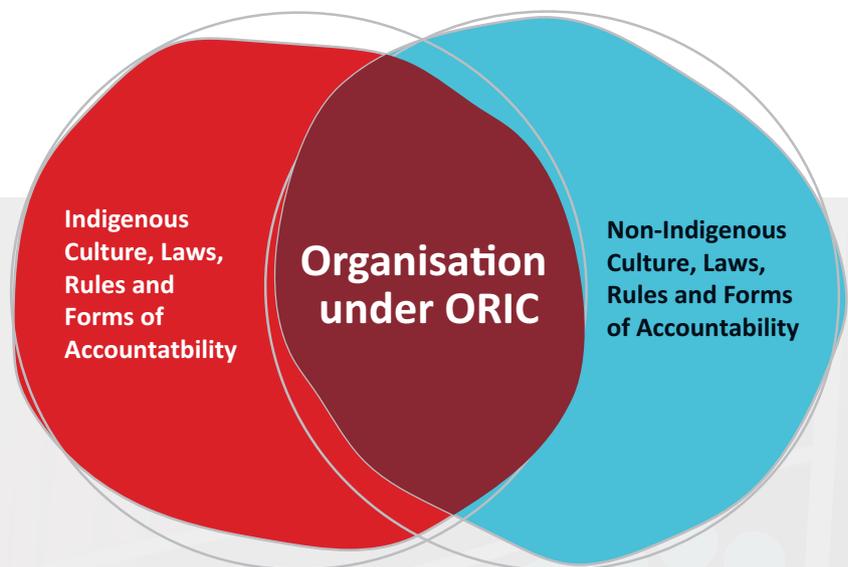
Two-way governance describes the unique place of contemporary Indigenous governance. Today Indigenous people live under two laws: their own and those of non-Indigenous Australia.

This means that Indigenous people need to maintain the internal effectiveness and legitimacy of their governance – the support of the people who share the same values- and be able to get things done for them.

But they also need to be effective and credible with external stakeholders (like funding bodies, governments or member services including Kimberley Aboriginal Medical Service and the Aboriginal Health Council of Western Australia) that play an important role in their community organisation.

This balancing act is necessary to maintain cultural integrity and maximise self-determination. It is also necessary to ensure that models of governance accord with requirements (such as financial and legal accountability) of wider society.

Figure 2: Two-way governance model





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3. Defining Governance Roles

3.1 Principles of Good Governance

Corporate governance is based on principles such as conducting all business with integrity and fairness. It is a system of rules, practices and processes by which a Corporation is directed and controlled. Corporate governance essentially involves balancing the interests of many stakeholders in a Corporation; these include its members, management, funding bodies, financiers, government and community. Since Corporation governance also provides a framework for achieving the Corporation's objectives, it encompasses every sphere of management, from strategic plans to internal controls and performance measures.

Good governance is about processes for making and implementing decisions that are in the best interest of the corporation. The characteristics of good governance are outlined in the figure below.

Accountability - The Board has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the membership it represents.

Transparency – The Board will follow a decision making process and others will be able to clearly see how a decision was made – what information, advice and consultation the Board considered, and which legislative requirements (where relevant) were followed.

Legality – Decisions are consistent with relevant legislation or common law and are within the powers of the Board.

Responsiveness – The Board should always try and serve the needs of the entire community while balancing competing interest in a timely, appropriate and responsive manner.

Effective and efficient – The Board should always make decisions that make best use of available people, resources and time to ensure the best possible results for their community.

Good governance helps ensure that BRAMS activities align with and contribute to achieving the Corporations purpose. Board members need to be clear about why they are involved, what they are doing and how they will do it. This helps BRAMS stay true to its vision and mission.



Figure 3:
Effective Governance Principles



3.2 Members Rights and Obligations

A members' rights and obligations can be defined in section 5.4 of the BRAMS Rule Book and are summarised below:

Members' rights have limits:

1. Individual members cannot tell the Directors of the Corporation to act in a particular way or to make a particular decision.
2. Where the members at a general meeting make a decision that they are entitled to make (ie within their power), the Board must follow that decision.
3. Where the members at a general meeting make a decision that is outside of their power, the Board does not have to follow that decision.

Some decisions must only be made with the members' approval by resolution:

1. changing the Rulebook (special resolution);
2. appointing and removing Directors;
3. setting remuneration rate for Directors;
4. appointing the auditor;
5. some related party benefits; and
6. distributing surplus assets if the Corporation closes down.

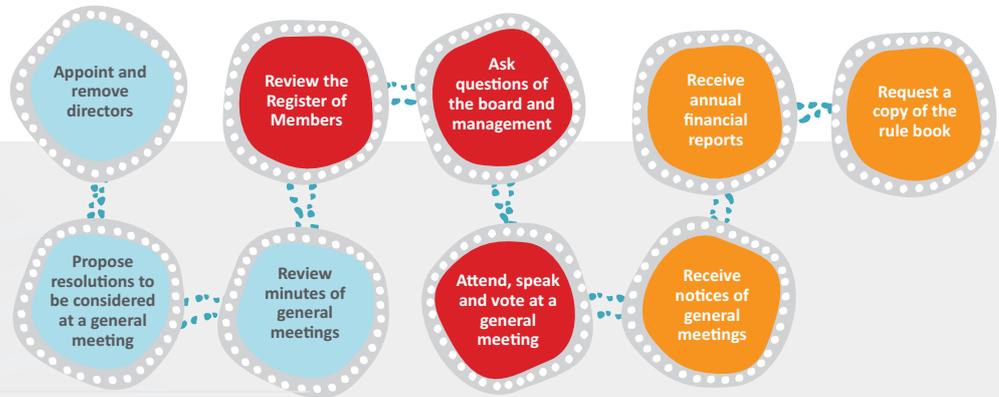


Figure 4. Member Rights

What responsibilities do members have?

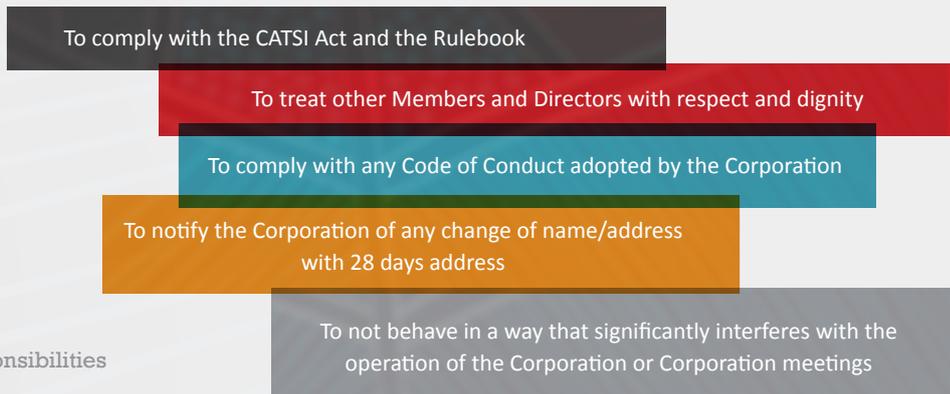


Figure 5: Member Responsibilities



3.3 Role of the Board

The role of the Board is to govern rather than manage the day to day operations of the Corporation. This requires Directors to:

- Ensure legal and accountability requirements are fulfilled
- Encompass and promote the Corporations values
- Provide leadership and direction
- Strategically plan for the future
- Ensure the Corporation is viable – that is legally compliant, financially solvent, and that risks are managed well
- Manage and represent BRAMS membership.

This is a summary of the boards role:



Figure 6:
Role of the Board

The role of each Director is to work for the Members and look after Member interests as a whole. As a representative of the Corporation and its Members, each Director is required to:



Figure 7:
Director Requirements

Directors are not there to speak for themselves or on behalf of just a few people. Directors are not there to raise issues of personal interest or concern to the Director or their family.

Being a Director does not give you any individual authority to make decisions for the Corporation - for example, to sign a contract on its behalf. It is the Board as a whole that makes decisions.



3.4 Board Structure

As a Corporation governed by and for Aboriginal people, the Board structure is comprised of Directors who are members of BRAMS.

As currently defined in the Rule Book, the eligibility for appointment and continuance as a Director is:

- A member
- An Aboriginal and Torres Strait Islander person
- At least 18 years of age
- Not an Employee of a Prohibited Organisation
- Not an employee of the Corporation
- An ex-employee of the Corporation or any Prohibited Organisation cannot be a Director until at least two (2) continuous years have elapsed since the date on which the ex-employee ceased to be an employee of the Corporation or Prohibited Organisation.

As currently defined in the Rule Book, the Board is comprised of:

- At least two (2) Directors and must not have more than nine (9) Directors.

3.5 Term of Office

Nominated Directors hold office on a rotation for a term of two (2) years, so that half the Nominated Directors appointment expires each year. A director's term ends at the conclusion of the second AGM after they are appointed. A director is eligible to be re-elected.

Directors apply for Board positions by completing an Expression of Interest as Director form and meet the screening requirements defined in the **Director Screening Policy**. Prior to being appointed as a Director of the Corporation, a person must also complete and sign a Consent to Act form as set out in this Corporate Governance Charter.

3.6 Director Elections

Directors are appointed by Members at a General Meeting following an election process. The election process is included as part of the supporting documents to this Corporate Governance Charter.

3.7 Code of Conduct

BRAMS recognises that everyone within the organisation deserves to be treated with mutual respect, compassion and fairness. The standards of behaviour expected of directors and members are outlined in the **Member and Director Code of Conduct Policy**. These standards of behaviour support BRAMS to deliver high quality care to clients, promote professional and collaborative working relationships, and contribute to an overall improved organisational culture for BRAMS.

Members are required to sign a declaration to comply with the Code of Conduct annually through the membership application and renewal process.



3.8 Personal Legal Duties of Directors

Board of Directors have a range of personal legal duties arising from:

- Legislation – most relevantly the CATSI Act.
- The BRAMS Rule Book.

A director who breaches his or her duties may face civil or criminal penalties imposed by Office Register of Indigenous Corporations (**ORIC**), or the Police.

These personal legal duties are often framed in legal terms (e.g. “exercise powers for proper purpose” or “act with due care”) but they can be summarised in the following figure.

The ORIC Five Legal Duties

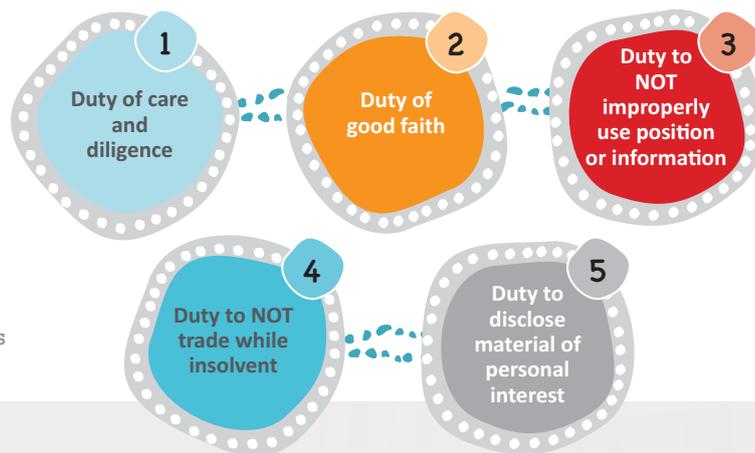


Figure 8:
Directors Legal Duties

3.9 Conflict of Interest

Directors are required to put the interests of BRAMS above all other interests, including their own. A conflict of interest situation arises when a Director’s duty to BRAMS conflicts with their duties, obligations or interests elsewhere.

On taking up an appointment as a director with BRAMS, the director must complete a **Director Conflict of Interest Declaration**, which will provide information for the inclusion in the **Conflict of Interest Register** and assists with identifying potential conflicts of interest and related party transactions in relation to matters considered by the BRAMS Board of Directors.

Directors are expected to indicate to the Chairperson any actual or potential conflict of interest situation as soon as it arises. They must indicate what the interest is and how it relates to BRAMS. It must be given at a Directors meeting as soon as possible, and it must be recorded in the minutes of the meeting and the Conflict of Interest Register.

To manage conflicts of interest, BRAMS has a **Directors Conflict of Interest Policy**.



3.10 Role of the Chairperson

The leadership of BRAMS is a responsibility collectively shared by the Board and Chief Executive Officer. The Chairperson is elected by the membership as their leader. The Chairperson ensures the

integrity of the Board's processes and represents the Board as appropriate to outside parties. Board Delegations and Authorities are outlined in the **Delegation of Authority Policy**.

Accordingly, the Chairperson:

- is responsible for ensuring the Board operate effectively, including through chairing meetings to ensure transparent decision making through robust discussion and a culture which encourages appropriate questioning and enquiry about all matters put before the Board;
- is empowered to chair Board meetings, with all the commonly accepted power of that position;
- is responsible for ensuring there is a flow of accurate, timely and relevant information from management to the Board to enable the Board to make well informed decisions;
- develops a close working relationship with the Chief Executive Officer, liaising with the Chief Executive Officer between Board meetings to ensure optimum efficacy in the presentation of all recommendations to the Board and for ongoing support, monitoring and mentoring of the Chief Executive Officer on behalf of the Board;
- is responsible for ensuring the Board operates consistently within its own processes and those legitimately imposed upon it from outside the Corporation; and
- is to assure implementation of procedural aspects of governance policies and processes agreed by the Board.

3.11 Role of the Company Secretary

Under the CATSI Act, the Board is required to appoint a suitably qualified, informed and reliable person so act as Company Secretary. BRAMS must receive a signed consent form a person to act as Secretary and Contact Person of the Corporation before they act as Secretary and Contact Person.

The Secretary is the official point of contact for regulatory authorities. The specific responsibilities are set out in the CATSI Act and the BRAMS rule book. This is an appointed position, not an elected position.

The role of the Secretary position consists of:

- Passing on any formal correspondence which they receive to at least one of the directors within 14 days
- Ensuring meeting agendas are prepared and distributed according to the rule book
- Ensuring all the legal requirements of BRAMS are carried out
- Maintaining up to date contact details for the directors
- Assisting in the organisation of Board meetings, AGMs, and special general meetings.

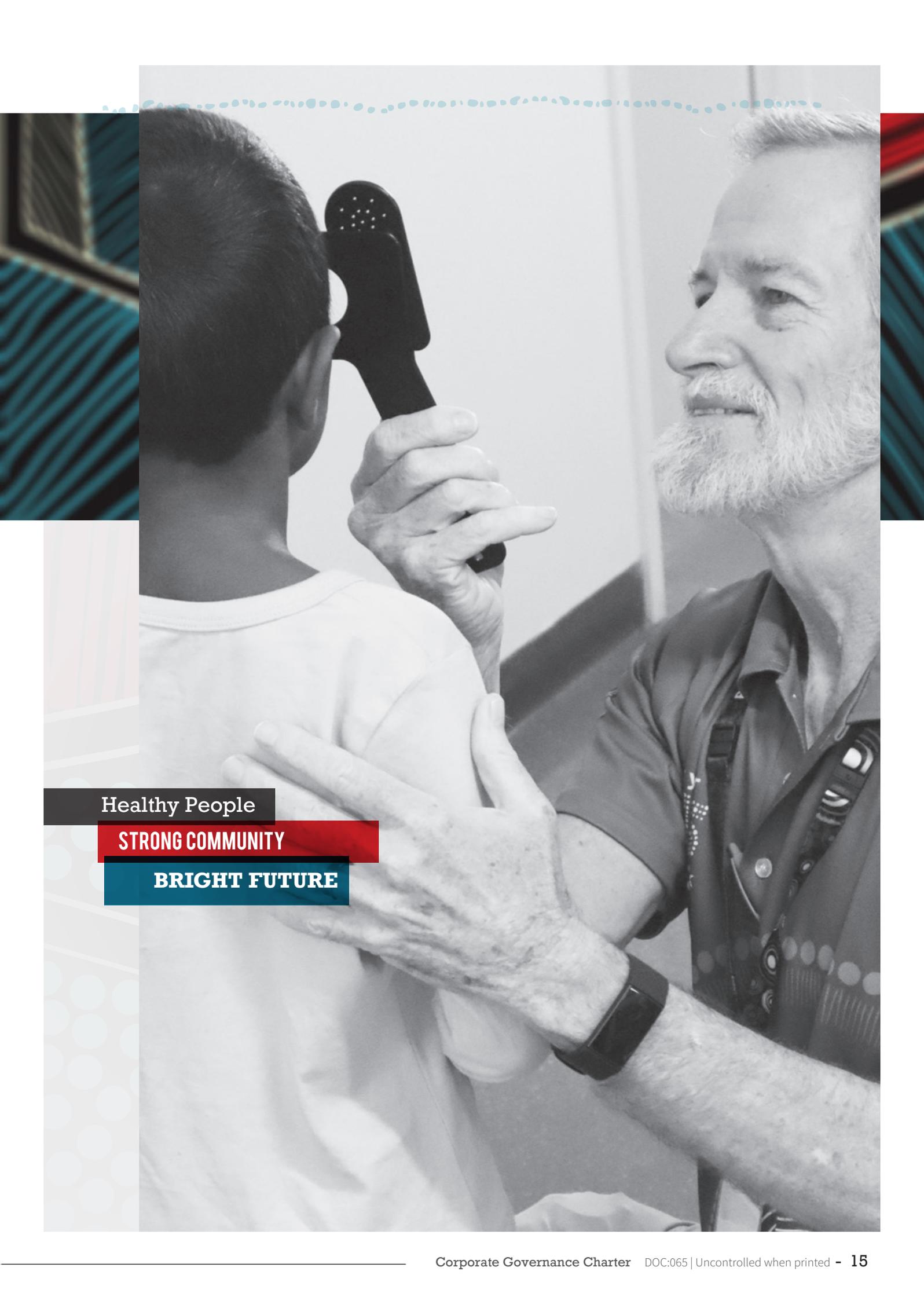
3.12 Role of the Chief Executive Officer

The Chief Executive Officer is authorised and responsible for the management of the organisation and its operations by way of delegated authority from the Board. This delegation of authority generally includes responsibility for:

- Developing business plans, budgets and strategies for consideration by the Board and, to the extent approved by the Board, implementing these plans, budgets and strategies;
- Ensuring the organisation's operations and business are within the parameters set by the Board from time to time and that the Board is kept informed of material developments in the organisation's affairs, operations and business;
- Identifying and managing operational and corporate risks for the organisation and, where those risks could have a material impact on the organisation, formulating strategies for managing and mitigating those risks, including for consideration and endorsement (as applicable) by the Board;
- Managing the organisation's financial and other reporting mechanisms, and control and monitoring systems, to ensure that these mechanisms and systems capture all relevant material information on a timely basis, are functioning effectively and are founded on a sound basis of prudential risk management;
- Ensuring that the Board is provided with sufficient accurate information on a timely basis in regard to the organisation, its operations, business and affairs, and in particular with respect to the organisation's corporate performance, financial condition, operations and prospects, so as to reasonably position the Board to fulfill its governance responsibilities;
- Implementing the policies, processes and codes of conduct and facilitating the monitoring and reviewing of, and reporting against, those policies, processes and codes of conduct.



Figure 9:
Role of the Chief Executive Officer



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4. Key Functions of the Board

4.1 The Board and Strategy

The Board is responsible for identifying, refining and expressing the overall, long-term goal(s) for the BRAMS and the key limits and boundaries for achieving this.

BRAMS intentions are strategically grounded in the way the organisation sees the world; the Board develops the 'character', 'personality' and 'identity'; the shared and collective perspective on the world.

The Board's strategic plan is to be:

- appropriate to the values, role and capability of the Corporation
- easily understood by the Board, CEO, members and stakeholders
- feasible
- clear enough to be monitored effectively
- undertaken in accordance with the Strategic Planning Policy.

Driving the BRAMS strategy (operationalising the strategic plan) is a task delegated to the Chief Executive Officer and overseen by the Board. Thus, the Board understands where its role ends, and where the Chief Executive Officer takes up their role.

The Board will undertake an annual cycle for review of the strategic plan and its reformulation in line with environmental opportunities and threats.

4.2 Establishing Board and CEO Parameters

The Board is responsible for establishing the boundaries in which the Board, the Chief Executive Officer, and the Corporation (through the Chief Executive Officer) operates. It respects the role of the Chief Executive Officer.

The Board may appoint a person to the position of Chief

Executive Officer for the period and on the terms and conditions the Board sees fit. The Board will encourage and support the Chief Executive Officer.

The Board ensures the parameters/boundaries it has established are documented.

This involves the Board undertaking such activities as:

- establishing a cycle for review of BRAMS work and its plans, and its strengths and weaknesses in the context of the environmental opportunities and threats
- describing and documenting the role of the Chief Executive Officer.
- determining the range and extent of authority delegated to the Chief Executive Officer.
- approving the annual business plan and budget.
- defining points at which key organisational activities will cease.
- the Chairperson is the key contact for Directors to discuss any matters relating to the Board.

In order to ensure the Chief Executive Officer is carrying out his or her responsibilities, the Board manages the Chief Executive Officer and regularly evaluates their performance.



4.3 Risk Management

The Board articulates the amount and type of risk BRAMS is willing to take to achieve its strategic objectives and is ultimately responsible for BRAMS documented risk management framework.

The risk management framework includes the:

- procedures the BRAMS has gone through to review its risk profile
- policies in place to avert identified risks
- measures it will take to cope with the consequences, if the projected risks come to pass.

The Board needs to be satisfied the:

- procedure for identifying risks is adequate;
- policies contain a reasonable balance between cost and risk; and
- BRAMS will be adequately protected if the worst happens.

As outlined in the **Risk Management Framework**, risk management is viewed as a step by step process of identifying risk, assessing, and eliminating, controlling or managing reasonably foreseeable risks (refer to Figure 6).

The Board is responsible for ensuring policies and procedures are carried out and the risk management framework is regularly reviewed and updated.

The Board will regularly undertake the process of risk identification, assessment, rating, control environment and review to ensure reasonable measures are undertaken to identify and control corporate risks.

The Chief Executive Officer is responsible for presenting the organisation risk register to the Directors on a quarterly basis.

All risks are recorded on LOGIQC, the organisations Quality Management System.

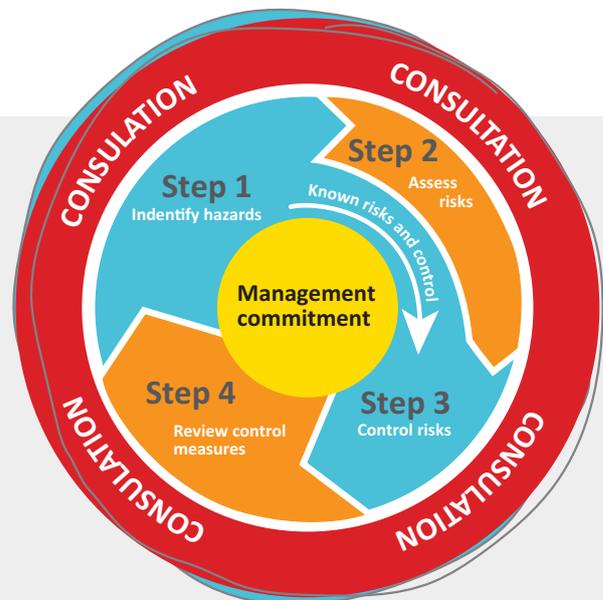


Figure 10: Risk Management Process



4.4 Monitoring Performance

To ensure BRAMS complies with legal obligations, the Board monitors organisational performance. The Chief Executive Officer is responsible to the Board for managing compliance and must report promptly to the Board any material breaches or allegations of breaches.

The Board maintains a direct relationship with BRAMS external auditors to ensure integrity in financial reporting. As noted above, a documented risk management framework is regularly monitored, reviewed and updated by the Board.

The Directors and Company Secretary (delegated to the Chief Executive Officer) ensure BRAMS complies with statutory obligations and adequate avenues exist for people seeking communication with BRAMS.

The Board ensures strategic plans (including budgets) for the Corporation are compatible with the achievement of its vision, and establish a set of agreed performance measures in conjunction with the Chief Executive Officer. The Board must ensure these performance measures are documented appropriately (e.g. in business plans and budgets) and actively monitors implementation activities and policies against these measures.

This process is supported by the receipt and review of regular reports from the Chief Executive Officer. Regular review of the Chief Executive Officers performance will be undertaken by the Board; they will provide honest, direct, constructive and timely feedback.

4.5 Policy Framework

The Board's responsibility of oversight of BRAMS and its viability including ensuring it has relevant governance policies and procedures. Policies are high-level rules, which set out what an organisation wants to achieve. Procedures are the rules which set the way in how these policies are going to be achieved. Good governance policies and procedures underpin the successful operation of BRAMS.

A key role of the Board is to set the boundaries, or policies, in which BRAMS must operate. In addition to this Corporate Governance Charter, the Board will approve core governance policy and procedures and review them periodically.



Figure 11: Good Policies Flowchart



4.6 External Relationships

Developing business relationships and working to promote the reputation of BRAMS are important ways for Directors to promote the reputation of BRAMS and are important ways for Directors to

add value to BRAMS. Directors are expected to use their networks to actively promote BRAMS and to further its interests.

4.7 Decision Making

A resolution is the formal way in which Directors make decisions that are made at a Board meeting. For a resolution to pass, it must meet the following criteria:

- a resolution of Directors must be passed by a majority of the votes. The chairperson has a vote, plus a casting vote.
- the resolution is passed at a meeting which is properly convened and satisfied any quorum requirements
- the resolution is put into the meeting minute records within one month of the meeting being held, and
- the minutes of the meeting where the resolution was passed must be signed by the chair of the meeting, or the chair of the following meeting.

Resolutions can be passed without a Directors' meeting if all directors sign a statement saying that they are in favor of it through a circular resolution as outlined in the Circular Resolution Policy.

Once debate has finished and a resolution is made, the Board will present a uniform view outside the Boardroom and all Directors should support the actions of BRAMS.





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5. Effective Governance

5.1 Director Induction

New directors undergo an induction process in which they are given a full briefing on BRAMS. To support the induction process, the Board will:

- Have an up to date Corporate Governance Charter and supporting policies and procedures;
- Set aside time before the new directors first Board meeting for an orientation session; and
- Have a Director Induction Package.

Current and newly appointed Directors will be required to attend an induction session at BRAMS within one month of the Annual General Meeting.

5.2 Director Development

The Board is committed to ongoing professional development for all its Directors. Maintaining governance excellence is not just about an undertaking by an individual Director, rather it is an ongoing commitment by the whole Board to improving its skills, capabilities benefiting from the combined wisdom and experience of the Board as a collective.

Board professional development often includes both technical and behavioural elements. Each Director will complete a Director self-assessment tool to assess strengths, highlight areas for further development and guidance on where to next. A Director professional development plan will be developed by each Director to help strengthen their capability in governance and directorship, and maintain currency.

The professional development plan can be informed by the self-assessment.

A range of learning opportunities are available to meet individual Director learning needs. A professional development budget is available for each director. The professional development plan will be discussed with the Chairperson and an agreement reached on available training opportunities and associated costs. The Chairperson is responsible for approving all Directors' professional development activities.



5.3 Director Remuneration

The Directors may be paid nominal sitting fees for attending Board meetings and representing the Corporation at other meetings subject to funds being available for the purpose. The nominal fee will be set by the members either at the annual general meeting or any other general meeting. As outlined in the **Directors Remuneration Policy**, Directors must complete a Sitting Fee Payment Form for approval by the Chairperson and/or Chief Executive Officer for payment.

5.4 Director Protection

Directors of Corporations do have a risk of incurring liability if a personal breach of duty by them causes personal injury or damage to property. They can be liable if they directly caused the loss or damage or if they authorised and directed the actions which caused the event giving rise to liability. Directors can also be held liable, despite not themselves not having done anything objectionable. For this reason, BRAMS holds Management Liability Insurance.

Directors must act in accordance with the terms and conditions of the insurance policy otherwise the insurance company reserves the right to waive the coverage.

5.5 Director Evaluation

An effective Board regularly assesses its performance and reviews governance arrangements to ensure it has the best structures, systems and policies in place to help it achieve its mission. Assessing the Board is not an end itself but is part of the cyclical process of developing the Board. The following figure describes this cycle.

The Board considers the ongoing development and improvement of its own performance as a critical input to effective governance. As a result, the Board undertakes an annual evaluation of Board performance. The Board may engage an independent expert to facilitate the process. The Board considers the outcome of the review in the following meeting and develops a series of actions and goals to guide improvement.

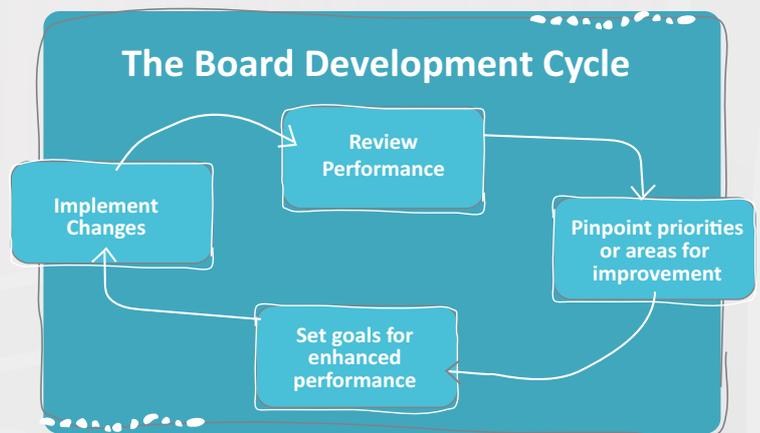


Figure 12: The Board Development Cycle

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6. Improving Board Processes

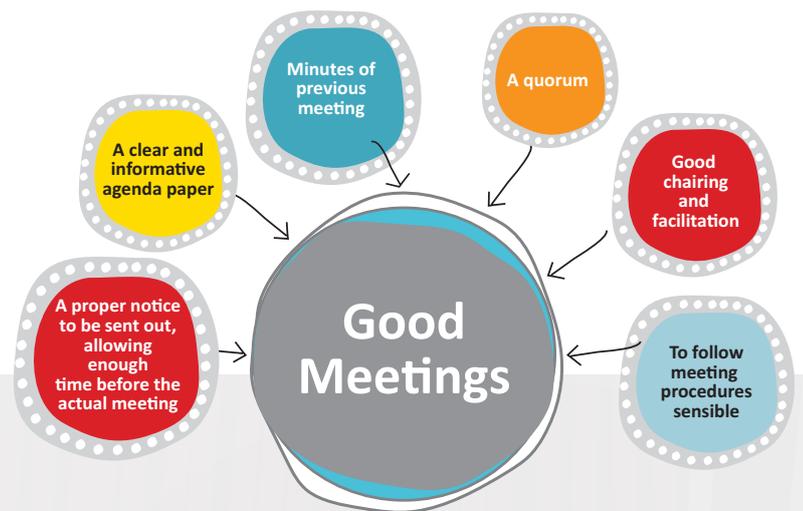
6.1 Board Meetings

Effective Boards have well planned and effective meetings. Ways to ensure BRAMS meetings are effective include:

- Ensuring agendas and papers are well structured and easy to read
- Providing proposed resolutions and their background with the papers
- Recommendations from management are clearly documented
- Expecting directors to engage in robust discussion on proposals that pose risks to BRAMS
- Providing clear and succinct minutes with documented decisions, actions and deadlines, and just enough detail of discussions to make sure that Board is clear on their decisions or strategic positions.

According to the Rule Book, the Directors will meet as often as the Directors consider necessary for the functioning of the Corporation, but must meet at least every three (3) months.

Figure 13: Good Meeting Principles



6.2 Meeting Agenda

The agenda should be included with notice of the meeting and needs to set out items of business to be dealt with at the meeting.

A well-designed agenda helps make a Board meeting effective by outing the time directors spend together to best use. Good design allows sufficient time to focus on future-orientated, strategic decisions when energy and concentration is high.

At the same time, it ensures important, but typically more routine matters such as compliance and fiduciary responsibilities are discharged in an appropriate manner.

The Chairperson is to ensure that the meeting content will be only those issues that, according to this Charter, clearly belong to the Board to decide.

The Chief Executive Officer, in consultation with the Chairperson, is responsible for preparing an agenda for each Board meeting. However, any Director may request items or notices of motion to be added to the agenda for upcoming meetings.

This request should be made in writing to the Chairperson and copied to the Chief Executive Officer. The Chief Executive Officer circulates the agenda five (5) days prior to a meeting and provides a hard copy at the meeting.



6.3 Board Papers

The Chief Executive Officer, with the support of the Administration Officer, is responsible for the preparation and circulation of Board papers.

The Chairperson should vet papers or any other information supporting each draft agenda item to ensure that adequately inform the debate, add to the discussion and help Directors to reach decisions. They should be written succinctly, follow a consistent format and clearly identify the issues, stating the resolution recommended.

If a Board paper relates to a matter in which there is a known conflict of interest with a particular Director, the relevant Board paper will be removed by the Chief Executive Officer, on the instructions of the Chairperson from the set of Board papers provided to that Director.

The Chief Executive Officer must ensure that, the Chairperson of the meeting signs the meeting minutes within one (1) month of the Board meeting.

The Chief Executive Officer circulates the board papers five (5) days prior to a meeting and provides a hard copy at the meeting.

The only records of Board meetings are the official records kept by the Chief Executive Officer. However, Directors may choose at their discretion to keep their own personal notes or comments on Board papers.

Individual Directors should be aware that the personal notes and comments they choose to make are discoverable under law and should proceed with caution in this regard.

6.4 Disputes

Disputes between Directors and Members are managed in accordance with the **Dispute Resolution Policy**.

7. Associated Policies and Guidelines

- Circular Resolution Policy
- Conflict of Interest Policy
- Delegation of Authority Policy
- Director Screening Policy
- Director Remuneration Policy
- Dispute Resolution Policy
- Strategic Planning Policy
- Director Election Policy
- Member and Director Code of Conduct Policy



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