



AFL MASTERS NATIONAL BOARD CHARTER

Effective 31 May 2024

Effective from

31 May 2024

Applicable to

This policy is applicable to all National Board Members of AFL Masters Inc.

Purpose of the National Board Charter

The purpose of the Board Charter is to set out the role, composition and responsibilities of the Board of Directors (“the Board”) of AFL Masters Inc (AFLM).

The conduct of the Board is also governed by the Constitution of AFL Masters Inc, a copy of which is located on the AFLM website. A number of operational matters relating to the Board such as number of meetings per year, notification of interests, and election of directors are governed by the Constitution and are not reproduced here.

Purpose of the National Board

The Board has two overarching purposes, performance and compliance.

a) Performance: assist the organisation to perform to its best potential

Strategy and policy

- approve Vision/mission and ensure it is embedded into the organisation’s operations
- approve strategic plan and policies and monitor regularly

Accountability

- overall performance of the organisation
- board evaluation, succession planning
- report outcomes to stakeholders
- manage the General Manager

Public Relations

- represent and participate
- keep stakeholders informed
- project a strong and positive image
- promote the vision
- facilitate cohesion

- protect the interests of stakeholders
- speak with one voice regarding Board decisions

Risk management

- Ensure up-to-date and effective risk profile and management strategy
- monitor critical risks

b) Compliance: conform with or exceed all legal requirements

Legal

- monitor constitution
- comply with directors' responsibilities
- comply with laws
- monitor insurance requirements

Accountability

- monitor financials
- compliance audits

The Board, while meeting its responsibilities, is mindful of the organisations mission and the objects of the organisation as embodied in its Constitution.

Roles & Responsibilities

The Board has delegated authority for the operations and administration of the organisation to various committees as it sees fit.

The functions of the Board are to:

- Provide effective leadership and collaborate with the General Manager in:
 - articulating the organisation's values, vision, mission and strategies
 - developing strategic (direction) plans and ordering strategic priorities
 - maintaining open lines of communication and promulgating through the organisation and with external stakeholders the values, vision, mission and strategies
 - developing and maintaining an organisation structure to support the achievement of agreed strategic objectives
- Monitor the performance of the various committees against agreed performance indicators
- Review and agree the strategic plans and annual budget proposed
- Monitor the achievement of the strategic plans and annual budget outcomes
- Establish such committees, policies and procedures as will facilitate the more effective discharge of the Board's roles and responsibilities
- Ensure, through the Board committees and others as appropriate, compliance obligations and functions are effectively discharged

- Initiate a Board self-evaluation program and follow-up action to deal with issues arising and arrange for directors to attend courses, seminars and participate in development programs as the Board judges appropriate
- Ensure that all significant systems and procedures are in place for the organisation to run effectively, efficiently, and meet all legal and contractual requirements
- Ensure that all significant risks are adequately considered and accounted for by the Executive management team.
- Ensure that organisation has appropriate corporate governance structures in place including standards of ethical behaviour and promoting a culture of corporate and social responsibility.

Membership and term

The Constitution provides for a maximum of five (5) directors and a minimum of three (3) directors. The Board Members shall consist of:

- President
- Vice President
- another Elected Board Member
- up to two Appointed Board Members.

The Board consists only of non-executive directors. That is, no member of the Board may be a member of the paid staff of the organisation.

Directors are free from any interest and any business or other relationship which could, or could reasonably be perceived to, materially interfere with the director's ability to act in the best interests of the organisation.

Membership of the Board shall be disclosed in the annual report including whether a director is independent or not independent.

As per the Constitution there is no maximum term for Elected Directors. Elected directors must be re-elected by the membership after three years on the Board. Appointed Board Members on a twelve (12) month basis and may be re-appointed after each term.

Board / General Manager relationship

If a General Manager is appointed, the roles of Board Member and General Manager are strictly separated.

The General Manager is responsible for:

- policy direction of the operations of the organisation
- the efficient and effective operation of the organisation
- bringing material and other relevant matters to the attention of the Board in an accurate and timely manner.

The General Manager is not a member of the Board but as per the Constitution shall be entitled to attend all Board Meetings and debate and otherwise participate in meetings of the AFL Masters Board but shall not be a Board member and shall have no entitlement to vote on any decision taken by the Board.

Board Culture

The Board actively seeks to have an 'engaged culture' which is characterised by candour and a willingness to challenge.

Agendas

- The agendas of the Board limit presentation time and maximise discussion time.
- There are lots of opportunities for informal interactions among Board members.

Norms

- Board members are honest yet constructive.
- Members are ready to ask questions and willing to challenge leadership.
- Members actively seek out other members' views and contributions.
- Members spend appropriate time on important issues.

Beliefs

- "If I don't come prepared, I will be embarrassed."
- "If I don't actively participate, I won't be fulfilling my responsibility."
- "I'll earn the respect of fellow Board members by making valuable contributions and taking responsibility for what I do."
- "If I can't carry my load, or if I can't agree with what's going on, I should resign."

Values

- The Board serves the community by actively participating in governance.
- The Board is responsible to various stakeholders.
- Board members are personally accountable for what goes on at the organisation.
- the Board is responsible for maintaining the organisation's stature in the sector.
- Board members respect each other.

Reporting

Proceedings of all AFL Masters National Board meetings are minuted by the General Manager.

Minutes of all Board meetings are circulated to directors in a timely manner and approved by the Board at the subsequent meeting.

Review of National Board Charter

The Board will review this Charter annually to ensure it remains consistent with the Board's objectives and responsibilities. A copy of the Charter is available on the AFLM website.

Revised 31 May 2024