

SURF LIFE SAVING WESTERN AUSTRALIA INC.

GOVERNANCE POLICY

1 February 2005



INTRODUCTION

This manual outlines the governance practices for Surf Life Saving Western Australia Inc (SLSWA). As such, it is primarily a reference document for state officers (staff, honorary officers) and an assurance document for the Board.

Each year it is revised and current for the SLSWA financial year.

The manual is complementary to the following documents:

- SLSA and SLSWA Constitution
- SLSA and SLSWA Regulations
- SLSA and SLSWA Policies
- SLSA and SLSWA Strategic and Management Plans

This policy was endorsed by the Board at its 1 February 2005 meeting.

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PART 1: GOVERNANCE PROCESS

1.1 Overarching Governance Process

As reflected in the SLSWA Constitution, the affiliated clubs of SLSWA are the 'owners' of SLSWA who elect an autonomous Board to govern SLSWA. The Board is answerable to the affiliated clubs through performance review and Board elections at annual general meetings.

Board

The Board's job on behalf of its affiliated clubs and stakeholders is to ensure SLSWA achieves its core purpose and strategic goals, and in doing so, meets all legal and moral responsibilities and requirements.

In particular, the Board's role is to:

- Enact SLSWA's strategic direction and priorities to be both appropriate and achievable;
- Ensure the financial viability and security of SLSWA;
- Establish the policy and regulatory framework for governing SLSWA;
- Monitor organisational compliance with relevant legislation and regulations;
- Assess risks facing the organisation; and appoints committees and honorary officers to carry out aspects of their work.

Affiliated clubs at general meetings

The role of affiliated clubs at general meetings (AGM and special general meetings) is to:

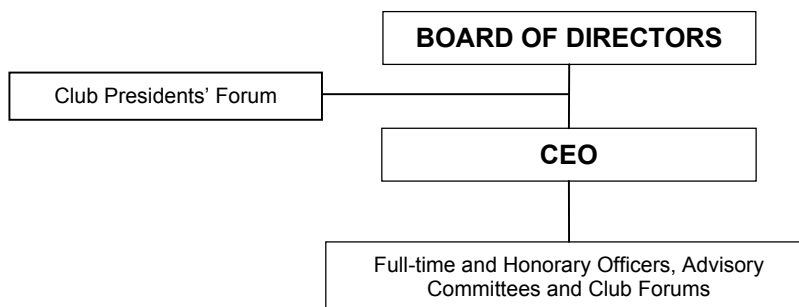
- Amend the SLSWA Constitution as provided for at Rule 35;
- Elect the Board as provided for at Rule 23.1;
- Elect Life Members as provided for at Rule 5.3(b);
- Approve club affiliation as provided for at Rule 7;
- Receive the Annual Report and Auditor's Statement;
- Review and approve the strategic outcomes presented by the Board; and
- Review the overall performance of the Board in the preceding year.

All new Club Delegates to general meetings will meet with the Chairman for governance familiarisation. All will receive a copy of the following items prior to attendance at their first general meeting:

- SLSWA Constitution and Regulations
- Governance Policy
- Strategic plan.
- The current year's meeting schedule.

Governance structure

Affiliated Clubs of SLSWA, represented by Club Delegates at Annual General Meetings, elect a Board of Directors to govern SLSWA.



1.2 Governance Policies

The Board fulfils its role by developing and monitoring governance policies which provide direction and boundaries for both its own and the Chief Executive Officer's functions. The Board shall develop the following policies:

- Governance Process policy: describing the way the Board organises its own work and carries out its governing role.
[See Part 1]
- Board/Chief Executive Officer Linkage policy: defining the nature of the interrelationship between the Board and the Chief Executive Officer.
[See Part 2]
- Chief Executive Officer Limitations policy: making clear any constraints or limits the Board places on the choice of operational means available to the Chief Executive Officer for the achievement of the Outcomes policy.
[See Part 3]
- Outcomes policy: describing the principal outcomes the Board intends the organisation should achieve. Outcomes policy will include the organisation's core purpose, a statement of core values, a set of strategic goals and more specific key result/outcome statements.
- Operational policies: These are developed by the Chief Executive Officer defining day-to-day operational frameworks and guidelines for state officers. All operational policies shall be consistent with the principles, boundaries and definitions espoused in the Board-level policies. The Chief Executive Officer is responsible for the development of all operational policies. All operational policies shall be accessible to all state officers and the Board on request.

The Board will be proactive in developing and stating its policies. Any Board Member or the Chief Executive Officer may propose to the Board a policy be added, altered or deleted. Before the Board determines its position in respect to any policy proposal it must be satisfied the:

- Purpose of the policy proposal is explicit and clear;
- Proposed policy is compatible with and fits within one of the four policy categories listed above;
- Proposed policy is consistent with existing governance policies and is not better suited to a procedures manual;
- Proposed policy is stated at the highest possible level of generality; and
- Board has had sufficient time to consider the proposal and to understand the rationale for its adoption.

The Board will only approve governance policies at a formally constituted Board meeting.

The Board will review all governance policies at least annually.

All governance policies shall be available to all Board Members, the Chief Executive Officer, to state officers and other stakeholders as appropriate, via the Chief Executive Officer.

1.3 Linkage to Stakeholders

The Board acts in trusteeship for SLSWA's stakeholders, demonstrating this:

- By gathering information about their concerns, needs and aspirations.
- By remaining up-to-date in matters concerning their interests.
- By reporting to them on a regular basis on the performance of the organisation.

1.4 Code of Conduct

The Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority.

Board Members shall:

- Act honestly and in good faith at all times.
- Act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role.
- Declare all interests that could result in an actual or perceived conflicts between personal and organisational interests.
- Be diligent, and devote sufficient time to surf lifesaving matters to remain informed.
- Not disclose to any other person confidential information other than as agreed by the Board or as required under law.
- Abide by Board decisions once reached.

The Board shall:

- Once decisions are made, speak with one voice.
- Ensure there is an appropriate separation of duties and responsibilities between itself and the Chief Executive Officer.
- Regularly review its own performance as the basis for its own development and quality assurance.
- Carry out its meetings in such a manner as to ensure fair and full participation of all Board Members.
- Ensure SLSWA assets are protected via a suitable risk management strategy.
- Meet its responsibility to ensure that all state officers are treated with due respect and are provided with a working environment and working conditions that meet all reasonable standards of employment as defined in relevant workplace legislation.

1.5 Governance Philosophy

The Board will govern with an emphasis on:

- Strategic issues rather than administrative detail.
- The recognition and acceptance of a diversity of opinions and views.
- Collective rather than individual decision making.
- A future rather than a present focus.
- A clear distinction between Board and Chief Executive Officer roles.
- Pro-activity rather than reactivity.
- Open and proactive communication internally and externally.
- Modelling desired behaviours.

Further, the Board will:

- Develop and express a collective responsibility for all aspects of the Board's decision making and performance;
- Take actions that display a commitment to achieving a high level of governance excellence.
- Encourage clubs to meet to discuss club viewpoints on various issues.

1.6 Chairman (President) Role

The Chairman (President) provides leadership to the Board, ensuring the Board's processes and actions are consistent with its policies. As appropriate, the Chairman (President) represents the Board and the organisation to outside parties.

- The Chairman (President) is empowered to chair Board meetings with all the generally accepted powers of that position. It is expected that:
 - Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
 - All Board Members will be encouraged and enabled to make a contribution to the Board's deliberations.
- There may be times when the Chairman (President) is called upon to interpret a Board policy. All such interpretations shall reflect both the stated intent and spirit of the policy(s).
- The Chairman (President) has no authority to unilaterally change any aspect of Board policy.
- The Chairman (President) will liaise regularly with the Chief Executive Officer.
- The Chairman (President) will never come between the Board and its formal links with the Chief Executive Officer.
- Together with the Chief Executive Officer, the Chairman will be a principal media spokesperson for SLSWA.
- The Chairman (President) or his nominee will represent SLSWA at state, national and/or international levels.

1.7 Media Policy

Only the Chairman (President) and the Chief Executive Officer (or his designate) are authorised to comment publicly on the affairs and policies of SLSWA.

Generally the Chairman (President) will comment on matters that are the responsibility of the Board and the Chief Executive Officer will comment on matters of operational significance.

1.8 Agenda Planning

To fulfil its governance responsibilities, the Board will follow an annual agenda that:

- Regularly reviews policies and relevant strategic issues.
- Provides assurance that all relevant compliance requirements are addressed, and
- Improves Board performance through education and a continuous focus on its governance effectiveness.

1.9 Board Member Induction

The Board will provide to all new Board Members a thorough induction into the affairs of both the Board and SLSWA at large. See Appendix 1.

All new Board Members will meet with the Chairman for a governance familiarisation and the Chief Executive Officer for an operational familiarisation. All will receive a copy of the following items prior to attendance at their first Board meeting:

- SLSWA Constitution and Regulations
- Governance Policy
- Organisational chart
- Contact details for other Directors and key state officers
- Strategic and Business plans
- Current and recent meeting papers
- The current year's meeting schedule and annual agenda.

When even one member of the Board is changed the Board acknowledges that a new boardroom team has been formed.

1.10 Conflict of Interests

The Board places great importance on making clear any existing or potential conflicts of interest for Board Members. Accordingly:

- A club executive member cannot be a Board member.
- Any business or personal matter, which could lead to a conflict of interest of a material nature involving a Board Member and his role and relationship with SLSWA must be declared and registered in a Register of Interests.
- All such entries in the Register shall be presented to the Board and minuted at the first Board meeting following entry in the records.
- All conflicts of interest must be declared by the Board Member concerned at the earliest time after the conflict is identified.
- The Board shall determine whether or not the conflict is of a material nature and shall advise the individual accordingly.
- Where a conflict of interest is identified and/or registered, and the Board has declared that it is of material benefit to the individual or material significance to SLSWA, the Board Member concerned shall not vote on any resolution relating to that conflict or issue.
- The Board Member shall only remain in the room during any related discussion with Board approval.
- The Board will determine what records and other documentation relating to the matter will be available to the Board Member.
- All such occurrences will be minuted.
- Board Members, aware of a real or potential conflict of interest of another Board Member, have a responsibility to bring this to the notice of the Board.

1.11 Overarching Appointments Policy

All appointments will be made on the principle that the person most suited to the role of carrying out the objectives and processes as detailed by SLSWA shall be appointed.

The Chief Executive Officer is responsible for all procedures and appointments, including the performance management and evaluation of appointments, except that the Board reserves the final decision on all appointments.

1.12 Board and Special Purpose Committees

The Board may establish committees and working parties to support it in its own work.

The Board may establish, as the Constitution allows and in consultation with the Chief Executive Officer, special purpose committees in the regulations to assist with the Chief Executive Officer's work to gain club viewpoints on various issues.

All committees and working parties shall have terms of reference clearly defining their role, life span, procedures and functions, and the boundaries of their authority reviewed annually.

1.13 Attendance at Events and Functions

Acceptance of invitations for Board Members to represent SLSWA at events and functions will be determined by the Board on the basis of its strategic priorities and communication strategy. This policy also applies to Board attendance at SLSWA events.

1.14 International and National Organisations and Activities

Consistent with the strategic outcomes sought by SLSWA the organisation will generally be represented at significant international and national events and activities, and on respective committees.

The Board will determine in advance the objectives of SLSWA's participation and its representative(s) will be briefed on these in advance and will be expected to produce a written report to the Board within (28) days on the achievement of the objectives.

1.15 Cost of Governance

The Board recognises that governance is a cost to the organisation and thus will invest in Board Member and Board training and development to increase its governance capability and performance.

The Board will make every reasonable effort to facilitate training for all Board Members and for the Board as a whole to maximise the value-adding contribution to the organisation.

Annually, the Board will carry out a review of its performance. To assist it to fulfil its monitoring responsibilities the Board may engage outside assistance. This includes but is not limited to financial audit.

All costs associated with governance effectiveness will be prudently incurred, though designed to ensure the development of the highest standard of governance. Financial provision may be made each year for:

- Attendance at workshops, seminars or conferences.
- External audits/performance reviews, training and coaching to improve governance performance.
- Meeting costs and other costs associated with effective communication with owners and other key stakeholders e.g. surveys and associated analysis, focus groups etc.

1.16 Board Remuneration and Expenses

SLSWA will reimburse Board Members and others co-opted to assist in the governance process for actual and reasonable expenses incurred on activities authorised by the Board.

Claims for expenses must be approved by a person (other than the claimant) who is in a position to confirm that the claims are valid in terms of the organisation's policies and procedures.

PART 2: BOARD/CHIEF EXECUTIVE OFFICER LINKAGE

2.1 Unity of Control

Only decisions of the Board acting as a body under the SLSWA Constitution are binding on the Chief Executive Officer. These decisions must not contravene or contradict any statutory or legal requirement under any commonwealth or state legislation.

Decisions or instructions of individual Board Members are not binding on the Chief Executive Officer or other state officers unless the Board has specifically authorised the decisions or instructions in writing.

2.2 Board/Chief Executive Officer Delegation

The Board delegates to the Chief Executive Officer responsibility for implementation of its Outcomes policy while complying with the boundaries and constraints imposed by the Chief Executive Officer Limitations policy.

- a) The Board will develop Outcomes policy that make clear the results/outcomes to be achieved.
- b) The Board will develop Chief Executive Officer's Limitations policy that limit the latitude of the Chief Executive Officer in choosing organisational means, offering boundaries to action based on prudence and ethical behaviour.
- c) The Chief Executive Officer is responsible for the employment, management and performance evaluation of all state officers to the organisation.
- d) Neither the Board nor individual Board Members will 'instruct' state officers in any matters relating to their work.
- e) The Board's performance evaluation responsibilities are primarily to the assessment of the Chief Executive Officer and their own performance.
- f) Always with the proviso that the Chief Executive Officer's decisions must be consistent with the stated intent and the spirit of the Board's policies, he/she is authorised to establish all operational policies, decisions, practices, and activities.
- g) The Board may change its Outcomes and Chief Executive Officer's Limitations policies, thereby shifting the boundary between Board and Chief Executive Officer domains. By doing so, the Board changes the latitude of choice given to the Chief Executive Officer.
- h) As long as any particular delegation is in place and the Chief Executive Officer can demonstrate compliance with the intent and spirit of the Board's policies, the Board will respect and support the Chief Executive Officer's choices.
- i) The expert knowledge and experience of individual Board Members is available to the Chief Executive Officer and other state officers at their initiative.

2.3 Monitoring Chief Executive Officer's Performance

The Chief Executive Officer's performance will be continuously, systematically and rigorously assessed by the Board against achievement of the Outcomes policy and compliance with Chief Executive Officer's Limitations policy.

The Board will provide regular performance feedback to the Chief Executive Officer.

The purpose of monitoring the Chief Executive Officer's performance is to determine the extent to which the Board's policies are being met. Only data relevant to the Board's policies will be considered to be monitoring data.

The Board will acquire monitoring data by one or more of three methods:

- a) By direct Chief Executive Officer reporting to the Board;
- b) From an external, disinterested third party selected by the Board to assess compliance with Board policies; and
- c) By direct Board inspection, in which a designated Board Member assesses compliance with the appropriate policy criteria.

In every case, the standard for compliance shall be that the Chief Executive Officer has met or can demonstrate compliance with the intent or spirit of the Board policy being monitored.

There will be an annual formal appraisal of the performance of the Chief Executive Officer. The timing, format and process for this meeting will be negotiated between the Chief Executive Officer and the Board at the beginning of the performance monitoring period.

A Board committee, such as the Appointments and Remuneration Committee, may assist the Board in this process which may make recommendations to the Board.

All policies that instruct the Chief Executive Officer will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on a routine schedule (see illustration).

Policy	Method	Frequency	Month
Budgeting and Financial Planning			
Financial Condition			
Reserves			
Investments			
Remuneration and Benefits			
Protection of Assets			
Emergency Chief Executive Officer Succession			
Treatment of Staff			
Communication and Support to the Board			
Treatment of Stakeholders			
Public Affairs			

If at any time the Board engages an outside evaluator to assist the Board to conduct an assessment of the Chief Executive Officer's performance, the process must be consistent with this policy. Any such evaluator is a contractor to the Board, not the Chief Executive Officer.

PART 3: CHIEF EXECUTIVE OFFICER LIMITATIONS

3.1 Overarching Chief Executive Officer Limitation

The Chief Executive Officer will undertake the duties as outlined in his/her job description however shall not cause or allow any practice, activity, organisational circumstance, or decision which is unlawful, imprudent or which contravenes any organisation specific or commonly held business or professional ethic.

3.2 Budgeting/Financial Planning

Budgeting/financial planning for any financial year or the remaining part of any financial year shall be designed to ensure the achievement of the Board-determined outcomes.

Accordingly, the Chief Executive Officer shall not develop a budget that:

- a) Contains too little information to enable:
 - credible projection of revenues and expenses;
 - separation of capital and operational items;
 - projection of cash flows, and/or
 - disclosure of planning assumptions.
- b) Creates financial risk beyond Board-determined parameters.
- c) Does not incorporate/accommodate medium to long-term financial plans/projections.
- d) Is designed to achieve an end of year financial result materially different from that determined by the Board.
- e) Will result in Board determined financial ratios not being achieved.
- f) Fails to provide for current and future capital requirements such as future buildings and club equipment.
- g) Fails to provide for depreciation and the maintenance of critical operating assets.
- h) Fails to provide for the Board's own operations and governance development.
- i) Fails to plan for the Board-determined spread of revenue sources.

3.3 Financial Condition

The Chief Executive Officer shall not cause or allow the development of actions or conditions that might do financial harm to the organisation. Accordingly the Chief Executive Officer shall not:

- (a) Allow material deviation of expenditure from Board priorities.
- (b) Use any organisational funds, or enter into any contracts or accept other liabilities, other than for the furtherance of Board-approved purposes and priorities.
- (c) Expend more funds than have been received in the financial year unless offset by approved borrowings or approved withdrawals from reserves.
- (d) Allow undisputed invoices from suppliers of goods and services to SLSWA to remain unpaid beyond trade credit terms agreed with those suppliers.
- (e) Fail to pay staff in accordance with their employment contracts.
- (f) Make a single purchase or effective commitment of greater than 1% of the budgeted gross revenue.
- (g) Allow tax payments or other government payments or returns to be overdue or inaccurately filed.
- (h) Violate Generally Accepted Accounting Standards.
- (i) Acquire, encumber or dispose of real property without Board approval.
- (j) Neglect to ensure that there are limitations on expenditure and adequate controls on the use of credit or other purchase cards, or order books, by authorised staff.
- (k) Fail to assertively pursue receivables that are overdue.

3.4 Reserves

The Chief Executive Officer shall not fail to ensure that Board approved or mandated financial reserves are maintained at specified levels. Therefore, the Chief Executive Officer shall not:

- (a) Fail to maintain net current assets less than \$250,000.
- (b) Apply funds from reserves to purposes other than approved by the Board.

3.5 Investments

The Chief Executive Officer shall not allow or cause to allow SLSWA's assets to be invested in a manner that threatens SLSWA's financial security. Therefore, the Chief Executive Officer shall not:

- (a) Fail to maintain sufficient liquidity to meet short to medium-term financial commitments.
- (b) Invest in other than Board approved institutions or funds.

3.6 Remuneration and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Chief Executive Officer shall not in any way jeopardise SLSWA's financial integrity or good name in the community. Accordingly, the Chief Executive Officer shall not:

- (a) Change his/her own remuneration and benefits.
- (b) Fail to have regard for the employee's skills and experience, negotiated salary scales, award rates and market conditions for such skills and experience when establishing employee remuneration and benefits.
- (c) Create obligations that cannot be met over the projected period of the individual's term of employment or over a period for which revenues can realistically be projected.
- (d) Cause unfunded liabilities to occur or in any way commit SLSWA to benefits that incur unpredictable future costs.

3.7 Credit Card Use

The organisation provides and authorises the Chief Executive Officer with a credit card to facilitate easy and convenient financial transactions. Therefore, the Chief Executive Officer shall not:

- (a) Neglect to develop and maintain an efficient and effective operational policy to ensure that there are limitations on expenditure and adequate controls on the use of credit cards.
- (b) Neglect to advise the Board should there be inappropriate or unauthorised use of the credit card.

3.8 Protection of Assets

The Chief Executive Officer shall not allow SLSWA's assets to be unprotected, inadequately maintained or unnecessarily put at risk. Therefore, the Chief Executive Officer shall not:

- (a) Permit any unauthorised person to handle cash.
- (b) Process the receipt or disbursement of funds outside of controls acceptable to the duly appointed auditor.
- (c) Deposit funds in non Board-approved institutions.
- (d) Allow the assets to be insured for less than is considered necessary for prudent risk-management.
- (e) Make any purchase of goods or services without protection against conflict of interest.
- (f) Allow employees to drive SLSWA's or rental vehicles if they do not hold a current driver licence in the appropriate category or if their driving record causes the vehicle insurance to be restricted or be cancelled.
- (g) Allow plant and equipment to be subjected to unauthorised or improper use, wear and tear or insufficient maintenance.
- (h) Fail to protect intellectual property, information, and files from loss, improper use, improper purposes, or significant damage.
- (i) Fail to ensure that there are appropriate and effective security systems in place to adequately safeguard against loss, common damage or theft of staff, customer and organisation property.
- (j) Fail to maintain an appropriate asset register.
- (k) Fail to ensure that the premises meet appropriate local and/or state government standards and/or any other statutory or minimum code requirements.
- (l) Fail to maintain a current assessment and evaluation of the risk factors that could conceivably disrupt SLSWA's effective and efficient operation and ensure that there are plans and systems that, in the event of disruptive events, will allow continuity of business.

3.9 Communication and Support to the Board

The Chief Executive Officer shall not allow the Board to be uninformed or unsupported in its work. Accordingly, the Chief Executive Officer shall not:

- a) Neglect to provide required information in a timely, accurate and understandable fashion addressing the various issues to be monitored by the Board.
- b) Neglect to provide financial reports that make clear:
 - Significant trends;
 - Data relevant to agreed benchmarks and Board-agreed measures; and
 - Further Board financial data as determined by the Board from time to time.
- c) Fail to inform the Board of significant external environmental trends, achievement of, or progress towards the achievement of, the Board's Outcomes policies or changes in the basic assumptions upon which the Board's policies (both Outcomes and Limitations) are based.
- d) Fail to inform Board Members when for any reason there is actual or anticipated non-compliance with a Board policy.
- e) Fail to inform the Board of any breach of any externally imposed compliance requirement.
- f) Neglect to inform the Board of any serious legal conflict or dispute or potential serious legal conflict or dispute that has arisen or might arise in relation to matters affecting SLSWA.
- g) Fail to ensure that the Board is provided with a wide range of views and perspectives in support of effective decision-making.
- h) Fail to inform the Board of such occasions when it violates its Governance Process or Linkage policies, particularly when this relates to the Chief Executive Officer's ability to carry out his/her responsibilities.
- i) Fail to deal with the Board as a whole except when responding to individual requests for information or requests from Board committees or working parties.

3.10 Emergency Chief Executive Officer Succession

In order to protect the Board from sudden or unexpected loss of its Chief Executive Officer's services, the Chief Executive Officer shall not fail to ensure that there is at least one other person who is capable of assuming the Chief Executive Officer's duties and who is familiar with Board-level issues and priorities. Accordingly, the Board will maintain a current understanding of senior management's performance.

3.11 Treatment of State Officers (Staff and Honorary Officers)

With respect to the employment/appointment and treatment of state officers the Chief Executive Officer shall not cause or allow conditions that are unsafe, unfair or undignified as defined in relevant workplace legislation. Accordingly, the Chief Executive Officer shall not:

- a) Take actions or allow situations or circumstances that are inconsistent with SLSWA's responsibilities as a good employer.
- b) Operate without written personnel policies that make clear rules for staff and protect against unfair or unethical practices.
- c) Deny to any employees and volunteers their right to an approved and fair internal grievance process.
- d) Violate any part of relevant workplace employment legislation.
- e) Fail to keep the Board fully informed about impending disputes and grievances that may lead to action against the organisation.
- f) Prevent state officers and volunteer members from bringing a grievance to the Board when:
 - The correct internal channels have been exhausted; and
 - When a staff member alleges that a Board policy has been violated to his/her detriment or does not adequately protect his or her human rights. (Note - The channel to bring such a grievance is via the Chairman).
- g) Fail to ensure that all state officers are acquainted with their rights under this policy.

3.12 Treatment of Members and other Stakeholders

With respect to interactions with members and other stakeholders of the organisation the Chief Executive Officer shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Chief Executive Officer shall not:

- a) Elicit information for which there is no clear necessity.
- b) Collect, review, transmit or store information relating to members and other stakeholders in a manner that fails to protect against improper access to that information.
- c) Maintain facilities that fail to provide a reasonable level of privacy.
- d) Fail to ensure that there are systems to provide information to members and other stakeholders (and their advocates) regarding the services offered and their rights.
- e) Fail to ensure that there are systems and procedures to provide information to members regarding the services/benefits provided and their Membership rights.
- f) All Individual Members must have access to grievance and appeal processes as these relate to their continuing membership rights and status.
- g) Principles of natural justice will be applied in all grievance hearings and associated processes.

3.13 Public Affairs

The Chief Executive Officer shall not approve or in any way support any action or public statement that is derogatory or in any way damaging to SLSWA.

PART 4: BOARD PERFORMANCE

The Board's job on behalf of its stakeholders is to ensure SLSWA achieves its core purpose and strategic goals, and in doing so, meets all legal and moral responsibilities and requirements accompanying 'best practice' corporate governance.

- 4.1 The Board will undertake an annual performance evaluation that:
- a) Reviews the performance of the Board against the requirements of this policy;
 - b) Reviews the performance of the Board Committees against the requirements of their respective terms of reference;
 - c) Review the individual performances of the Chairman, the Chief Executive Officer and the Directors; and
 - d) Reviews this policy, the Board Committee terms of reference and the procedures of the Board with a view to continuous improvement.
- 4.2 The Board will determine the scope of the performance evaluation and how it is carried out, in order to achieve the objectives in 4.1.