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BOARD Governance Charter

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The Canberra Art Workshop (CAW) Board Governance Charter

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1. Introduction

The Canberra Art Workshop (CAW) Board Governance Charter (the Charter) is provided for board members (Directors), other volunteers and members acting in some capacity in the interests of CAW. The Charter is based on CAW's 'Objects and Purposes' and other requirements of the Constitution, and the legal environment within which CAW operates.

The CAW is a volunteer Association, governed by a Board (termed Committee in the Constitution). Board members, including office bearers, are elected by the membership at the AGM and serve a one-year term. Board members may be released at the end of the elected term, by resigning or otherwise in accordance with CAW's Constitution. They are eligible for re-election.

Art groups are the core of CAW's activities and are run by volunteer convenors, sometimes with the assistance of other volunteers. Convenors are authorised by the Board to manage the art groups and therefore play an important role in being accountable for CAW's operations.

Other activities include annual exhibitions, regular workshops and courses and occasional seminars and gallery visits. Volunteers form Teams (Board Committees) to undertake the work involved in these activities. The four Teams are Events (workshops, courses and art groups), Communications (website, newsletter and social media), Exhibitions and Membership.

2. Incorporation

The CAW was incorporated in 1957. It is presently subject to the ACT Associations Incorporation Act 1991 (Association number A00028).

Incorporation provides certain benefits through providing a legal entity, but it also places obligations on the association, particularly Directors. As a legal entity an association is separate and distinct from individual members. This means CAW can:

- continue, even though its members may change,
- acquire, hold and dispose of property,
- sue or be sued, and
- enter into and enforce contracts in its own name.

Incorporation also imposes legal duties for Directors (which apply to all people who sit in a governance position in all not-for-profit organisations).

The four main legal duties are the duty:

- to act in good faith in the best interests of the organisation and for a proper purpose,
- to act with reasonable care, skill and diligence (including the duty to prevent insolvent trading),
- not to improperly use information or position, and
- to disclose and manage conflicts of interest.

3 The responsibilities of the Board

3.1 Overview

The Board is responsible for protecting the rights and interests of the CAW.

Directors are responsible for:

- pursuing the CAW's mission and objectives through the ethical, effective and efficient management of the Association,
- being appropriately informed about the CAW's business and organisational structure including recommending reforms in good faith,
- ensuring compliance with all relevant laws and regulations,
- reviewing the Constitution and bylaws and recommending amendment where appropriate,
- participating in the Board's deliberations and decision making on, and monitoring of, matters of policy, finance, programs, advocacy and internal / external communications,
- maintaining a register of members and making it available for inspection by members,
- determining applicants for life membership to be accepted by members at the AGM based on the length of time and effectiveness of the member's voluntary work for the CAW,
- developing and maintaining positive relations among the Teams, convenors and other volunteers, and the membership community to enhance CAW's mission,
- ensuring a positive image for CAW by being active and visible in the community and by working closely with other relevant professional, community and private organisations,
- selecting three members to service on the Mavis Hall Trust.

3.2 Meeting legal requirements

The Board's first duty is to ensure all legal requirements are met and that the CAW is protected from damaging situations in the interests of current and future members and other stakeholders. Directors, both individually and collectively, are potentially liable if they act illegally or negligently.

The Board will:

- act in good faith in the interests of all stakeholders of the CAW,
- exercise their powers for a proper purpose,
- avoid conflicts of interest wherever possible and handle any unavoidable conflicts transparently and appropriately,
- act honestly,
- act with reasonable care and diligence,
- not make improper use of either their position on the Board or information gained while in that role,
- demonstrate ethical and professional conduct at all times to maintain the confidence of the membership and the public,

- deal with outside entities or individuals, members and with each other with courtesy, ensuring ethical and open communication.

3.3 Strategic leadership

The Board will:

- monitor and develop the current vision and strategic objectives,
- identify the broad framework within which the strategic and operational plans are prepared,
- recommend any significant shifts in the broad strategic direction of the CAW to its members,
- identify issues likely to affect the interests of the CAW and its members,
- review and approve the CAW's financial objectives, plans and actions, including significant expenditures,
- ensure adequate internal controls,
- encourage and support the involvement of volunteer members,
- insist upon ethical standards of behavior,
- monitor and amend its governance policies as required.

3.4 Compliance and integrity

The Board will:

- conduct itself ethically,
- ensure compliance with the CAW's values and policies, statutes and regulations, and accepted audit/review and accounting principles,
- facilitate a fair and accessible process for receiving complaints or issues of concern from members and respond to the issues raised in a timely manner,
- facilitate regular reviews of the board's performance to identify areas of concern and develop plans for ongoing improvement (see 3.8).

3.5 Board focus

The Board will:

- identify a schedule of items, in collaboration with the President and Secretary, to be included at each regular meeting; any director may suggest the inclusion of item(s) on the agenda,
- expect Directors to have read all disseminated material prior to each meeting,
- deal with matters of strategy and governance as a priority,
- request and develop reports and proposals that are timely, informative and support the Board's governance role.

3.6 Board meetings

In order to ensure effective meetings, the following principles apply:

- the Board will meet once every two (2) months (at least 5 times per year); however, Board meetings may be scheduled at other times or at other frequencies as it determines,
- Board meetings will be conducted in an open, respectful and constructive manner, recognising that genuinely held differences of opinion can bring greater clarity and lead to better decisions,
- in most instances Board decisions will be reached by consensus; when necessary the Board may call for a vote,
- Directors are expected to arrive on time and remain in the meeting for its duration,
- Directors will receive their Board papers at least 48 hours prior to the meeting,
- Directors shall disclose any conflicts of interest at an early point in the meeting and, as determined, refrain from voting or participating in resolution of the issue under discussion,
- other than in extraordinary circumstances, substantive papers or matters requiring Board consideration will not be received and acted upon at the meeting at which these are presented.

3.7 Material transactions

The Board will review and approve all transactions that are not consistent with the ordinary course of business. This includes all reasonable expenses incurred by Directors and Volunteers in carrying out their roles.

3.8 Monitoring and enhancing Board effectiveness

The Board will assess its performance at least once every three years. This will include an assessment of its execution in fulfilling its own charter and responsibilities, as well as the effectiveness of individual Directors.

3.9 Interaction with the media

The President of the Board will be the key spokesperson to the media on all matters relating to the CAW.

3.10 New Director induction

The Board will provide to all new Directors a thorough induction into the affairs of both the Board and the CAW at large. Upon appointment/election and prior to attendance at their first Board meeting, new Directors will receive a digital copy of the Board's resource material including the Constitution, the Board Governance Charter and other relevant documentation, current and recent meeting papers, contact details for other Directors and the current year's meeting schedule. New Directors will meet with the Chairperson for a governance familiarisation. This meeting may be held as a group session or with individuals.

3.11 Other

The Board will perform such other functions as prescribed by law or assigned to it under the CAW's governing documents.

4. Expectations of Directors

To execute these governance responsibilities, Directors must, so far as possible, possess certain characteristics, abilities and understandings.

4.1 Fulfilling responsibilities

- Directors must fulfil their fiduciary duty to act in the best interests of the CAW at all times regardless of personal position, circumstances or affiliation; they should be familiar with its Constitution and the Board Charter and be able to fulfil their statutory responsibilities,
- Directors should be familiar with all Governance Policies (see 5) which provide direction regarding key ethical issues,
- Directors are expected to be punctual and attend regularly for the full extent of Board meetings and be willing to contribute between meetings if required; they should come fully prepared for Board meetings.

4.2 Strategic orientation

Directors should be future oriented, demonstrating vision and foresight. They need to understand and focus on issues that are central to the success of the CAW.

4.3 Integrity and accountability

Directors must demonstrate high ethical standards and integrity in their personal and professional dealings, and be willing to act on, and remain collectively accountable for, all Board decisions even if these are unpopular or if individual members disagree with them.

4.4 Informed and independent judgement

Each Director should:

- be committed to furthering the objectives and purpose of CAW,
- develop a sufficient depth of knowledge about the CAW to understand the basis of its strategic and operational plans,
- feel free and able to express any reasoned point during Board meetings.

4.5 Financial responsibilities

Directors must have sufficient understanding to monitor the financial performance of the CAW.

5. Governance policies

5.1 Code of ethics

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

Directors will:

- act honestly and in good faith at all times in the best interests of the CAW,
- declare all interests that could result in a conflict between personal and organisational priorities,
- exercise diligence and care in fulfilling the functions of office,
- make reasonable enquiries to ensure that the CAW is operating efficiently, effectively, legally and ethically in the pursuit of its corporate goals and strategies,
- maintain sufficient knowledge of the CAW's business and performance to make informed decisions,
- prevent the CAW incurring obligations which they believe cannot be met,
- attend Board meetings and devote sufficient time to their preparation to allow for full and appropriate participation in the Board's decision making,
- ensure scrupulous avoidance of deception, unethical practice or any other behaviour that is, or might be construed as, less than honourable or lawful in the pursuit of the business of the CAW,
- not disclose to any other person confidential information other than as agreed by the Board or as required under law,
- 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,
- not make or be associated with any public criticism or statement having or designed to have an effect prejudicial to the best interests of the CAW,
- ensure that all Directors are treated on an equitable basis,
- meet its responsibility to ensure that all personnel working/volunteering with CAW are treated with due respect,
- carry out its meetings in such a manner as to ensure fair and full participation of all participants.

5.2 Conflicts of interests

The Board places great importance on making clear any existing or potential conflicts of interest for Directors. Conflicts of interest may occur:

- when a director, or their immediate family or business interests, stands to gain financially from any business dealings, program or services provided by or to the CAW,
- when a director offers a professional service to the CAW,
- when a director stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage.

Accordingly:

- any business or personal matter which could lead to a conflict of interest of a material nature involving a director and their role and relationship with the CAW, must be declared and registered in the relevant minutes,
- all conflicts of interest must be declared by the director concerned at the earliest time after the conflict is identified; there will be the opportunity at the commencement of each board meeting for conflicts of interest to be declared,
- 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 the Board has declared that it is of material benefit to the individual or material significance to the Association, the director concerned shall not vote on any resolution relating to that conflict or issue,
- the director with a conflict of interest shall remain in the room during any related discussion only with approval of the other Directors present,
- the other Directors present will determine what information and documentation relating to the matter will be available to a director with a conflict of interest,
- all occurrences involving a conflict of interest will be recorded in the minutes of the meeting,
- individual Directors, aware of a real or potential conflict of interest of another director, have a responsibility to bring this to the notice of the Board,
- where a director has an ongoing material conflict of interest, this director must consider resignation from the Board.

5.3 Privacy

The CAW is committed to protecting the privacy of all members and clients.

Accordingly:

- the CAW only collects personally identifiable information in relation to membership and registration for its activities in order to comply with the Constitution and other legal requirements, when such members, applicant members or registrants provide such information on a voluntary basis via the CAW website, online forms and/or by submitting emails,
- CAW does not sell personal information or pass on online personal information out of its control,
- The CAW will hold and process such personal information only for its own internal business purposes; access to the CAW database containing personal information is restricted to CAW Directors, convenors, team members, the bookkeeper and web manager;
- CAW may provide hyperlinks to websites of third parties; this privacy statement applies only to the contents of the CAW website and not to those websites to which CAW may provide a link.

5.4 Financial governance

The Board has a core duty to ensure the financial integrity and viability of the CAW. This entails oversight of all financial processes and systems, regular review of financial results and approving the Association's annual financial plan, budget and statements.

Accordingly, the Board will:

- develop, review and monitor the implementation of financial policies,
- provide guidance on budget parameters and priorities,
- approve the annual budget and financial plan,
- approve expenditure outside budget parameters where appropriate,
- review and approve the full year financial statements, reports and outcomes,
- review and approve monthly financial statements,
- provide guidance on fundraising policy and activities.

5.5 Code of Conduct for Drawing & Painting with a Live Model (Studio and Online sessions)

5.5.1. Introduction

This is a Code of Conduct for artists, convenors and administrators (all participants) who take part in any CAW studio and/or online art group, workshop or course (session) using a model.

The intention of this Code is to

- embody CAW values that centre around respect for all participants
- ensure a pleasant, cooperative and safe artistic environment in which to create
- ensure all participants are aware of the behaviours expected of them and those that are not permitted
- recognise and respect the generosity of the model in allowing participants to scrutinise and draw/paint them.

The Code is in addition to, and does not modify, the requirements of the CAW Charter or Constitution.

5.5.2. Minimum number of participants

To ensure safety and cost-effectiveness:

- the Convenor must cancel an art group session if bookings are less than four (including the Convenor).
- Payments made by members in this eventuality can be refunded or carried over to another session.

5.5.3. Photography

- NEVER photograph a nude model.
Photographing a nude model, video or still, is prohibited, irrespective of the model's consent. No photos /videos are to be taken or shared via any means (online or otherwise) by any participant in any studio or online session.
- Permission is required from the model in a portrait session.

5.5.4. Models

All participants will:

- respect the rights of the model to safety and privacy
- ensure the model and other participants are comfortable with all proposed poses
- the model will not be asked or expected to undertake any action or pose against their will
- ensure that the model is allowed reasonable breaks, at least every twenty minutes
- the convenor will advise all participants of the intended times for the poses at the start of the session and after the break
- be offered an escort to their car after the session, especially at night.

All models:

- will be 18 years or over for life drawing
- models under 18 years may be considered for portrait sessions with the express consent of their parent or guardians.

5.5.5. Behaviours in the studio

With a nude model, all participants:

- must remain at a reasonable distance from the model
- the distance depends on the size of the room but should be at least 2 metres
- must only approach closer than this with the model's permission - in order to assist with their comfort eg to turn on a heater or to adjust the lighting
- must only speak to the model while they are unclothed in relation to a pose or their comfort
- when the model is clothed, participants may relate to them as to other group members
- will ensure the studio door is closed and the model's privacy is protected from outside observers.

With a nude or portrait model, all participants:

- will be polite and respectful towards models, convenors, other participants, and administrators
- must never comment either negatively or positively about their physical attributes, either in the model's hearing or otherwise
- may draw/paint the model in any style and may discuss their drawing, but not in relation to the model's appearance
- should cooperate with other members of the group in terms of lines of sight and the needs of their chosen medium.

5.5.6. Behaviours in online sessions

CAW recognises that the online environment presents risks beyond those that pertain to studio-based sessions, especially for the model and for the intellectual property of the artists.

With a nude or portrait model, all participants must:

- be 18 years or over
- observe the behaviours ordinarily expected of participants in the studio sessions (see Clause 2, 3 & 4 of this Code)
- NEVER use screen shots in sessions with a nude model (irrespective of the model's consent) and, only use portrait images (eg screenshots) with the express permission from the model
- not use any recording technologies, including the videoconference itself or through individual participants using technologies such as screenshots, cameras, or video recorders
- not share links to the sessions (except with the administrators or convenors engaged in the session)
- ensure that the space in which they are working is private their computer screen is not able to be viewed by people not enrolled in the class.
- exercise a respectful and reasonable restraint during conversations, so that it is shared equitably amongst all, noting that Zoom has only one audio channel
- use the Zoom chat function for commenting; the convenor will remind all participants by asking them to type their comment and they will be answered by the convenor as soon as there is time to do so
- not screen share as it blocks the view of the model for other participants; only the convenor will share the screen, usually for drawing from a still or website

5.5.7. Breaches of the Code and complaints

- All observed failures to observe this Code must be reported to the CAW Board.
- The Board will address the report promptly, within 7 days of receiving the complaint and reserves the right to take appropriate action, including expulsion from CAW membership.

5.6 Studio health and safety

The CAW understands that it has an obligation to ensure that, as far as reasonably practicable, conduct in the studio will not create a risk to the health and safety of those present. The CAW also ensures that every practitioner in the studio understands that they owe the same obligation of care to others sharing the studio with them. These obligations will ensure that the conduct of their work and the substances they use do not create risks to health and safety. The Board will ensure that safety rules are posted in the studio for the information of all studio users.

5.7 Risk management

The Board will identify and evaluate the principal risks faced by the CAW, and ensure that appropriate systems are in place to avoid or mitigate risks to the Association, including the protection of intellectual capital,

Accordingly, the Board will:

- keep abreast of all key corporate risks and strategies in a timely manner and ensure that robust risk management policies and processes are developed,
- ensure that the Association progresses towards its strategic goals and objectives,
- ensure that suitable internal controls are enacted and monitored to ensure effective and efficient operation of the Association's resources,

- ensure that the Association is governed and managed in accordance with its Constitution, Procedures and Policies,
- ensure that proper accounting records are kept,
- ensure prompt investigation of any material shortfalls or breaches in compliance or risk management standards,
- provide prompt attention, and where possible, fair and just resolution to legitimate complaints raised by members, Directors, tutors, volunteers and members of the general public.

5.8 Governance philosophy and approach

The Board will govern the CAW with an emphasis on:

- the interests of the CAW as a whole,
- a balance of attention between the present and the future,
- strategic issues rather than administrative detail,
- a diversity of opinions and views,
- a collective responsibility for all aspects of the Board's performance.
- continuing improvement in Board and individual director effectiveness.

The Board will establish Committees (called Teams) to support it in its responsibilities.

Accordingly:

- Teams report to the Board and shall have clearly defined roles, procedures and functions; the boundaries of their authority will be reviewed regularly,
- a decision of a team exercising delegated authority is a decision of the Board and should be treated by the Board accordingly,
- Teams may co-opt outside members from time to time in order to bring additional skills, experience or networks,
- Teams cannot make binding decisions for the Board, nor speak for the Board unless explicitly empowered to do so by the full Board.

5.9 Public comment

The President will speak on behalf of the CAW. When individual Directors are approached by the media for comment the following guidelines apply.

Directors must:

- refrain from disclosing any significant information, documents or other forms of data without prior consent from the Board or the President,
- refrain from performing any activities on behalf of the person or organisation approaching the director without prior consent from the Board or the President,
- inform the Board or the President at the earliest opportunity of the approach and the request for comment so that, if possible, a Board agreed position or appropriate action can be determined.

6. Board Executive roles and responsibilities

6.1 *President*

Overview of role

The President provides leadership and direction for the Association and guides the Board culture.

Governance

Ensuring (in partnership with the Board) that:

- the Association's objectives, goals and mission are being followed,
- the Association develops in the appropriate direction,
- the Association operates in an ethically, environmentally and socially responsible fashion,
- the Association has a robust risk assessment and management strategy,
- the Association has a culture of stewardship, collaboration and co-operation, modelling and promulgating behaviours that define sound Directorship,
- the Board develops and implements processes and systems that result in Board effectiveness including:
 - director and office holder succession planning,
 - Board performance assessment,
 - serving as a mentor to individual Directors,
 - overseeing relationships with members and other stakeholders.

Planning

- Developing (in partnership with the Board) a strategic plan and risk management strategy for the Association,
- ensuring (in partnership with the Board) the regular monitoring and review of the strategic plan and organisational risks.

Meetings

- Ensuring Board meetings are properly planned including working with the Secretary in the development and distribution of Board papers in a timely manner and that the minutes accurately reflect the deliberations and decisions of the Board,
- ensuring all Board decisions are understood by Directors and accurately recorded.

Chairing meetings

- Chairing Board meetings ensuring that:
 - meeting discussion content is confined to matters on the business agenda as far as possible,
 - all Directors are treated even-handedly and fairly,
 - all Directors are encouraged and enabled to make a contribution to the Board's deliberations,
- chairing the AGM and reporting on the situation of the Association,
- ruling on issues of meetings procedure.

Administrative and management

- Serving on Teams (Board committees) as required,
- liaising with Team chairs and reporting to the Board where appropriate,
- assigning (in partnership with the Board) administrative duties to Directors,
- personally carrying out administrative duties as assigned,
- ensuring appropriate recruitment policies and procedures are in place for any contracted or volunteer personnel,
- overseeing the management of the business of the Board,
- managing the recruitment, induction, and training of Board members (in partnership with the Board),
- managing (in partnership with the Board) the assessment, review, succession and renewal of the Board,
- managing the Association's grievance procedures,
- ensuring the harmony of Board deliberations,
- managing (in partnership with the Board) the succession of the position of Chair.

Media

- Under the Association's Media Policy, serving as spokesperson for the Association as appropriate.

Representation and promotion

- Representing the Board and the Association to outside parties,
- promoting the Association in the community as opportunities arise.

Negotiation

- Negotiating with other organisations as required; reporting to the Board.

Legal

- In collaboration with the Secretary and Public Officer to ensure that:
 - the performance of all legal requirements is reported to the Board,
 - the performance of all legal requirements is fully documented,
 - all legal requirements are met.

Finance

- In collaboration with the Treasurer, ensuring the Association's financial control procedures are adequate and that risk management strategies are in place.

6.2 Vice-President

Overview of role

The role of the Vice-President is to act as Deputy to the President, and to act in the absence of the President.

Governance

- In the absence of the Chair, assuming all responsibilities of the President for governing the Association.

Meetings

- In the absence of the Chair, presiding over all meetings of the Association.

Administrative & management

- Carrying out administrative duties as assigned.

6.3 Secretary

Governance

- Ensuring the preparation and adoption of appropriate Board policies for the Association,
- ensuring appropriate standing orders are in place,
- arranging new director induction,
- advising the board on good practice in corporate governance,
- being involved in risk management and corporate responsibility matters.

Meetings

- Organising the mode and venue for Board meetings,
- with the Chair, preparing the agenda in advance of each Board meeting,
- organising meeting papers for timely distribution before the meeting,
- taking minutes at each Board meeting and circulating to Board members,
- organising General Meetings and the AGM and notifying members in advance,
- taking minutes at each meeting and circulating to members of the Association.

Administrative and management

- Serving on Teams (Board committees) as required,
- keeping and maintaining, in collaboration with the Membership Liaison Officer, the register of members; overseeing the procedures for the admission of new members, including the receipt and processing of membership applications;
- handling the procedures for the discipline, suspension and expulsion of members,
- receiving, in collaboration with the Returning Officer (a Board appointment for each AGM), nominations for positions on the Board,
- ensuring all books, documents and securities for the Association are maintained securely, yet accessibly for authorised users; and making them available to Board Directors and members as requested,
- liaising with relevant regulators (AccessCanberra/Australian Charities and Not-for-Profits Commission),
- ensuring the Association complies with the governance standards required of organisations registered with the Australian Charities and Not-for-Profits Commission (ACNC) and under the relevant legislation,
- personally carrying out administrative duties as assigned by the Chair.

Finance

In collaboration with the Treasurer:

- ensuring that the Association keeps relevant financial records,

- preparing a Directors' Declaration in respect of an annual financial report,
- ensuring annual financial reporting to members.

Media

- Ensuring (in collaboration with the Chair) preparation, adoption and currency of a Media and Social Media Policy for the Association.

Legal

Overseeing the timely and accurate preparation and lodging of statements to meet compliance reporting requirements.

6.4 Treasurer

Overview of role

The role of the Treasurer is to assist the Board in discharging its responsibilities with respect to overseeing all aspects of financial and non-financial reporting, control and audit functions and financial risk.

Governance

- Ensuring that the Board maintains the degree of financial literacy necessary to conduct the business of the Association,
- advising the Board on matters of finance,
- advising the Board on the implications of current fundraising on budget projections,
- ensuring appropriate financial policies and procedures are in place and fully documented,
- identifying broad financial risk parameters within which the CAW operates and to bring all such financial risks to the Board's notice.

Planning

- Producing (in partnership with the Board) an annual budget for the Association,
- ensuring (in partnership with the Board) the regular review of the annual budget.

Meetings

- Reporting to the Board at each meeting on the financial situation of the Association,
- reporting to the Board at each meeting on variances from the approved budget,
- placing any necessary financial items on the Board agenda in advance of the meeting,
- reporting to the AGM on the financial situation of the Association.

Administrative and Management

- Serving on Teams (Board committees) as required,
- carrying out financial duties as assigned,
- overseeing the Association's book keeping:
 - reviewing the integrity of the book-keeper's financial reporting to the Board,
 - ensuring that reports are in accordance with accounting requirements,
- ensuring (in partnership with the book-keeper) the Association's financial records are adequate, protected, backed up, and accessible,
- overseeing the Association's banking,
- investigating any activity relevant to financial functions and responsibilities and making findings and recommendations to the Board to act upon.

Finance

- Ensuring the Association's financial control procedures are being executed and sign off on financial requests,
- working with the Board to ensure that the Association's financial control procedures are adequate and that appropriate safeguards against fraud are in place,
- working with the Board to ensure that financial risk management strategies (including appropriate insurances) are in place,
- overseeing the collection and reception of all money due to the Association and the making of all payments authorised by the Association,
- overseeing the Association's investment strategy and report to the Board,
- preparing the budget for the coming year,
- reviewing income and expenditure against the budget on a continuing basis,
- liaising with external auditor/reviewer,
- reviewing findings and the annual financial statements.

Legal

- Ensuring the Association's compliance with all applicable tax arrangements,
- oversighting compliance with statutory responsibilities relating to other financial and non-financial disclosure.

6.5 Public Officer

Responsible for:

- lodging the annual return with the ACT Corporate Registry (Access Canberra) within six months of the end of the financial year including:
 - the reviewed or audited statement of the association's accounts signed by two current members of the committee and the public officer that the association has complied with the Act,
 - amendments to the Constitution,
 - changes to Committee membership whenever the committee or public officer changes, including change to committee membership or to a committee member's name and/or residential address (within 1 month).

7. Volunteer Roles

7.1 Membership Liaison Team

Responsible for:

- in collaboration with the Secretary, keeping and maintaining the register of members,
- overseeing the procedures for the admission of new members, including the receipt and processing of membership applications,
- corresponding with members and potential members,
- preparing regular reports on proposed new members for approval by the Board, in accordance with the Constitution.

7.2 Events Team

Responsible for:

- managing the annual workshop, course and art group programs and events (including the Studio Gallery Wall rotating exhibition roster),
- selecting and liaising with tutors, including managing the tutor agreements and all other relevant correspondence and information,
- monitoring the workshop/course program budget, in consultation with the Treasurer, and reconciling revenue/expenditure,
- managing all bookings including maintenance of participant data base/waiting lists, relevant correspondence and monitoring payments,
- convening the annual ComConE get-together between convenors and committee members,
- promoting the programs through posters, website, social media and newsletters.

7.3 Communications Team

Responsible for:

- developing CAW's internal and external communications, marketing and advocacy strategies, including: social media sites, website, newsletters, brochures, grant requests, proposals for exhibition venues, media briefings (for approval).
- ensuring a stream of new images depicting current activities to keep CAW's social media sites up-to-date, including liaising with the Events Team and Art Groups to select images and text.

7.4 Exhibitions Team

Responsible for:

- managing the annual exhibition calendar (2-3 years in advance),
- booking and liaising with exhibition venues, curators and professional hangers and managing venue arrangements, such as the opening etc,
- preparing the annual exhibition budget, in consultation with the Treasurer, and reconciling revenue/expenditure,
- managing the registration process including creation of forms (in consultation with the web manager), maintaining relevant data bases and correspondence,
- promoting the program through posters, website, social media and newsletters,
- managing the exhibition, including acceptance and installation of works, the opening, preparation and oversight of rosters, de-installation and pickup of works,
- Providing images for the Online Gallery.

7.5 Website Liaison Team

In collaboration with the Communications Team, responsible for:

- liaising with the web managers (OPF) to ensure appropriate maintenance and updating of the website,
- liaising with other volunteers and Teams to ensure all website pages are kept up-to-date.

7.6 Model Liaison Officer

In collaboration with the Events team, responsible for:

- maintaining an updated list of models and booking models when requested,
- corresponding with existing and potential models,
- convening a bi-annual training workshop for models.

7.7 Studio Officer

In collaboration with the Board, responsible for:

- studio maintenance,
- studio cleanliness, including management of the cleaner,
- purchase of all studio supplies (cleaning, hand sanitizers etc),
- reporting any studio health and safety concern as soon as practicable to the President and/or Secretary.

7.8 Library Officer

In collaboration with the Board, responsible for maintaining the studio library, including purchase of required books from time to time.

7.9 Art Group Convenors

In collaboration with the Events team, responsible for:

Art Group

- managing their Art Group including monitoring attendances, arranging models etc,
- acting as the first point of contact with new members,
- ensuring COVID-19 regulations are adhered to according to the CAW COVID-19 Plan and ACT Government requirements,
- ensuring all promotional information is accurate (web, newsletters, booking forms etc),
- advising the Board if any change occurs including a change of Convenor,
- ensuring all Art Group attendees have paid for the session (online via the website).

Models

- Paying the model fee, agreed by the Board in consultation with Convenors, at each session,
- accessing the list of models prepared by the Model Liaison Officer,
- providing adequate privacy for life models including any online streaming art group sessions,
- ensuring all members treat the model with respect,
- dealing and reporting with any offensive behaviour as appropriate,
- ensuring there is no photography of life models and that permission of a portrait model is obtained before taking a photo.

Studio

- Ensuring all studio activities are carried out with due and reasonable care,
- ensuring the studio is left clean and tidy after each Art Group.

Studio health and safety

- Reporting any workplace health and safety concern as soon as practicable to the President and/or Secretary.

Access to M16

- Convenors are responsible for ensuring access for all participants; the CAW studio door must be locked and all external doors operated by CAW must be closed at the end of the session,
- Convenors can have access to studio keys and swipe cards which provide 24 hour access; they are accountable for swipe cards and studio keys,

NB: the sliding doors at the main entrance are set to open automatically between 9am and 5pm Monday to Friday; a doorbell has been installed for after-hours access