



5 March 2023

CHARTER – DEFENCE SUB-COMMITTEE

Role and responsibilities

The Defence sub-committee is not a policy-making body, nor does it have a substantive executive function. However, it assists the AFUO Board in developing Board policy and monitoring activity within the scope of its remit, making recommendations to the Board for resolution. The sub-committee's role includes:

- developing a transparent and fair process of directing funds raised for military aid, namely through U-Help
- identifying and supporting community members' military aid needs for their family and friends;
- developing a set of criteria that will help triage requests;
- creating and maintaining forms and databases of requests & acquittals;
- analysis of requests according to set criteria;
- researching and developing a secure supply chain to deliver military aid to the front line in Ukraine;
- ensuring all requests are approached in a financially responsible manner and in line with the Corporations Act;
- reporting financial information to the AFUO Board;
- working in an inclusive and respectful way, in line with AFUO Code of Conduct;
- complying with applicable laws, regulations, standards and AFUO policies and best practice guidelines.

Other sub-committee objectives include:

- improving the credibility and objectivity of the AFUO grant process, including financial reporting;
- developing effective relationships with partner organisations;
- providing a structured reporting line for internal audit;
- assuring the quality of internal and external reporting of financial and non-financial information.

Authority

The AFUO Board authorises the Defence sub-committee, through the sub-committee Chair, to:

- oversee the appointment and work of any sub-committee members;
- resolve any disagreements between sub-committee members;
- request independent counsel, military experts or others to advise the Defence sub-committee or assist in the conduct of research; and
- seek any information required from volunteers co-operating with the Defence sub-committee, working on related requests, or from external parties.

Composition

The Defence sub-committee will consist of at least one AFUO Board director, along with other appointed sub-committee members (maximum of 9). The AFUO Board will appoint the sub-committee Chair who must be an AFUO Director. The Chair will oversee the application process and will propose a list of sub-committee members to the AFUO Board. The AFUO Board will approve all sub-committee members.

Membership of the Defence sub-committee will be reviewed annually (or earlier if necessary), and members are eligible for reappointment. The AFUO Board confirms membership of the Defence sub-committee annually in alignment with the AGM. Where ever possible, sub-committee members will represent all states and territories.

Each Defence sub-committee member will be financially literate; the majority will be independent. At least one Defence sub-committee member will have relevant qualifications and experience; for example: an ex-military professional, a qualified accountant, or a finance professional with experience of financial and accounting matters. At least some members should have an understanding of the industry in which the sub-committee operates.

The sub-committee shall be formed based on the required skill set. A sample skills matrix is provided below:



Competency	Director 1	Director 2	Director 3	Director 4	Director 5
Technical					
Accounting	5	1	1	2	3
Finance	5	1	1	2	2
Legal	4	1	1	5	2
Strategy	2	3	1	2	1
Human Resources	1	4	1	3	5
Humanitarian Settlement	1	5	5	1	3
Marketing/PR	1	2	1	1	1
Risk Management	4	3	1	5	2
Industry Experience					
Settlement	3	5	5	1	5
Public Policy	2	3	1	2	4
Government	2	3	1	2	3
Behavioural					
Collaborative	4	5	5	4	5
Listening	4	4	4	4	4
Time and availability	5	5	1	3	4
Ability to challenge	4	2	1	5	2
Interpersonal skills	3	5	5	2	5

Meetings

The Defence sub-committee will meet at least four times a year and hold extra meetings as required. A request for a meeting from the AFUO Board must be met.

A quorum will be more than half of the sub-committee members.

All Defence sub-committee members are expected to attend each meeting in person or by other approved means such as teleconferencing or video conferencing.

The meeting's notice and agenda will include relevant supporting papers.

The Defence sub-committee may invite other people to attend a meeting, consult other people or seek any information considered necessary to fulfil its responsibilities.

Invitees

Other people from the AFUO may attend Defence sub-committee meetings by invitation, for example the:

- Chair or Co-Chairs of the AFUO Board;
- Treasurer;
- Secretary.

They may take part in the business and discussions but have no voting rights. At times, all AFUO executives and management personnel will be asked to leave the meeting because the sub-committee requires a closed session.

Voting

Matters will generally be decided by consensus or, if a consensus can't be reached, by a majority of votes from the members present.



Conflicts of interest

Sub-committee members will be invited to disclose conflicts of interest at the start of each meeting. The sub-committee will maintain a Conflicts of Interest register.

Where members or invitees are deemed to have a real or perceived conflict of interest, they will be excused from sub-committee discussions about the issue where a conflict exists.

The process of dealing with conflicts of interest will be aligned to that which has been detailed by the AFUO Board through its Conflict of Interest policy.

Secretarial duties

The company secretary or another appropriate, designated person will act as secretary to the Defence sub-committee. The secretary will help the Chair to develop and distribute the agenda, papers, minutes and calendar.

Minutes

Minutes must be prepared, approved by the Chair and circulated to the members within a week of a sub-committee meeting. The minutes must be ratified and signed by the Chair at the following meeting.

Reporting to the Board

The Chair of the Defence sub-committee is to report to the board following each sub-committee meeting. He or she may distribute a copy of the minutes supplemented with other necessary information, including recommendations requiring Board action and/or approval. The Chair organises the information relating to the Defence sub-committee for inclusion in the organisation's annual report.

Reviews

The Defence sub-committee will review its performance against the roles, responsibilities, and objectives set above on an annual basis. The review may be conducted as a self-assessment and is coordinated by the Chair. The Chair may seek assessment input from any member of the sub-committee. The Chair will monitor the training needs of the sub-committee.

The Defence sub-committee should review the charter and its composition annually to ensure it remains consistent with the AFUO Board's objectives and responsibilities. The AFUO Board should consider the sub-committee's review and either approve or further review the sub-committee's charter and/or composition.