

Governance, Risk and Strategy Advisory Committee (GRSAC)

Disclaimer

This document is an extract of the official AIOH Terms of Reference and is provided for ease of reference. It summarises key responsibilities and functions of the Governance, Risk and Strategy Committee (GRS). For the full Terms of Reference and any updates, please refer to the official AIOH governance documents

Governance, Risk and Strategy Advisory Committee (GRSAC)

- Professional Conduct and Ethics Sub Committee (PCE)
- Strategic Advisory and Planning Sub Committee (SAP)
- Risk Management Sub Committee (RM)

The Governance, Risk and Strategy Advisory Committee (GRSAC) provides strategic oversight and assurance to the AIOH, ensuring that the organisation operates with integrity, accountability, and foresight. The Committee brings together expertise in governance, ethics, strategy, and risk to safeguard the Institute's reputation, strengthen decision-making, and ensure alignment with the AIOH Strategic Plan.

The GRS plays a critical role in protecting the organisation's long-term sustainability. It does so by monitoring ethical practice, identifying and managing enterprise risks, and providing strategic advice to Council and the Executive. By integrating these functions, the Committee ensures AIOH maintains high professional standards while remaining agile and resilient in a changing environment.

Committee Structure

The GRS Committee is made up of three specialised Sub Committees, each with a defined focus but working collaboratively to provide cohesive governance and strategic advice:

Professional Conduct and Ethics (PCE): Manages ethical complaints and upholds the AIOH Code of Ethics to maintain member integrity and professional accountability.

Strategic Advisory and Planning (SAP): Provides advice and recommendations on the AIOH Strategic Plan and monitors alignment between strategic objectives and organisational actions.

Risk Management (RM): Oversees enterprise risks, financial governance, operational compliance, and work health and safety, ensuring AIOH's ongoing integrity and sustainability.

Each Sub Committee operates with autonomy in its specialist area while contributing to a shared framework of integrated governance. The GRSAC Chair consolidates insights, facilitates collaboration between Sub Committees, and reports key outcomes and risks to Council. This structure ensures clear accountability, transparency, and alignment across all governance functions.

Governance, Risk and Strategy Advisory Committee (GRSAC) Structure and Process

1. Chair Oversight

- The Chair of GRSAC oversees three sub- committee now: PCE, SAP, and RI.
- They ensure alignment across ethics, strategy, and risk, and act as the conduit for Council reporting.
- The Chair receives updates from each Sub Committee, escalates significant issues, and coordinates cross-Sub Committee initiatives.

2. Sub Committee Roles

- **PCE (Professional Conduct and Ethics)**
 - Manages ethical complaints, ensures compliance with the Code of Ethics, investigates misconduct, and reports trends that could impact risk or strategy.
- **SAP (Strategic Advisory and Planning)**
 - Provides strategic guidance, develops and monitors the Strategic Plan, and advises on annual action plans.
- **RIC (Risk Management)**
 - Oversees enterprise risks, operational compliance, WHS, and financial governance.
 - Maintains the risk register, evaluates internal controls, and advises on mitigation strategies.
 - Provides insights on emerging risks that could influence ethics (PCE) or strategic priorities (SAP).

3. How the Sub- committee Work Together

1. Information Flow

- Each Sub Committee maintains operational updates on Teams/SharePoint.

- RIC flags high-risk issues (financial, operational, compliance) that may need attention from PCE or SAP.
- PCE flags ethical trends that may influence risk assessments or strategic priorities.
- SAP considers inputs from both PCE and RI when updating strategic plans or annual actions.

2. Decision-Making

- Sub- committee make operational decisions within their specialist areas.
- Cross-cutting matters (e.g., risk impacting strategy or ethical implications of risk mitigation) are coordinated via the Chair.

3. Collaboration

- Sub- committee share relevant insights to support proactive governance:
 - RIC provides risk data to SAP for strategic planning.
 - PCE flags ethical concerns that could influence risk exposure or strategic initiatives.
 - SAP identifies strategic initiatives that may require compliance or risk assessment from RIC.

4. Documentation and Visibility

- Centralised repository ensures all three sub- committee' updates, reports, and decisions are accessible to the Chair.
- Ensures transparency, coordination, and a clear trail for Council reporting.

5. Reporting to Council

- The Chair consolidates key updates from PCE, SAP, and RI and presents a unified report to Council.
- Highlights interdependencies (e.g., strategic projects with financial or ethical considerations).

Key Principles

- **Centralised Oversight:** Chair ensures alignment, visibility, and escalation.
- **Specialised Operational Autonomy:** Sub- committee handle their own specialist activities independently.
- **Integrated Governance:** Insights from one Sub Committee feed into the planning and risk decisions of the others.
- **Transparency and Documentation:** Shared platforms (Teams/SharePoint) are used to maintain records and visibility.

Professional Conduct and Ethics Sub Committee (PCE)

Scope

The PCEC's responsibilities are limited to ethical complaints against AIOH Members in relation to the Code of Ethics. The Sub Committee does not oversee concerns regarding AIOH staff or contractors, unless they are also Members. Complaints about staff or contractors should be directed to the AIOH Secretary.

Purpose

The Professional Conduct and Ethics (PCE) upholds AIOH's commitment to maintaining ethical occupational hygiene practice among its Members. The Committee ensures adherence to the AIOH Code of Ethics by overseeing ethical concerns, investigating complaints, and supporting the enforcement of professional standards. By maintaining integrity and accountability, the PCE reinforces trust in the profession and safeguards the reputation of AIOH and its Members.

The Sub Committee is responsible for:

- **Investigating allegations of ethical misconduct among** Members, ensuring impartiality and due process.
- **Recommending appropriate actions** if breaches are substantiated, which may include mentoring, training, suspension, or expulsion.
- **Providing/gaining legal guidance** on matters involving ethical complaints that may have legal implications.
- **Ensuring fairness and accountability** by addressing vexatious complaints and upholding ethical standards.
- **Reporting outcomes** to AIOH Council, with summary information shared at the Annual General Meeting, while respecting privacy.

The PCE operates independently in its investigations, ensuring all actions align with AIOH's values of Integrity, Respect, Empathy, Inclusivity, and Objectivity. The Sub Committee's processes may be updated under the direction of Council to reflect evolving ethical standards and professional expectations.

Roles and Responsibilities

The role and responsibilities of the Professional Conduct and Ethics Committee include:

- directly supporting the AIOH's strategic objective of "Maintaining ethical occupational hygiene practice" among Members
- working with Council to coordinate any needed legal responses or advice on behalf of the AIOH, where an issue arises that may be connected to an ethical issue or complaint made by a member against the AIOH and where there are possible legal implications surrounding the issue.
- Investigating and making recommendations to Council regarding complaints raised against a Member or Members of the AIOH relating to issues outlined in the Code of Ethics, as issued to Members. This role does not apply to staff or contractors of the AIOH, unless they are also a Member. Complaints regarding the conduct of AIOH staff or contractors should be directed to the AIOH Secretary.

To support the objective of maintaining ethical occupational hygiene practice, the AIOH Council supported by the Committee, has the power to enforce the Code of Ethics through any and/or all of the following measures:

- Investigation of alleged breaches of the Code of Ethics and any possible legal impacts. If an investigation is warranted, the Committee shall:
 - Form from its members an investigation team.
 - Be independent in its approach to all aspects of the investigation.
 - If the investigation shows that the complaint is sustained, the imposition of sanctions and restrictions on Members, including but not limited to:
 - Development (or other) support activities
 - Mentoring or training
 - Suspension
 - Expulsion

In the event that, through the investigation process, a complaint is found to be substantiated, the sitting council shall decide the level and appropriateness of sanctions to be applied. In the event that the complaint is unsubstantiated, no further action will be taken.

Any vexatious complaints made by a Member may also be subject to investigation for potential breaches of the AIOH [Code of Ethics](#).

If requested by Council, publication of summary information regarding the outcome of any investigation shall be made available to Council and Members at the Annual General Meeting. This process shall at all times respect the right to privacy of all members.

Activities

Ethics Policy and Guidance Development

- Regularly review and update the AIOH Code of Ethics to align with evolving professional standards.
- Develop guidelines and advisory resources to support ethical decision-making among Members.
- Offer expert advisory support for Members seeking guidance on ethical matters.

Education and Awareness Initiatives

- Develop training materials, workshops, or webinars on ethical issues in occupational hygiene.
- Publish articles or case studies to promote ethical awareness and accountability among Members.
- Facilitate ethics mentoring programs to strengthen ethical leadership within AIOH.

Legal and Investigative Support

- Access to legal advisors for ethical matters with legal implications.
- Confidential investigation tools and case management templates for documenting complaints.

Ethics and Compliance Documentation

- AIOH Code of Ethics and supporting guidelines.
- Secure reporting mechanisms for submitting and tracking ethical complaints.

Technology and Communication

- Microsoft Teams (or other secure platforms) for Sub Committee meetings and case documentation.
- Confidential email addresses for ethics-related enquiries and reporting.
- Online training platforms for ethics-related professional development.

Committee

- A designated Sub Committee Lead to provide expert guidance on ethical concerns.
- Resources for mentoring programs and professional development.
- Access to external ethics training and legal workshops.

Annual Review and Policy Updates

- Periodic assessment of ethical complaints and trends to inform policy improvements.
- Benchmarking against ethical standards from other professional associations.

Resources

- AIOH strategic plans, operational guidelines, and policies.
- Relevant templates, databases, and registers maintained by the AIOH
- Microsoft Teams and AIOH SharePoint for document management.
- Administrative support from the AIOH office where required.
- Communication tools, meeting platforms, and member directories.
- Any specific committee documentation referenced within the committee's operational framework.

Strategic Advisory and Planning Sub Committee (SAP)

Scope

The Strategic Advisory and Planning Sub Committee (SAP) provides advice, guidance, and recommendations to the AIOH Executive on matters relating to the development, review, and implementation of the AIOH Strategic Plan.

The SAPC monitors progress towards the Strategic Plan by liaising with other AIOH Committees and Sub Committees and offers historical context to support informed decision-making.

Purpose

- To guide the development and regular review of the AIOH Strategic Plan.
- To support the translation of strategic goals into practical, prioritised Annual Action Plans.
- To ensure alignment between AIOH's Committees, Committees, and strategic objectives.
- To assist the Executive with decision-making by providing context, lessons learned, and continuity.

Role and Responsibilities

The Strategic Advisory and Planning Sub Committee is responsible for:

- Assisting the Executive through providing advice and recommendations on the review and preparation of the Strategic Plan.
- Reviewing the AIOH Strategic Plan and providing recommendations for the associated Annual Action Plan for consideration by the Executive.
- Liaising with other AIOH Committees and Sub Committees to monitor action towards the strategic plan.
- Providing the Executive with historical context and background to assist in strategic decision making.

Activities

The activities of the Strategic Advisory and Planning Committee include:

Strategic Plan Development and Review

- Conduct a biennial review of the current AIOH Strategic Plan to assess alignment with organisational goals and external trends.

- Collect and analyse input from the AIOH Executive, Committees, Sub Committees, and members to inform updates to the Strategic Plan.
- Draft proposed amendments or new strategic priorities for presentation to the Executive.
- Identify gaps or emerging opportunities not currently addressed in the Strategic Plan.

Annual Action Plan Recommendations

- Translate strategic objectives into recommended annual initiatives for the Executive to consider.
- Prioritise proposed actions based on impact, feasibility, and alignment with strategic goals.
- Suggest metrics or indicators to monitor progress on key annual priorities.

Liaison and Monitoring

- Hold quarterly check-ins with Committee Chairs and Sub Committee Leads to track progress against strategic goals.
- Collate and summarise feedback or reports from other Committees on their alignment with the Strategic Plan.
- Identify and flag any areas where progress is stalled or misaligned with strategic priorities.

Strategic Decision Support

- Provide briefing papers or historical context on past AIOH initiatives, partnerships, and priorities to inform Executive decisions.
- Maintain a strategic context archive (e.g., rationale for past decisions, lessons learned) to guide consistent decision-making over time.
- Participate in strategic workshops or Executive planning retreats as invited.

Governance and Communication

- Ensure transparency and accountability by reporting SAP activities and recommendations to the Executive and membership (e.g., via annual reports or member updates).
- Document all meetings, key recommendations, and decisions made by the SAP.
- Periodically review and update the SAP's terms of reference to reflect evolving strategic needs.

Resources

- AIOH strategic plans, operational guidelines, and policies.
- Relevant templates, databases, and registers maintained by the AIOH.
- Microsoft Teams and AIOH SharePoint for document management.
- Administrative support from the AIOH office where required.
- Communication tools, meeting platforms, and member directories.
- Any specific committee documentation referenced within the committee's operational framework.

Membership

Membership of this Sub Committee will be selected by Council in consultation with the Chair of the Committee.

Risk Management Sub Committee (RM)

Scope

The Risk Management Sub Committee (RM) is responsible for the oversight and management of enterprise risks, financial governance, and operational compliance across the AIOH. This includes managing the enterprise risk register, monitoring internal control systems, overseeing financial management practices, and ensuring work health and safety systems are in place and effective.

Purpose

- To support the AIOH Executive and Council in fulfilling their governance obligations relating to risk, compliance, and financial management.
- To ensure the AIOH maintains sound risk management practices, operational integrity, and financial sustainability in line with the organisation's strategic priorities.
- To proactively identify, monitor, and manage key strategic, operational, and financial risks that may impact the organisation's objectives or reputation.

Role and Responsibilities

The Risk Management Sub Committee is responsible for:

- Maintaining and overseeing the AIOH enterprise risk register, covering strategic, financial, and operational risks.
- Reviewing and evaluating the effectiveness of internal control systems related to financial and operational performance.
- Advising the Executive on significant risks or events that could materially affect the AIOH.
- Assessing the adequacy and structure of internal governance systems and recommending external reviews, if needed.
- Overseeing risk management in relation to financial management, including budgeting, reporting, auditing, and policy review.
- Ensuring the AIOH has adequate insurance, investment, and financial risk management practices in place.
- Monitoring and reviewing AIOH work health and safety (WHS) systems across its operations.
- Ensuring operational compliance with regulatory and organisational requirements, including recordkeeping.

- Supporting the Executive and Council in fulfilling their governance obligations related to risk and financial management.

Activities

The following tasks and actions support the responsibilities of the Sub committee:

- Document and maintain the AIOH enterprise risk register, ensuring risks are recorded, rated, and updated as needed.
- Conduct an annual review of the risk register and highlight key risks requiring Executive attention or mitigation.
- Escalate emerging or unresolved risks that could affect performance, funding, or reputation.
- Conduct periodic reviews of internal control systems to ensure information is accurate, relevant, and timely.
- Provide quarterly reports to the Executive on financial performance, focusing on major income and expense trends.
- Lead the annual budgeting review process, ensuring it is completed on time and reflects strategic priorities.
- Request and review the Auditor's Management Report annually, ensuring any identified issues are addressed.
- Endorse, where appropriate, the Auditor's report to Council through a formal statement of support.
- Evaluate the external Auditor's performance and make recommendations to Council on continuation or change.
- Recommend updates or new financial and business risk management policies (e.g. insurance, investments).
- Review and provide feedback on the annual financial statements before submission to the Executive.
- Ensure WHS policies and practices are effectively implemented and regularly reviewed within the AIOH.
- Review operational practices and records for compliance with policies and regulations.
- Track and report on the status of operational policy reviews to ensure all are updated within required timeframes.
- Periodically assess AIOH's insurance coverage to ensure adequacy, value, and suitability for the organisation's current risk profile.

Resources

- AIOH strategic plans, operational guidelines, and policies.
- Relevant templates, databases, and registers maintained by the AIOH.
- Microsoft Teams and AIOH SharePoint for document management.
- Administrative support from the AIOH office where required.
- Communication tools, meeting platforms, and member directories.
- Any specific committee documentation referenced within the committee's operational framework.

Membership

Membership of this Sub Committee will be selected by Council in consultation with the Chair of the Committee.

Structure

The Committee structure of the Australian Institute of Occupational Hygienists (AIOH) is designed to ensure good governance, streamline decision-making, and strengthen member and stakeholder engagement.

The structure consists of four (4) Committees, each led by a Chair who provides oversight and direction. Each Committee is supported by a grouping under sub-committee or Sub Committees (group), each led by a Chair who guides the members within their Sub Committee. This approach provides clear leadership, accountability, and alignment with AIOH's strategic priorities.

The sub committee, structure under the Committee is designed to ensure a focused and effective approach to key areas of AIOH's operations.

- ***Stakeholder Relations, Communication, and Marketing Committee (SRCM)*** focuses on external engagement, branding, and external stakeholder interactions.
 - Communications and Marketing Sub Committee (MARCOMMS)
 - External Stakeholder Relations Sub Committee (ESR) (includes Media Ambassador working Group) – formally EAC
- ***Governance, Risk, and Strategy Committee (GRS)*** supports strategic decision-making, ethical governance, and risk management within AIOH's operations.
 - Professional Conduct and Ethics Sub Committee (PCE) – formally Ethics Committee
 - Strategic Advisory and Planning Sub Committee (SAP) – formally SRAC
 - Risk Management Sub Committee (RM) – formally SRAC
- ***Member Advancement and Professional Development Committee (MAPD)*** supports our membership and facilitates career growth through mentorship, training, and recognition programs.
 - Membership Development Sub Committee (MD)
 - Mentoring Sub Committee (Mentoring) (includes Emerging Hygienist Working Group)
 - Professional Development Sub Committee (PD) (includes State Liaisons Officers) – formally PD&E
 - Member Recognition Sub Committee (MRA) – formally Awards

- **Scientific, Technical, and Research Committee (STR)** provides commentary on public policy, develops technical resources, supports research collaborations, and ensures policy relevance.
 - Public Policy Sub Committee (PP) – formally EAC
 - Technical Committee (TA) – formally WEAC
 - Research and Innovation Sub Committee (RI) – New

The AIOH has three (3) independent Boards that operate under the auspices of the AIOH Council, including:

- **RESP-FIT Board (Respirator Fit Testing Accreditation)**
- **COH Board (Certification Oversight)**
- **OH Education Accreditation Board (OHEAB) (University Accreditation). - New**

A graphical representation of the committee structure is provided in **Appendix A**.

Role, Expectations and Objectives

AIOH Committees and groups play a central role in the functioning of the Institute. They are the holders of AIOH's corporate knowledge and are often consulted in Council's decision-making processes.

The objectives of the AIOH Committees and groups are to:

- Support the Executive and Council to achieve their objectives as outlined in the Strategic Plan and annual Action Plan
- Deliver on the responsibilities set out in their Terms of Reference (ToR)
- Collaborate across Committees and Sub- committee to ensure alignment with the Strategic Plan

This document provides the Terms of Reference for all Committees and groups of the AIOH. While their role is to assist the Executive and Council to meet responsibilities for key projects and requirements, each Committee and groups also has its own specific objectives and deliverables.

Conflict of Interest (COI)

The AIOH is committed to high standards of ethical conduct and accordingly places great importance on making clear any existing, potential, or perceived conflict of interest. All known, potential or perceived conflicts of interest must be managed in accordance with the AIOH [Conflict of Interest Policy](#). The Principle Committee is responsible for bringing this policy to the attention of Sub Committee members and ensuring compliance with that Policy.

Confidentiality and Release of Material

Committee and Sub Committee members must be aware that in the course of their work, they may be privy to confidential financial, legal, personal or commercially sensitive information relating to the operation of the AIOH, of members, applicants for accreditation, partners, stakeholders and/or sponsors.

committee and Sub Committee members are expected to maintain confidentiality of the agenda, agenda materials, discussions, work product and work plans of the committee, unless it is expressly agreed by the Chair/Sub Committee Lead that certain information can be made public.

committee and Sub Committee members must respect the privacy and confidentiality of all information received about the Committee and/or Sub Committee's work and must not divulge such information to parties external to the Executive or Council unless authorised to do so. External parties include the news media, social media, existing or potential AIOH sponsors, environmental and occupational health advocates or activists, government departments, commercial organisations, education institutions, or other agencies. The release of information is the responsibility of Council.

Membership and Composition of Committee

The Chair of an AIOH Committee is appointed by the AIOH Council and is responsible for leading the Committee, ensuring alignment with the AIOH Strategic Plan, and liaising with the AIOH Executive and Council. Council shall not knowingly select a Chair who has a conflict of interest. The Chair role may be shared in a job-share arrangement.

Each Committee is made up of the Chair and Leads of its Sub- committee. Committees may also include ex officio member representatives from other AIOH Committees or external advisors who provide specialised guidance. Chairs and Sub Committee Leads

serve a term of two (2) years, with the possibility of renewal for up to three (3) additional terms.

Membership and Composition of Sub- committee

The Lead of a Sub Committee is appointed by the Chair of the Committee and is responsible for leading the Sub Committee, ensuring alignment with the objectives of its Committee, and liaising with the Committee's Chair. Sub Committee Leads are responsible for selecting members of their Sub Committee, with all appointments subject to Council endorsement. Council shall not knowingly appoint a Sub Committee Chair who has a conflict of interest. The Chair role may be shared in a job-share arrangement. Membership of each Sub Committee is flexible but will normally comprise up to 12 members. Members of Sub- committee may be drawn from any category of the AIOH membership, provided they are financial members in good standing. Specific eligibility requirements for some Sub- committee may apply and will be outlined in their Terms of Reference (ToR). For example:

Members of the Member Recognition Sub Committee must be previous award recipients and not current sponsors of awards

Members of the Membership Development Sub Committee must be Full or Fellow members of the Institute

Where there are more applicants than positions, the Sub Committee Lead may:

- Seek approval from Council to engage additional applicants for specific projects, or
- Place excess applicants on a waiting list to fill any interim vacancy that may arise before the end of the duty cycle.

Sub Committee members are selected to ensure a complementary mixture of professional knowledge, industry experience, skills, and abilities. Sub Committee membership may also include ex officio representatives from other AIOH Committees or external advisors for specialised guidance.

Sub Committee members serve a term of two (2) years, with the possibility of renewal for up to three (3) additional terms.

Sub- committee may also establish short-term project groups, with the approval of the Sub Committee Chair and Chair, to address specific projects or focus areas. These groups are subject to Council endorsement unless they require specific approval at Council level.

Any changes relating to the structure, responsibilities, or membership of a Sub Committee will be documented in its framework, clearly identifying the requirements, expectations, and governance around those changes.

Inductions

The AIOH Membership Manager is responsible for coordinating the induction and onboarding of each new Chair and Sub Lead in liaison with the outgoing Chair/Lead and the AIOH Executive.

Committee and Sub Committee Leads are responsible for conducting the induction and onboarding of their respective Committee or Sub Committee members, with support from the AIOH Membership Manager. This ensures all members understand their roles, responsibilities, and the governance framework of the AIOH.

Documentation

All documentation and records arising from activities conducted by Committees and Sub-committee shall be regularly submitted to Microsoft Teams, as hosted by the AIOH, to ensure they are accessible, up-to-date, and readily retrievable.

All Committee Chairs /Sub Committee Leads will be provided with an AIOH email account. This email is to be the primary channel for all official communications. All documentation must be visible through and have direct access to the relevant Teams channels.

It is the responsibility of the Chair and Sub Committee Leads to ensure that a suitably experienced person is available to record the minutes of meetings. Documentation and records to be maintained include:

- Meeting agendas and minutes
- Procedures
- Reports to Council, including Annual Reports
- Records of completed projects or other activities/tasks

The Chair is also responsible for ensuring that Committee Chairs meetings follow a consistent structure and that all Sub Committee Leads meet together at least four (4) times per year.

Committee Chair Operation

Chairs are responsible for the following:

Liaising with Council on all matters requiring direction or approval, including providing regular updates at Council meetings.

Ensuring requests from the President, Executive, and Council are addressed in a timely and orderly manner.

Identifying and communicating to Council the resources, procedures, and opportunities required by Committees and Sub- committee to perform their duties effectively.

Organising meetings of the Committee and Sub Committee Leads at least four (4) times per financial year, at dates and times that ensure the work of the Committees and Sub-committee can be completed efficiently.

Conducting an annual evaluation of the Committees and Sub- committee, with support from Sub Committee Leads, to assess effectiveness and alignment with AIOH objectives.

Sub Committee and Committee Operations

Sub- committee have considerable autonomy in how they plan and make decisions, while remaining under the oversight of their Committee Chair. Each Sub Committee is led by a Sub Committee Leads, who is responsible for guiding strategic planning and operational activities.

Responsibilities of Committee Chairs

Committee Chairs are responsible for the following activities:

Developing and distributing a meeting agenda in advance of each meeting to enable adequate preparation. Agendas should include a review of progress toward current and proposed work objectives, along with the status of action items.

Ensuring that Committee meetings are properly recorded in minutes, including a summary of discussions and actions arising.

Ensuring all Committee members declare any conflicts of interest (as defined in the AIOH Conflict of Interest Policy) at the start of each meeting, or at the beginning of agenda items where applicable. The Chair will determine whether a declaration requires a member to be restricted or excluded and will record this in the minutes and relevant documents.

Reviewing member participation annually and confirming eligibility for CM points for active service, in accordance with the Requirements for Certification Policy and Procedures.

Reviewing the tenure of Committee members every two years, and determining appropriate lengths of service.

Nominating a delegate if needed to manage workload or accommodate personal circumstances.

Establishing working parties to undertake specific projects or activities.

Maintaining connections with Sub- committee, including ensuring that Sub Committee Leads or representatives attend relevant Committee meetings.

Responsibilities of Sub Committee Members

Completing an induction and familiarising themselves with this document.

Actively contributing to discussions and work within their Sub Committee.

Preparing for and attending scheduled meetings for the entire duration unless pre-agreed with the Sub Committee Lead. Members who miss multiple meetings may be replaced at the Chair/Lead's discretion.

Making relevant and focused contributions during discussions to facilitate efficiency.

Demonstrating flexibility in consensus-building and considering the viewpoints of other members.

Contributing to the workload of the Sub Committee through active participation.

Abiding by the AIOH Code of Conduct, Rules and Statement of Purpose, and Conflict of Interest Policy.

Quorum and Voting

Sub- committee and Committees may conduct discussions on certain matters without a quorum. However, a quorum is required to formally vote on any matter. A quorum shall consist of at least 50% of members of the Sub Committee or Committee, including the Sub Committee Lead or Committee Chair (or their appointed proxy).

Where a Chair/Lead is absent, they may nominate a proxy to act on their behalf for quorum and voting purposes. This ensures continuity and that decision-making can proceed even if key leaders are unavailable.

While it is preferable to operate via consensus, if a vote results in a tie, the Chair/Lead or their appointed proxy shall have an additional casting vote.

Reporting

Reporting to Council

At least one member of Council is assigned as a liaison for each Committee. The Council member may liaise with the Chair as required, outside of scheduled Council meetings. It is encouraged that Council members maintain active communications with the Chair to support the work of the Committee and its Sub- committee.

The Chair is responsible for reporting to Council on matters requiring attention. Typical items include:

Updates on progress of work activities

Items requiring Council endorsement or noting

Items for escalation

Requests for information or guidance on specific matters

Chairs may be asked to attend and present at Council meetings or planning days as required. They should expect to receive adequate briefing and information from the AIOH President and/or Council to enable timely and complete decision-making.

The Chair should also request any documentation, financial, or resource support needed from Council to enable Committees and Sub- committee to achieve their objectives. The level and nature of support is determined by Council, considering priorities, budgets, and specific needs.

An itemised operational annual budget for the Committee is to be submitted by the Chair to Council by May each year for consideration in the AIOH budget. Council will advise the Committee of allocations for the coming financial year.

Reporting to Members

The Chair is responsible for preparing an annual report for AIOH members, outlining the activities and achievements of the Committee and its Sub- committee. This report will typically be published in the AIOH Annual Report in September/October each year.

Sub Committee Leads contribute to these reports by providing updates on their Sub Committee's work, key outcomes, and any challenges or requests for Council consideration. All information is consolidated by the Chair for clarity and consistency.

Decision-Making Process

The decision-making process for Committees and Sub-committee is structured to ensure alignment with the broader objectives, governance framework, and strategic direction of the AIOH. It balances delegated authority with oversight from the Chair, other Committee Chairs, and Council.

Proposal Development

The Sub Committee Lead and members are responsible for developing proposals related to strategic initiatives, operational enhancements, or financial investments within their Sub Committee. Proposals must align with the organisation's strategic plan, objectives, and relevant policies or frameworks.

The Chair is kept informed throughout the development process to ensure oversight and alignment with broader Committee objectives. Guidance from other Committee Chairs may also be sought to ensure consistency with overarching goals.

Delegation of Authority

The Chair and Sub Committee Leads may make decisions without Council approval where:

- The matter is Sub Committee procedural and does not materially affect strategy, risk, or compliance
- Expenditures fall within pre-approved financial thresholds
- The action aligns with previously approved plans, policies, or Council-endorsed frameworks

All decisions made under delegated authority must be documented and submitted via the correct platform to ensure visibility and transparency.

Submission for Approval

All proposals outside delegated authority, particularly those involving significant investments, strategic shifts, or material risk, must be submitted for review and approval by Council. Proposals should include clear objectives, expected outcomes, and supporting data or research.

Endorsement and Implementation

Once approved, the proposal is endorsed and delegated to the Sub Committee for execution. The Sub Committee Lead is responsible for overseeing the implementation of

the initiative, ensuring it aligns with approved objectives and budgetary constraints. The Chair is kept informed throughout the process to maintain oversight and support alignment with broader Committee objectives.

Financial Approval Framework

- Committees and Sub- committee may spend up to a pre-determined threshold without prior Council approval.
- Any expenditure exceeding this threshold must be submitted to Council for approval, including a proposal detailing costs, resource allocation, and expected benefits.
- Guidance from the AIOH Executive may be sought to ensure alignment with the organisation's financial strategy.
- This framework ensures that all significant financial commitments are reviewed and approved before they are incurred.

Performance Evaluation

Regular performance evaluation is essential to identify opportunities for improvement in the Committee and various Committees' operations and effectiveness. A standard evaluation template will be utilised to ensure consistent assessment, documentation, and review.

Annual Evaluation:

- *Format:* Committee review
- *Frequency:* Annually, unless an earlier review is deemed necessary
- *Conducted by:* The Committee
- *Reporting to:* The AIOH Executive leadership

Review of Committee Policy and Procedures

Sub- committee shall regularly and at least every 3 years, review its terms of reference, any related policy and procedures, and make recommendations to Council on appropriate changes.

Committee Specific Terms of Reference

Each Committee has additional Terms of Reference that are applicable to that committee only. They are outlined in the following sections of this document.

The Terms of Reference for the Committee may be amended, varied or modified in writing. Any amendments, modifications or variations need to be endorsed in writing by the AIOH Council.