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By-Laws

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1. Interpretation

- 1.1 The definitions and interpretations set out in the Society's Constitution apply to these By-Laws.
- 1.2 These By-Laws may be amended from time to time by the Board in accordance with the Constitution.

2. Nomenclature and Boundaries

- 2.1 The boundaries of the respective Branches will be, for the time being:
 - a. Australian Capital Territory Canberra
 - b. New South Wales Sydney
 - c. Queensland Brisbane
 - d. South Australia and Northern Territory Adelaide
 - e. Tasmania Hobart
 - f. Victoria Melbourne
 - g. Western Australia Perth
- 2.2 A Branch may apply to the Board to relocate its office to another city or open a second office in another city or town within its respective boundary. Any decision to relocate the office will be at the Board's sole discretion.
- 2.3 Each Branch will be known by the name of the State or Territory in which it is situated and will be expressed in the form "Pharmaceutical Society of Australia" followed by the name of the particular Branch.

3. Role

- 3.1 The primary role of the Branches is to assist the Society to achieve its *Objects* for the Members.

4. Responsibilities

- 4.1 The purpose of the Branch Committee is to:
 - Provide the PSA Board with advice on local policy issues and PSA products; and
 - Ensure local relevance and strengthen membership.

These functions have been delegated by the PSA Board to the Branch Committee as a key component of PSA's governance structure.

As such, the PSA Board supports the following activities to be implemented by Branch Committees:

- Effective local implementation of engagement strategies with key stakeholders
- Providing advice from a local perspective on:
 - o Major policy decision of relevance to pharmacy
 - o Significant changes to PSA products
 - o Tailored local product delivery
- Advocacy for PSA at a local level.

An example of key critical policy decisions relevant to pharmacy would include areas such as the future of the pharmacy profession and a decline in membership in a dynamic and volatile environment.

5. External representation

- 5.1 A Branch will be responsible for externally representing the Society on matters affecting pharmacy and the pharmaceutical profession within a particular State or Territory.
- 5.2 A Branch's responsibility for external representation is subject to the restriction in By-Law 6.1 as well as any directions from the Board.
- 5.3 Only the CEO and PSA Board or delegates of the PSA Board may advocate and represent the Society on a national level with like national organisations, Commonwealth Government and relevant national officials.

6. Exclusions and Restrictions

- 6.1 A Branch will not have authority, power or responsibility in respect of any of the following matters, unless understanding delegation from the Board or with the express approval of the Board:
 - a. removing or suspending any Member of the Society;
 - b. making representations or submissions to government (federal, state or territory, or local), government departments or instrumentalities, the media, or other agencies external to the Society in relation to existing or proposed legislation, regulations or policies governing the conduct of pharmacy in situations where such representations or submissions are inconsistent with any Society position statements or policies;
 - c. entering into contracts or other legally binding agreements with any party;
 - d. seeking legal advice on any matter without the approval of the CEO of the Society; or
 - e. any other matters determined by the Board from time to time.
- 6.2 Where a Branch Committee forms a view that a Member should be removed or suspended from Membership, the Branch Committee will refer the matter to the Board in accordance with clause 29 of the Constitution.
- 6.3 If a Branch fails to comply with the By-Laws or a direction from the Board, the Board has, following consultation with the Branch Committee, the power to take over the affairs of that Branch.
- 6.4 The National President will have the right to postpone the determination of an issue by a Branch Committee and refer that issue for Board consideration if he or she does not consider it appropriate, taking into account the best interests of the Society, for the Branch to make a decision on that issue. Where the National President exercises the right to postpone the determination of an issue after consultation with the Branch President, the National President must refer this to the next meeting of the Board, and the Board may determine how the issue will be resolved. The Branch Committee may request the Board to expedite the consideration of that issue.
- 6.5 The Board may review and revoke any decision of the Branch Committee if the Board considers that such a decision is not in the best interests of the Society.

7. Eligibility for Membership

- 7.1 A person may elect to become a Member of the Branch which is located in the same jurisdiction as the Member's residential or occupational address or, where there is no Branch in either of those jurisdictions, the person may elect to become a Member of any Branch and that Member will have full rights to participate in the activities of the Branch in accordance with these By-Laws.
- 7.2 Membership of a Branch does not preclude Members from participating in the activities of other Branches such as seminars, conferences, training programs or any other activity, but a Member shall not be eligible to vote at another Branch's meetings and is not eligible to be elected onto any other Branch's Committee.
- 7.3 In all other respects, the provisions of the Society's Constitution will apply to Membership categories and sub-categories, and the rights and obligations of Members.
- 7.4 For the purposes of clauses 16.4a and 16.5a of the Constitution, the period of maintained Membership which is required by an Ordinary Member or a fellow to be eligible for life status is:
 - a. fifty (50) years; or
 - b. such other period as determined by the Board from time to time in accordance with the Board Policy and Procedure – *Elevation of Members*.

8. Members' Information

- 8.1 Each Branch will have access to the national records of Members of the Society resident or practising in the jurisdiction in which the Branch is located, or of Members who have nominated to participate in that Branch.
- 8.2 Members' details must not be circulated to any agency external to the Society without the prior approval in accordance with the Society's privacy policy.

9. Branch Committee Powers

- 9.1 A Branch Committee will be formed in each Branch.
- 9.2 The Branch Committee shall ensure that the Branch:
 - a. operates in accordance with the Constitution, the By-Laws and any direction of the Board;
 - b. promotes the Objects of the Society within the Branch; and
 - c. exercises such powers of the Board as the Board may delegate to the Branch Committee.
- 9.3 The Branch Committee shall be elected by the Members who are eligible to vote, in accordance with By-Law 11.
- 9.4 A Branch Committee will, subject to clause 65 of the Constitution, be entitled to elect one (or more) of its members to be a Branch-Appointed Director on the Board of the Society.

10. Branch Committee Size and Composition

- 10.1 The Board shall determine the size of each Branch Committee. The minimum size is 6 and the maximum size is 12.
- 10.2 The Branch Committee shall be elected from the Financial Ordinary Members of that Branch in accordance with this By-Law and the *Election Handbook*.
- 10.3 The National President will be an ex officio member of all Branch Committees but will not have voting rights.

11. Branch Committee Elections

- 11.1 The Board will approve an *Election Handbook* to guide the Returning Officer to ensure a transparent, fair and open election process.
- 11.2 The CEO must ensure that each election is conducted in accordance with these By-Laws and in accordance with the *Election Handbook*.
- 11.3 If the number of nominations for Branch Committee exceeds the number of vacancies, the Returning Officer will conduct an election in accordance with the *Election Handbook*.
- 11.4 Where there are insufficient numbers of nominations to meet the minimum number of Branch Committee members, the Board may:
 - a. permit the Branch Committee to operate with a lesser number of members; or
 - b. agree to the appointment of additional members to the Branch Committee.

12. Branch Committee Term of Office

- 12.1 An elected member of a Branch Committee takes office from 1 July after the relevant election for a term of three years.
- 12.2 All members of a Branch Committee will be eligible to stand for re-election at the end of their three-year term, but no member of the Branch Committee will retain office for more than five terms. The period of 15 years will include any term of office served as an office bearer of the Branch.
- 12.3 Any member of the Branch Committee who has held office for 5 consecutive terms will not be eligible to be elected to the Branch Committee until a minimum of three years has elapsed since they last held office.
- 12.4 A position on the Branch Committee immediately becomes vacant if a member:
 - a. ceases to be attached to the Branch;
 - b. is absent from three consecutive meetings of the Branch Committee without reasonable excuse or the prior consent of the Branch Committee;
 - c. becomes of unsound mind or a person whose estate is liable to be dealt with in any way under the law relating to mental health;
 - d. resigns by notice in writing to the Society;
 - e. is removed by a resolution of the Board.
- 12.5 Where a casual vacancy occurs on the Branch Committee, the Branch Committee will refer to the Election Handbook.

- 12.6 Where a casual vacancy has been created as a result of a decision by the Board pursuant to By-Law 14, the appointment under By-Law 12.5 must be approved by the Board.

13. Branch Office Bearers

- 13.1 The office-bearers of the Branch are:
- a. the Branch President; and
 - b. two Branch Vice-Presidents;
- each of whom will be elected from and by the members of the Branch Committee.
- 13.2 A ballot process will be implemented by State/Territory Managers for the elevation of Branch office-bearers from the Branch Committee members. Refer to *Election Handbook*.
- 13.3 The office-bearers will hold office for a period of one year from 1 July, subject to By-Law 12.2, are eligible to stand for re-election.
- 13.4 Branch Committee-elect members can meet prior to the term of office commencing in order to elect officials.
- 13.5 The duties of the Branch President are:
- a. to oversee the operations at all meetings of the Branch;
 - b. preside as chair at all meetings of the Branch Committee;
 - c. advocate on behalf of the Society in the state or territory;
 - d. promote the interests and objects of the Society within the State or Territory; and
 - e. ensure a process whereby the Branch Committee receives full and appropriate information regarding Board directions determined at Board meetings.
- 13.6 The duties of the Branch Vice-Presidents are:
- a. to generally assist the Branch President to fulfil their duties;
 - b. to deputise in the absence of the Branch President; and
 - c. in the absence of the Branch President, to preside as chair at all general meetings of the Branch and of the Branch Committee.

14. Removal of Branch Office Bearers and Branch Committee Members

- 14.1
- a. The Board may:
 - (i) following consultation with the Branch Committee; and
 - (ii) by a resolution of 75% of the Board;suspend or remove from office any member of the Branch Committee (or, in the case of an office bearer, their position as an office bearer and/or member of the Branch Committee) for conduct or action which is determined by the Board to be prejudicial to the general interests of the Society, its Members or of the pharmacy profession, so as to render it undesirable in the opinion of the Board that such person continue to hold office.
 - b. If the Board resolves to expel or suspend a Branch Committee member pursuant to By-Law 14.1a, the Board must serve the Branch Committee member with a notice in writing:

- (i) setting out the resolution of the Board and the grounds upon which it is based;
 - (ii) stating that the Branch Committee member may respond to the Board at a meeting of the Board to be held not earlier than fourteen (14) days and not later than twenty eight (28) days after service of the notice;
 - (iii) stating the date, place and time of the Board meeting; and
 - (iv) informing the Branch Committee member that the Branch Committee member may do either or both of the following:
 - (A) attend and speak before the Board;
 - (B) submit to the Board at or prior to the date of the Board meeting written representations relating to the resolution.
- c. At the Board meeting held in accordance with By-Law 14.1b, the Board must:
- (i) transact no business other than the question of the alleged misconduct by the Branch Committee member;
 - (ii) give the Branch Committee member an opportunity to make oral representations;
 - (iii) give due consideration to any written representations submitted to the Board by the Branch Committee member at or prior to the Board meeting; and
 - (iv) resolve by a 75% majority whether to confirm the decision to expel or suspend the Branch Committee member.
- d. The Branch Committee member must be notified in writing of the decision of the Board within seven (7) days. If the Board confirms its earlier resolution to expel or suspend the Branch Committee member, the Branch Committee member must also be notified of the right of appeal available under By-Law 14.1f.
- e. A resolution confirmed by the Board under By-Law 14.1c does not take effect:
- (i) until the expiration of the period within which the Branch Committee member is entitled to appeal against the resolution; or
 - (ii) if the Branch Committee member exercises the right of appeal, until the Disciplinary Committee confirms the resolution pursuant to By-Law 14.1i.
- f. A Branch Committee member may appeal to the Disciplinary Committee against a resolution of the Board, which is confirmed under By-Law 14.1c. Written notice of such an appeal must be lodged with the Company Secretary within seven (7) days of the service of the notice required under By-Law 14.1d.
- g. Within thirty five (35) days after receipt of a notice of appeal from the Branch Committee member, pursuant to By-Law 14.1f, the Disciplinary Committee must convene a meeting.
- h. At the Disciplinary Committee meeting convened under By-Law 14.1g:
- (i) the Branch Committee member must be given the opportunity to state their case orally or in writing, or both; and
 - (ii) the Disciplinary Committee must vote by ballot on the question of whether the resolution will be confirmed.
- i. The Disciplinary Committee's decision, pursuant to By-Law 14.1h(iii), is final. The Branch Committee member is not entitled to appeal the Disciplinary Committee's decision.

- j. The Branch Committee member the subject of these disciplinary proceedings is entitled to:
 - (i) subject to By-Law 14.1j(ii), bring a support person to any meeting with the Disciplinary Committee or the Board, which meetings are being held pursuant to this By-Law 14.1; and
 - (ii) if the support person is legally qualified, the Branch Committee member must notify the Disciplinary Committee or the Board (as the case may be) at least five (5) business days before the meeting that the support person attending the meeting will be legally qualified.
 - k. Natural justice will be applied during every disciplinary process under this By-Law 14.1, requiring the Board and Disciplinary Committee to act fairly, in good faith and without bias or conflict of interest when making its decision.
- 14.2 Where the Board determines to remove from office the entire Branch Committee in accordance with By-Law 14.1, the Board will arrange for the CEO to conduct new elections for a Branch Committee, and in that event, the provisions of By-Laws 11 and 12 will apply subject to the Election Handbook.
- 14.3 Where a member of the Branch Committee identified under By-Law 14.1 is also a Director of the Society, that Director will be dealt with in accordance with the Constitution and the Act, as the case may be.
- 14.4 Notwithstanding By-Law 14.3, a Branch-Appointed Director who is removed from the Board may retain office subject to Board approval as a Branch Committee member and/or office bearer of the Branch Committee.

15. Casual Vacancies – Branch Office Bearers

- 15.1 Should any office-bearer's position become vacant for any reason before the completion of a term of office, the Branch Committee may fill the vacancy by election from its own number.
- 15.2 Where a vacancy is filled in accordance with this By-Law 15, the office-bearer so elected or appointed may hold office for the remainder of the term of the vacating office bearer.
- 15.3 Where the term of a casual vacancy is greater than half the duration of a normal term, the new office-bearer who occupies that position will be deemed to have served a full term for the purposes of By-Law 12.2.

16. Branch Working Groups

- 16.1 The Branch Committee may appoint such working groups and working parties as it considers necessary.
- 16.2 The terms of reference and tenure of working groups and working parties will be determined by the Branch Committee.
- 16.3 Working groups and working parties will carry out their responsibilities under the supervision of the Branch Committee, keep adequate records of their proceedings, and submit written reports as required.
- 16.4 Working group chairpersons, who are not members of the Branch Committee, may attend Branch Committee meetings by invitation of the Branch President or by a resolution of the Branch Committee to that effect, but are not eligible to vote at the Branch Committee meeting.

17. State/Territory Manager

- 17.1 The CEO, may appoint a State/Territory Manager of each Branch who will be responsible for supporting the Branch Committee and will report to and be accountable for the conduct of the ordinary business of the Branch in accordance with the Constitution and these By-Laws.
- 17.2 The Branch Committee may, subject to the approval of the CEO, on such terms and conditions and with such restrictions as it sees fit, confer upon the State/Territory Manager any of the powers exercisable by it.
- 17.3 Any powers so conferred may be concurrent with or to the exclusion of those of the Branch Committee.
- 17.4 In addition to the above duties, the State/Territory Manager will be responsible for the financial management of the Branch including:
 - a. preparation of an annual budget in accordance with the directions of the Board, CEO and Branch functions;
 - b. management of all financial transactions at the Branch, in accordance with the Society's financial policies and procedures; and
- 17.5 The State/Territory Manager is not a member of the Branch Committee and is not entitled to vote at these meetings. The State/Territory Manager (or nominee) is to provide secretariat services and advice to the Branch Committee.

18. Financial Operation of Branch

- 18.1 The Board will approve a budget for each Branch to enable it to conduct its activities and operations. The CEO will allocate the amounts specified in the budget and the State/Territory Manager will be responsible for ensuring that all Branch expenditure is made in accordance with the Budget.
- 18.2 The Branch will negotiate its operating budget with the CEO based upon the ability to deliver Branch functions.
- 18.3 The State/Territory Manager and Branch Committees have a responsibility to ensure compliance with Branch functions within the operating budget approved by the Board.
- 18.4 All Branch income and expenditure will be managed by the State/Territory Manager in accordance with the Society's financial policies and procedures.

19. Branch Committee Meetings

- 19.1 The branch committee will meet a minimum of four times per calendar year and maximum of six.
- 19.2 The branch committee will determine the dates of its meetings and provide sufficient notice to branch committee members.
- 19.3 Extra meetings of the branch committee may be convened by the Branch President or by requisition in writing of no less than one-third (or rounded up to the next integer if one-third is not a whole number) of the elected members of Branch Committee.
- 19.4 A quorum for a meeting of the Branch Committee will be a majority of the elected members rounded up to the next integer. Proxies are not permitted.

- 19.5 Resolutions and questions arising and considered at the meeting will be decided by a majority of votes.
- 19.6 Each elected member of the Branch Committee will have a deliberative vote. In the event of an equality of votes, the chair will have a casting vote in addition to their deliberative vote.
- 19.7 The records of each meeting of each Branch Committee must be kept and maintained by PSA Ltd.
- 19.8 The Branch President may invite a guest to the branch committee meeting as an observer. An observer is not eligible to vote, and must return a signed Deed of Confidentiality prior to attending; if attending the whole meeting.

20. Conflict of Interest

- 20.1 A Branch Committee member who has an interest in a contract or arrangement made by the Branch and who has disclosed this interest to the Branch Committee subject to compliance with the Society's Conflict of Interest Policy may:
 - a. be counted in determining whether or not a quorum is present at any Branch Committee meeting considering that contract or arrangement or proposed contract or arrangement;
 - b. not sign or countersign any document relating to that contract or arrangement or proposed contract or arrangement; and
 - c. not vote directly on the matter or in respect of, or in respect of any matter arising out of, the contract or arrangement or proposed contract or arrangement.
- 20.2 By-Law 20.1 also applies to a Branch Committee member who has not declared an interest in a contract or arrangement to the Branch Committee, but whom the Branch Committee resolves has such an interest.
- 20.3 A Branch Committee member must disclose an interest in accordance with the policy and the State/Territory Manager must record all declarations in the minutes of the relevant meeting and conflict of interest register.
- 20.4 A Branch Committee member's failure to make disclosure under this By-Law does not render void or voidable a contract or arrangement in which the Branch Committee member has a direct or indirect interest.
- 20.5 A general notice given to the Branch Committee by a Branch Committee member that the Branch Committee member is an officer, a member of or otherwise interested in any specified corporation or firm stating the nature and the extent of the Branch Committee member's interest in the corporation or firm shall, in relation to any matter involving the Branch and that corporation or firm after the giving of the notice, be a sufficient disclosure of the Branch Committee member's interest, provided that the extent of the interest is no greater at the time of first consideration of the relevant matter by the Branch Committee than was stated in the notice.
- 20.6 The Board of Directors and Branch Committee members must comply with the Society's Conflict of Interest Policy, at all times.

21. Recording of Meetings

This clause applies to audio and visual recordings made of all meetings of the Board, Board sub-committee and Branch Committee meeting and those in

attendance including, board and committee members, PSA staff and attendees/observers.

21.1 Audio and visual recordings (Recordings) may be made of meetings for the purposes of:

- a. assisting with the preparation and verification of minutes prior to their confirmation, and
- b. allowing those not in attendance to view the meeting at a later time/date.

21.3 Should the board or committee resolve to move into discussion of confidential business the recording will cease. Recording will resume once it is resolved to move out of confidential business.

21.4 The Chair may terminate the recording of the meeting in exceptional circumstances.

21.5 In line with the Copyright Act 1968, livestreams and recordings of meetings remain the property of PSA Ltd. Copying, distribution and altering of any part of the recording is not permitted without the written approval from the Chair of the meeting.

21.6 In compliance with the Information Privacy Principles IPP 1.3, advice will be provided to the members in attendance at meetings that a recording of the meeting will be made.

a. This advice can be conveyed in the following manner:

- (i) Displayed on the notice of agenda for meetings;
- (ii) Displayed within the preferred online platform or place where the meetings are held; and
- (iii) Verbally by the Chair at the commencement of the meeting.

21.7 Statements by individuals made during the meeting are not necessarily the opinions or statements of PSA Ltd.

21.8 PSA Ltd does not make any guarantee that comments or opinions by individuals made during the meetings are complete, accurate, reliable, or free from error.

21.9 PSA Ltd is not responsible or liable for loss or damage as a result of using or relying on statements and opinions provided in the live streaming or recording of meetings.

21.10 Recordings will be stored on PSA Ltd's preferred online platform and within its document storage software and disposed of after the minutes are approved.

21.11 Board recordings will be destroyed after the minutes are approved. The minutes of the meeting are retained as the official record.

21.12 Recordings can be made available to those not in attendance subject to approval from the Chair of the meeting.

21.13 Those that have sought approval to access the recording, are prohibited from sharing said recording, subject to Chair approval.

- 21.14 The Chair or their delegate may decide not to provide access should circumstances exist or where comments made could result in PSA Ltd being liable for loss and damages or other reasons as deemed appropriate.
- 21.15 The Chair or their delegate may decide to share an edited version of the recording, should circumstances exist or where comments made could result in PSA Ltd being liable for loss and damages or other reasons as deemed appropriate.
- 21.16 Meeting observers are strictly prohibited from recording or accessing recordings of board and committee meetings.
- 21.17 For the purposes of the above, definitions are:
- a. Audio recording - Any recording made by any electronic device capable of recording sound. This includes but is not limited to recordings made by video cameras, dictation devices and/or mobile phones, or any other format.
 - b. Visual Recording - Any recording made by any electronic device capable of recording graphics and images. This includes but is not limited to recordings made by video cameras and stored on any storage devices.
 - c. Confidential Business - Business involving the discussion of confidential information is classified as confidential business.
 - d. Preferred Online Platform - A video sharing service that allows users to upload videos and watch videos posted by others including YouTube. For PSA that is Office365, stream through Microsoft Teams.

22. Post Nominals

- 22.1 In accordance with the Constitution and these By-Laws, Members of the Society will be entitled to use Post Nominals.
- 22.2 The following Post Nominals may be used by Members:
- a. MPS – Ordinary Members who are Financial Ordinary Members;
 - b. FPS – Fellows, who are Financial Ordinary Members;
 - c. MPS CredPharm (MMR) – Ordinary Members who are Financial Ordinary Members and Credentialed for medication reviews through PSA’s MMR Credential;
 - d. FPS CredPharm (MMR) – Fellows, who are Financial Ordinary Members and Credentialed for medication reviews through PSA’s MMR Credential;
 - e. MPS CredPharm (ACOP) – Ordinary Members who are Financial Ordinary Members and Credentialed as an aged care onsite pharmacist through PSA’s ACOP Credential;
 - f. FPS CredPharm (ACOP) – Fellows who are Financial Ordinary Members and Credentialed as an aged care onsite pharmacist through PSA’s ACOP Credential;
 - g. MPS CredPharm (MMR, ACOP) – Ordinary Members who are Financial Ordinary Members and Credentialed for medication reviews and aged care onsite pharmacists through PSA’s MMR and ACOP Credentials;
 - h. FPS CredPharm (MMR, ACOP) – Fellows who are Financial Ordinary Members and Credentialed for medication reviews and aged care onsite pharmacists through PSA’s MMR and ACOP Credentials;
 - i. MPS (AACPA) – Ordinary Members who are Financial Ordinary Members and an Accredited Associate; and

- j. FPS (AACPA) – Fellows, who are Financial Ordinary Members and an Accredited Associate.

23. Election of Branch-Appointed Directors

- 23.1 The CEO must ensure that each election is conducted in a timely manner and in accordance with these By-laws and the Constitution.
- 23.2 Elections of the Board will be held in accordance with the *Election Handbook*.
- 23.3 The Branch Committee elects one (or more) Branch-Appointed Director(s) in accordance with the Constitution.
 - a. If only one Branch Committee member is nominated to be a Branch-Appointed Director, that person will be declared to have been elected to that position.
 - b. If there is more than one nomination, the Branch Committee members from that Branch will vote for the Branch-Appointed Director. This voting will follow the procedures implemented in the *Election Handbook* and these By-laws.

24. PSA Strategic Plan

- 24.1 The Board will develop a strategic plan (Strategic Plan) that outlines the vision, mission and key areas of focus for the Society. This will include the key focus of the organisation.
- 24.2 The Strategic Plan will also include the development of measurable key performance indicators under which the success of the Society will be measured.
- 24.3 The CEO will develop a business plan annually to support the implementation of the Strategic plan from an operational level.

25. Operating Principles

- 25.1 In keeping with best practice in organisational governance, the Society will operate on the principle that:
 - a. The Board will be responsible for initiating, guiding, developing and reviewing national policy and strategy;
 - b. Society management and staff will be responsible for:
 - (i) assisting the Board by proposing and developing policy and strategy for consideration by the Board through the CEO; and
 - (ii) implementing the policy and strategy approved by the Board through the agreed structures and processes through the CEO.
- 25.2 In the case of these functions, the Society will attempt to avoid duplication and achieve economies of scale wherever feasible. This is likely to result in a series of “business units” that are responsible for the development of nationwide directions and policy within the various functions.
- 25.3 From time to time, elected representatives will be called upon to perform other duties for the Society. These may include the delivery of a localised service on behalf of a Branch. In these cases, elected representatives will be expected to perform their duties as contractors to the Society, and will be expected to adhere to the Society’s rules and regulations.

26. Volunteers

- 26.1 Notwithstanding the key role of paid management and staff in managing the Society, the Society recognises the importance of continued involvement by a committed and motivated volunteer group. Accordingly, all effort will be made to ensure that this is not disrupted and that the Society continues to provide reason and opportunity for volunteers to contribute to the organisation.
- 26.2 The Society recognises that volunteers will serve in numerous roles, including:
- a. committee meetings;
 - b. advisory boards;
 - c. working groups;
 - d. providing advice to the Board; and
 - e. assisting in service delivery (e.g. training programs).
- 26.3 Where volunteers attend committee meetings, their expenses will be reimbursed as per the *Volunteer Policy*.
- 26.4 Volunteers should not be overburdened with administrative and structural requirements in order to contribute to the Society.
- 26.5 The Board will endeavour to recognise the efforts of volunteers at all times.