

CONSTITUTION
OF
Southern Queensland Natural
Resources Management Ltd.

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A COMPANY LIMITED BY GUARANTEE

CONSTITUTION

OF

Southern Queensland Natural Resources Management Ltd.

26 September 2018

Numerous minor corrections amended
Section 2 amended on 26 September 2018
Section 9.3 and 9.4 amended 26 September 2018
Section 12.3 amended 26 September 2018
Section 16.2 amended 26 September 2018
Section 16.5 (f) added 26 September 2018

2 December 2019

Numerous minor corrections amended

2 December 2021

10.2 and 10.3 of the Constitution reversed and additional words *Notwithstanding Clause 10.2 added to 10.3 to read as follows:*

10.2 An ordinary member must have their primary place of residence within the Southern Queensland Natural Resources Management region.

10.3 *Notwithstanding Clause 10.2* the Board may at its discretion admit other persons to ordinary membership of the Company by Special Resolution of the Board.

1 December 2022

Clause 18.2 b) Removed by vote of members

In case of an equality of votes, the Chairperson of the meeting has a casting vote in addition to his or her deliberative vote.

1. DEFINITIONS AND INTERPRETATION

1.1 Replaceable Rules

The replaceable rules contained in the Corporations Act do not apply to this Company to the extent they are inconsistent with these regulations.

1.2 Definitions

In these regulations:

"Board" means the Board of Directors of the Company;

"Chairperson" means the Chairperson of Directors appointed or elected pursuant to these regulations;

"Company" means Southern Queensland Natural Resources Management Ltd.

"Delegate" means the representative of a member appointed in accordance with these regulations;

"East Voting Region" is the area of the region East of the line from the Qld/NSW border following road A55 to Dirranbandi and onto St George, then following the Mitchell St George Rd to Mitchell and continuing north along the Mitchell Forest Vale road and then the Mount Moffatt road until it meets the Carnarvon National Park Road entering the Carnarvon National Park.

"Law" means the Corporations Act 2001 (Cth.);

"member" means a member of the Company and shall refer to both ordinary members and other members unless the context otherwise requires;

"NRM" means Natural Resource Management;

"ordinary member" means a natural person who has their primary place of residence within the Southern Queensland Natural Resources Management region and has been admitted under regulation 10.

"other Member" means a person admitted to another category of membership (not being ordinary membership) pursuant to regulation 12.

"person" includes unincorporated associations, incorporated associations and corporations;

"Region" is the area of inland Southern Queensland that unites the Queensland Murray-Darling Basin Catchment and the Bulloo River Catchment.

"Registered Address" means the last address recorded in the Register of Members as the address for a member;

"Register of members" means the register required to be maintained under regulation 10;

"regulations" means the regulations of the Company;

"seal" means the common seal of the Company and includes any official seal of the Company;

"Secretary" means any person appointed to perform the duties of a secretary of the Company;

"Special Resolution of the Board" means a resolution passed at a meeting of the Board of which not less than 21 days' notice of the prepared resolution has been given being a resolution passed by a majority of 75% of the Directors present and voting.

"Trust Fund" means the Public Fund that may be established by the Company to be known as the "Southern Queensland Natural Resources Fund".

"West Voting Region" is the area of the region west of the line from the Qld/NSW border following road A55 to Dirranbandi and onto St George, then following the Mitchell St George Rd to Mitchell and continuing north along the Mitchell Forest Vale road and then the Mount Moffatt road until it meets the Carnarvon National Park Road entering the Carnarvon National Park.

1.3 Interpretation

Unless the context otherwise requires:

- a) Singular includes plural and vice versa;
- b) An expression used in a particular Chapter of the Corporations Act that is given by that Chapter a special meaning for the purposes of that Chapter has, in any of these regulations that deals with a matter dealt with by that Chapter, the same meaning as in that Chapter;
- c) Headings and the index are to be disregarded in the interpretation of these regulations;
- d) Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography and other modes of representing or reproducing words in a visible form;
- e) References to statutes include statutes amending, consolidating or replacing the statutes referred to and all regulations, orders in council, rules, by-laws and ordinances made under those statutes; and
- f) If any authority, institute, association or body whether statutory or otherwise ("a Body") referred to in these regulations:
 - i. ceases to exist or to carry out the functions for which it was formed;
 - ii. is reconstituted or replaced; or
 - iii. has its powers or functions transferred to another organisation then reference to the Body is taken to include a reference to the organisation established or constituted in lieu of it or to which its powers or functions are transferred, or, in the absence of either of the above, to the organisation which most closely serves the same purposes as the Body.

2. PREAMBLE

Southern Queensland Natural Resources Management Ltd. has been established in recognition of local knowledge and a commitment to community development through natural resources management. Southern Queensland NRM acknowledges the contribution of the former organisations, Condamine Alliance, Queensland Murray Darling Committee and South West NRM, who previously contributed to the management of the landscape covered by the region of Southern Queensland NRM.

The empowerment of the regional community, through support, education, information sharing, and planning is central to the activities of the company and is based on the recognition that any decision on the use and management of natural resources also affects economic and social values of the catchment communities. Accordingly, ensuring the active involvement and participation of individuals, the catchment communities and all levels of Government will be the cornerstone of the Company's work. This approach includes respect and inclusion of scientific knowledge and assessment in the planning and implementation of activities that manage our natural resources at a whole-of-catchment level.

3. OBJECTS

3.1 The objects for which the Company is established are to carry out the role of a regional Natural Resource Management body for the Southern Queensland region by:

- a) Working with the people of the Southern Queensland Region to develop and deliver natural resource management activities for the purpose of protecting, enhancing or improving the natural environment or a significant aspect of the natural environment of the Southern Queensland Region;
- b) Building the capacity of people and organisations within the Region to care for the natural environment and to practice sustainable use of natural resources;
- c) The protection and enhancement of the natural environment, or of a significant aspect of the natural environment, on a landscape scale;
- d) Provide information, education and the conduct of research, about the natural environment or a significant aspect of the natural environment; and
- e) To support and facilitate the ecological sustainability, viability and different land uses, to improve the environment, the economy and the quality of life for the community.

4. COMPANY LIMITED BY GUARANTEE

4.1 The Company is a Company limited by guarantee.

4.2 Subject to regulation 4.3, all income and property of the Company must be applied solely towards the promotion of the objects of the Company and no part of it is to be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise, to the members of the Company.

4.3 Nothing in this regulation prevents:

- a) The payment in good faith of remuneration to any officers; or servants of the Company or to any member of the Company in return for any services rendered to the Company or for goods supplied in the ordinary and usual way of business;
- b) The payment of interest at a rate not exceeding the rate for the time being fixed for the purpose of this regulation by the Directors on money borrowed from any members of the Company; or
- c) Reasonable and proper rent for premises demised or let from any member of the Company.

4.4 The liability of members of the Company is limited.

5. DEDUCTIBLE GIFT RECIPIENT STATUS

5.1 The Company may elect to obtain the Australian Taxation Office's endorsement as a deductible gift recipient.

5.2 In the event that the company enacts clause 5.1 the company will establish and maintain a Public Fund in accordance with regulation 28, to be called the "Southern Queensland Natural Resources Fund" for the purpose of assisting in the protection and enhancement of the natural environment particularly by disseminating information and providing for education or the undertaking of research about the natural environment or significant aspects of the natural environment.

5.3 If the Company does not elect to obtain this endorsement at clause 5.1, then regulation 28 has no effect.

6. MEMBER'S LIABILITY

- 6.1** This regulation applies if the Company is wound up while a member is a member of the Company or within one (1) year after the member ceases to be a member.
- 6.2** Each member of the Company undertakes to contribute an amount to the property of the Company for payment of:
- a) The debts and liabilities of the Company contracted or incurred before the time at which the member ceased to be a member;
 - b) The costs charges and expenses of winding up; and
 - c) For an adjustment of the rights of contributories among themselves.
- 6.3** The amount of the contribution from each member under this regulation is limited to ten dollars (\$10.00).

7. DISTRIBUTION ON WINDING UP

- 7.1** This clause applies if any property remains upon the winding up or dissolution of the Company after satisfaction of all its debts and liabilities ("Remaining Property").
- 7.2** Remaining Property must not be paid to or distributed among the members of the Company.
- 7.3** Remaining Property must be given or transferred to some other Company, association and/or institution having objects similar to the objects of the Company and whose regulations prohibit the distribution of its or their income and property among its or their members to an extent at least as great as is imposed on the Company under or by virtue of this regulation and to an entity either:
- a) That may be registered under section 149C of the Taxation Administration Act 2001 (Qld) (the Act);
 - b) To an entity that the Commissioner of State Revenue is satisfied has a principal object or pursuit mentioned in section 149C (3) (2) of the Act; or
 - c) For a purpose the Commissioner of State Revenue is satisfied is charitable or for the promotion of public good.

8. ACCOUNTS

- 8.1** True accounts must be kept of:
- a) The sums of money received and expended by the Company and the matter in respect of which such receipt or expenditure takes place; and
 - b) The property, credits and liabilities of the Company.
- 8.2** Subject to any reasonable restrictions as to the time and manner of inspection that may be imposed by the Directors from time to time the Company's books of account must be open to the inspection of the members.
- 8.3** Once at least in every year, the accounts of the Company must be examined by one or more properly qualified Auditor or Auditors who must report to the members in accordance with the provisions of the Law.

9. MEMBERS

- 9.1** The members of the Company shall comprise ordinary members and other members.
- 9.2** The number of members of the Company is unlimited.

9.3 An ordinary member can only be a natural person.

9.4 Membership expires on June 30 each year unless renewed in accordance with procedures established by resolution of the Board.

10. ORDINARY MEMBERS

10.1 Following the adoption of these regulations the initial ordinary membership of the Company shall comprise those persons whose names are set out in a Register of Members tabled at the time of adoption of these regulations.

10.2 An ordinary member must have their primary place of residence within the Southern Queensland Natural Resources Management region.

10.3 Notwithstanding *Clause 10.2* the Board may at its discretion admit other persons to ordinary membership of the Company by Special Resolution of the Board.

10.4 Applications for ordinary membership must be made in writing to the Secretary.

10.5 In deciding whether or not to admit a person as an ordinary member, the Board shall have regard to the following criteria:

- a) The bona fide motives of the person applying for membership;
- b) Evidence of interest and/or involvement in natural resource management;
- c) The evidenced commitment to the principles of sustainable natural resource management in the Southern Queensland region;
- d) Whether the person has their primary place of residence within the Southern Queensland NRM Region; and
- e) The completion of an application for membership, accompanied by any membership subscription.

10.6 An ordinary member has all the rights conferred on an ordinary member by these regulations including the right to attend and to vote at annual general and other general meetings of the Company.

10.7 A Register of members of the Company must be kept in the office of the Company.

The Register of ordinary members must show:

- a) The names in full and addresses of all ordinary members of the Company;
- b) The voting region within which the persons primary place of residence is located;
- c) The date of admission to and cessation of ordinary membership; and
- d) Such other information as the Board may from time to time determine.

Each ordinary member must notify the Secretary in writing of any change in that ordinary member's address within a period of one (1) month after the change.

An ordinary member must pay the annual subscription (if any) determined from time to time by the Board.

11. CESSATION OF ORDINARY MEMBERSHIP

11.1 Every member of the Company has the right at any time to resign from ordinary membership of the Company by giving written notice to the Secretary.

11.2 An ordinary member ceases to be a member:

- a) On the passing of a resolution in accordance with regulation 11.3;

- b) Upon the ordinary member resigning;
- c) On a liquidation or winding-up of the ordinary member except for the purposes of reconstruction or amalgamation; or
- d) On the expiry of three months from the due date of unpaid annual subscriptions.

11.3 Subject to regulation 11.4, the Board may by Special Resolution of the Board terminate the ordinary membership of a member and/or terminate the right of a delegate of an ordinary member to participate in meetings of the Company if either the ordinary member or the delegate:

- a) Has willfully refused or neglected to comply with the provisions of these regulations and the Law; or
- b) Is guilty of any conduct which in the opinion of the Board is unbecoming of an ordinary member or prejudicial to the interests of the Company.

11.4 At least one (1) month before the meeting of the Board at which a resolution under this regulation is considered the ordinary member must be given notice:

- a) Of that meeting;
- b) Of what is alleged against the ordinary member;
- c) Of the intended resolution; and
- d) That the ordinary member will, at the meeting and before the voting on any such resolution, have an opportunity to give orally or in writing any explanation or response the member may think fit.

12. OTHER CATEGORIES OF MEMBERSHIP

12.1 The Board may admit natural persons or unincorporated associations, incorporated associations and corporations to other categories of membership of the Company and by resolution determine the particular categories of membership e.g. personal, family and business and the annual membership fee payable by any category of membership. The Board may also prescribe procedures in relation to an appropriate method of application for other categories of membership.

12.2 In deciding whether or not to admit a person or a corporate body to another category of membership the Board shall have regard to the following criteria:

- a) Evidence of interest and/or involvement in natural resource management;
- b) Evidence of commitment to the principles of sustainable natural resource management; and,
- c) Completion of the application for membership accompanied by the appropriate membership subscription.

12.3 Members who are admitted to other categories of membership (in these regulations referred to as "other members") shall have no voting rights but shall have the right to attend general meetings of the Company.

12.4 A Register of other members of the Company must be kept in the office of the Company.

12.5 The Register of other members must show:

- a) The names in full and addresses of all other members of the Company;
- b) The date of admission to and cessation of other membership;
- c) The category of the other membership; and
- d) Such other information as the Board may from time to time determine.

- 12.6** Each other Member must notify the Secretary in writing of any change in that member's address within a period of one (1) month after the change.
- 12.7** The other Member must pay the annual subscription (if any) determined from time to time by the Board in relation to the other Member's category of membership.
- 12.8** The Board may at any time by Special Resolution for reasonable cause terminate the membership of any other Member.

13. GENERAL MEETINGS

- 13.1** Subject to the Law and regulation 13.2, an annual general meeting of the Company must be held at such time and place as may be determined by the Board.
- 13.2** An annual general meeting must be held in each calendar year not more than fifteen (15) months after the holding of the last preceding annual general meeting.
- 13.3** All meetings of members pursuant to these regulations and the Law other than the annual general meeting are called general meetings.
- 13.4** Subject to the provisions of the Law relating to special resolutions, fourteen (14) days' notice at least (exclusive of the day on which the notice is served or deemed to be served, but inclusive of the day for which the notice is given) of the date, hour and place of any general meeting and of any business deemed by these regulations to be special business must be given by the Secretary to all members of the Company.
- 13.5** A copy of the Audited Financial Statement to be presented to the annual general meeting must be forwarded with the notice of an annual general meeting.
- 13.6** The accidental omission to give notice of a meeting to any member does not invalidate the proceedings at any general meeting.

14. PROCEEDINGS AT GENERAL MEETINGS

- 14.1** All business transacted at a general meeting is special business.
- 14.2** The business to be conducted at an annual general meeting is:
- a) To adopt and confirm the minutes of the previous annual general meeting;
 - b) To receive the Directors' Report to members;
 - c) To receive and consider the Audited Financial Statement in accordance with the Law;
 - d) To appoint an Auditor and/or receive the Auditor's Report; and
 - e) To deal with any other business that is deemed to be special business.
- 14.3** No business is to be transacted at an annual general meeting or any general meeting of the Company unless a quorum of ordinary members is present at the time when the meeting proceeds to business.
- 14.4** Subject to any other provision of these regulations, the lesser of 10 ordinary members or ten per cent (10%) of the ordinary members of the Company present in person or as a Delegate, is a quorum for the purposes of these regulations.
- 14.5** The Chairperson may, with the consent of any meeting at which a quorum is present (and must if so directed by the meeting) adjourn the meeting from time to time and from place to place, but no business may be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

14.6 When a meeting is adjourned for thirty (30) days or more:

- a) Notice of the adjourned meeting must be given as in the case of the original meeting; and
- b) Subject to regulation 14.6(a), it is not necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.

14.7 At any general meeting a resolution put to the vote of the meeting is decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded:

- a) By the Chairperson;
- b) By at least three (3) ordinary members present in person;
- c) Unless a poll is so demanded a declaration by the Chairperson that a resolution has on a show of hands been carried unanimously or by a majority, or lost, and an entry to that effect in the book containing the minutes of the proceedings of the Company is conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour or against the resolution;
- d) The demand for a poll may be withdrawn;
- e) Subject to regulation 14.7(f), a poll must be taken in such manner and either at once or after an interval or adjournment or otherwise as the Chairperson directs, and the result of the poll is the resolution of the meeting at which the poll was demanded;
- f) A poll demanded on the election of a Chairperson or on a question of adjournment must be taken immediately;
- g) Any resolution put to the vote must be decided for both the membership of the east and west voting regions, separately;
- h) A motion is deemed to have been carried only if it is carried by both voting regions separately;
- i) A vote by the east and west voting regions, either by show of hands or poll, can be carried out simultaneously;
- j) A member must vote within the voting region as recorded on the membership register;
- k) In the case of an equality of votes whether on a show of hands or on a poll, the Chairperson of the meeting at which the show of hands takes place or at which the poll is demanded shall be entitled to a casting vote which shall be in addition to any vote he/she may be able to exercise as of right;
- l) 14.7 l)
- m) An ordinary member entitled to vote at a general meeting of the Company whether on show of hands or a poll has one (1) vote only. A delegate of an ordinary member who is also a delegate for another or other ordinary member shall be entitled to a separate vote in respect of each ordinary member for which he/she is a delegate.

14.8 An objection may be raised to the qualification of a voter only at the meeting or adjourned meeting at which the vote objected to is given or tendered.

- a) Any such objection must be referred to the Chairperson of the meeting, whose decision is final; and
- b) A vote not disallowed pursuant to such an objection is valid for all purposes.

- 14.9** A Special Resolution and Director Elections put to the vote must be decided by East Voting Region and West Voting Region, separately. For a Special Resolution to pass, at least 75% of the votes cast must in favour in both Voting Regions, separately.

All Ordinary Resolutions will be of simple majority of the entire membership.

15. DELEGATES

- 15.1** An ordinary member may appoint one (1) person to be its delegate to attend and vote on their behalf at general meetings.

- 15.2** An ordinary member may at any time:

- a) Appoint any person to be a substitute Delegate for any particular or other general meeting; and
- b) Revoke the appointment of any Delegate or substitute Delegate and appoint some other person in his or her place.

- 15.3** An instrument appointing or revoking the appointment of a Delegate must be in writing by the ordinary member.

- a) Every instrument appointing a Delegate must be substantiated in the following form or as otherwise determined by the Directors from time to time:

“Appointment of Delegate:

Name of ordinary member] hereby appoints [name of Delegate] as their Delegate
*to attend the meeting of the Company of [insert date]/*until further notice. (*Delete one)

.....

Signed by [the ordinary member] on [date]”;

- b) The Chairperson may at his or her discretion, admit an instrument of appointment of a Delegate notwithstanding that it fails to comply strictly with the form set out in this regulation; and
- c) A Delegate may be appointed only for a single meeting in which case the instrument must specify the day upon which the meeting at which it is intended to be used is to be held and must only entitle the Delegate to attend and vote at the meeting in the case of the Delegate of an ordinary member so specified and any postponement or adjournment thereof.

- 15.4** Regulations 13, 15.2, 15.3 and 15.4 are subject to this regulation.

- a) The Directors may from time to time determine:
 - i. that the appointment of a Delegate under this regulation must be registered; and
 - ii. a date (“Cut Off Date”) by which that appointment must be registered.
- b) Registration under this regulation takes place by the ordinary member appointing a Delegate delivering the original signed instrument appointing the Delegate to the Company’s registered office before 5pm on the Cut Off Date.
- c) If the Directors make a determination under this regulation, the appointment of a Delegate is not effective unless the determination is registered in accordance with this regulation.

16. DIRECTORS

16.1 Membership of Board

The Board is skills-based and must be capable of overseeing the strategic delivery of community based natural resource management across the Southern Queensland region. The Board of Directors consists of one Chairperson and six Directors filled in accordance with these regulations:

- a) Chairperson of Directors; and
- b) Three Directors from the East Voting Region and three Directors from the West Voting Region with a mix of natural resource management and corporate governance skills ensuring coverage across all sectors of the Southern Queensland region.

16.2 Initial Board

- a) The first directors of the company will be selected in accordance with the skills outlined in regulation 16.4;
- b) The first directors will hold office until removed by resolution of Members at a general meeting, at which point all but one director from each voting region will resign;
- c) A general meeting called for the purpose of electing new directors must be called within six (6) months of registration of the organisation;
- d) The first directors will determine amongst themselves (by lottery or otherwise agreed) which amongst them will continue to hold office beyond the general meeting;
- e) Subject to clause 16.2(h) the directors identified through clause 16.2(d) will be appointed to the board until the first annual general meeting;
- f) The new directors elected to the board by the membership at the general meeting will determine amongst themselves (by lottery unless otherwise agreed) which amongst them will hold office until the:
 - i. 2nd annual general meeting – the total number of which will be one director from each voting region;
 - ii. 3rd annual general meeting – the total number of which will be one director from each voting region.
- g) A director who resigns under clause 16.2(b) may nominate and stand for selection as part of the general nomination process for new directors;
- h) The other Directors must appoint another member of the Board of Directors to be a Chairperson *pro tempore* until the appointment of the initial chairperson; and
- i) The initial chairperson will be appointed by the first directors of the company for a period of 1 year from the first annual general meeting or, where the initial chairperson is appointed prior to the first annual general meeting, until the first annual general meeting, after which the full selection process outlined in these regulations will apply.

16.3 Chairperson

- a) When the office of Chairperson becomes vacant, the other Directors must appoint another member of the Board of Directors to be Chairperson *pro tempore* until the membership appoints a new Chairperson;

- b) The Board must commence the process for the recruitment and selection of a suitably qualified person to fulfil the role as Chairperson as soon as the office of Chairperson becomes vacant and in circumstances where the Board is aware that the office of Chairperson is likely to become vacant because of the time factors in these regulations limiting the periods for which a person can be Chairperson. The Board must commence the process for selection and recruitment at least three months prior to the likely termination of the Chairperson's period of office;
- c) For the purpose of appointing a Chairperson *pro tempore* the following rules shall be applied:
 - i. if the other Directors by majority resolution appoint a current Director to the office of Chairperson, that person becomes the Chairperson;
 - ii. if the other Directors do not by majority resolution appoint a Chairperson, the Chairperson is to be elected by the Directors in accordance with this regulation;
 - iii. each Director may, but is not obliged to, nominate one person to hold the office of Chairperson;
 - iv. each Director is entitled to cast one vote for one candidate;
 - v. the candidate with the greatest number of votes becomes the Chairperson *pro tempore* and shall hold office until the permanent appointment of a Chairperson is confirmed by the membership;
 - vi. if two or more candidates receive an equal number of votes, the Chairperson is selected from among those candidates by lot.
- d) For the purpose of recommending a permanent Chairperson, the following selection criteria must be applied by the Board to the consideration of any candidates:
 - i. a resident of the Southern Queensland region and if not a resident, has demonstrated connection with and sound knowledge and understanding of natural resource management in the Southern Queensland region, who has demonstrated leadership skills;
 - ii. strong background in natural resource management and demonstrated understanding of Whole-of-Catchment/Regional natural resource management issues;
 - iii. demonstrated capability in either or both of community engagement and capacity building;
 - iv. highly skilled in one or more of executive management, governance policy, practices and processes, risk and compliance, strategic and corporate planning, advocacy and influence, finance and business management and fundraising and marketing;
 - v. highly regarded by Traditional Owner, natural resource management and related industry groups within the Southern Queensland Region and Queensland and respected by all levels of government;
 - vi. strong mediation and issue resolution skills; and
 - vii. demonstrated ability to communicate effectively and sensitively with diverse peoples/populations and rural and urban communities.

16.4 Directors

- a) For the purpose of recommending six Directors the following selection criteria must be applied by the Board to the consideration of any candidate:

- i. a person who is a resident of the Region;
- ii. consideration of the voting region within which the candidate resides, so as to ensure three (3) directors from each voting region;
- iii. demonstrated performance and knowledge in the delivery of improved natural resource management outcomes;
- iv. well regarded within Aboriginal Traditional Owner, wider community, business, government and/or industry networks;
- v. highly skilled and experienced in one or more of the following areas of natural resource management and who has demonstrated support from groups within the region:
 - (i) practical knowledge or experience in on-ground landscape scale environment management;
 - (ii) industry related to natural resource management;
 - (iii) Aboriginal Traditional Owner related cultural and natural resource management;
 - (iv) conservation;
 - (v) waters and water quality;
 - (vi) climate;
 - (vii) catchment management;
 - (viii) commitment to community participation, engagement or capacity building;
 - (ix) government and agency knowledge and networks; and
 - (x) land management and/or land use planning.
- vi. highly skilled in one or more of the following corporate governance areas:
 - (i) executive management;
 - (ii) governance policy, practices and processes particularly not for profit sector;
 - (iii) risk and compliance;
 - (iv) strategic and corporate planning;
 - (v) advocacy and influence;
 - (vi) finance and business management; and
 - (vii) fundraising and marketing.
- vii. demonstrated ability to communicate effectively and sensitively with diverse peoples/population and with rural and urban communities.

16.5 Appointment of Chairperson and Directors

- a) At least three months prior to the time at which some Directors are scheduled to retire in accordance with the provisions of these regulations, the Board must embark upon the process of recruitment and selection of Directors and where one of the Directors is the Chairperson, the recruitment and selection of a Chairperson;

- b) For the purpose of identifying a Chairperson or Directors the Board may engage the services of an independent individual or individuals or organisation to conduct a public call for nominations and initial assessment in accordance with regulations 16.3 and 16.4;
- c) In complying with clause 16.4(a) the board may establish a committee as outlined under regulation 20 or advisory panel as outlined under regulation 21;
- d) The Board must notify the members in writing, of the names of any person who the Board recommends being the Chairperson or a Director and subject to that person signing a Consent to be appointed, that person may be appointed by the Board *pro tempore* until a vote of the membership can be held;
- e) All recommendations for the Chairperson or a Director must be confirmed by a vote of the membership at the next annual general meeting or earlier.
 - i. only the ordinary members for a voting region are entitled to vote for a Director for that voting region; and
 - ii. all ordinary members are eligible to vote for the appointment of the chairperson.
- f) The election of the chair will be determined by a simple vote of all ordinary members.

16.6 Directors – General Provisions

- a) A Director must be a member;
- b) Directors must be natural persons ordinarily residing in the region;
- c) Directors (and for the purpose of this subclause, the Chairperson shall be regarded as a Director) shall be appointed for three-year terms. A retiring Director shall be eligible for re-appointment;
- d) The Directors are to be paid such remuneration as is from time to time determined by the Board by reference to fees paid to Directors of bodies similar to this Company:
 - i. Director's remuneration is deemed to accrue from day to day;
 - ii. The Directors may also be paid all travelling and other expenses properly incurred by them in attending and returning from meetings of the Directors or any committee of the Directors or general meetings of the Company or otherwise in connection with the business of the Company.
- e) The office of a Director becomes vacant if the Director:
 - i. becomes bankrupt or makes any arrangement or composition with his creditors generally;
 - ii. becomes prohibited from being a Director of a Company by reason of any order made under the law;
 - iii. ceases to be a Director by operation of s.206A of the Law;
 - iv. becomes of unsound mind or a person whose person or estate is liable to be dealt with in any way under the law relating to mental health;
 - v. resigns from office by notice in writing to the Company;
 - vi. is directly or indirectly interested in any contract or proposed contract with the Company that has not been disclosed by the Director in accordance with s.191 of the Law; or

- vii. is shown to have misled the board or behaved in a way that negatively impacts on the governance or reputation of the board, as determined by a majority of other directors.
- f) A Director automatically ceases to hold office if:
 - i. the Director is absent from three (3) consecutive meetings of the Board;
 - ii. the Directors have not, prior to the conclusion of the third meeting, resolved to grant a leave of absence to the absent Director;
 - iii. In the event of a vacancy in the office of a Director the Directors may appoint a person to fill the vacancy *pro tempore* pending a permanent appointment of a substitute Director by the membership; or
 - iv. The person so appointed holds office until the membership appoints a new permanent Director or the next annual general meeting, whichever is the earlier.
- g) The Company may:
 - i. by ordinary resolution, of which special notice pursuant to s.203D of the Law, has been given, remove any Director or other office-bearer before the expiration of his or her period of office;
 - ii. by an ordinary resolution appoint another person in his or her stead *pro tempore* pending a permanent appointment of a Director by the membership;
 - iii. a person appointed under this regulation holds office:
 - (i) in the case of a Director, until the former Director would have been due to retire, or the membership appoints a new permanent Director whichever is the earlier;
 - (ii) in the case of any other office bearer until the next annual general meeting.
- h) When the office of a Director becomes vacant, the other directors must arrange for the selection of another person to be the Director from the same voting region as the retiring Director and pending the appointment of another permanent Director may at their discretion appoint some person to the position *pro tempore* and the method of appointment shall be the same as is required for the appointment of a Chairperson *pro tempore* as set out under regulation 16.2(d);
- i) At least three months prior to the time at which some Directors are scheduled to retire in accordance with the provisions of these regulations, the chairperson of the Board must initiate a review of the performance of the directors and the board, with the results of the review made available to the members either at or before the annual general meeting.

17. POWER AND DUTIES OF THE DIRECTORS

- 17.1**
- a) Subject to the Law and to any other provisions of these regulations the business and general affairs of the Company is under the management of the Directors who may pay all expenses incurred in promoting the Company and may exercise all such powers of the Company as are not by the Law or by these regulations required to be exercised by the Company in a general meeting;
 - b) Without limiting the generality of the provisions of regulation 17.1(a), the Board may exercise all the powers of the Company to borrow or raise money to mortgage, charge, lease, license or sell any property or business of the Company, or any part

thereof and to issue debentures and other securities whether outright or as security for any debt, liability, or obligation of the Company or of any other person;

- c) All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments and all receipts for money paid to the Company must be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, by any two Directors or in such other manner as the Board from time to time determines;
- d) For the purposes of these regulations the rate of interest payable in respect of money lent by members to the Company must not exceed the rate paid for the time being by the Company's bankers in respect of term deposits of the amount lent for the term lent;

17.1

- a) The Board may by power of attorney, appoint any person or persons to be the attorney or attorneys of the Company for such purposes with such powers and authorities and discretions (being powers, authorities and discretions vested in or exercisable by the Board) for such period and subject to such conditions as the Board thinks fit;
- a) Any such power of attorney may contain such provisions for the protection and convenience of persons dealing with the attorney as the Board thinks fit and may also authorise the attorney to delegate all or any of the powers, authorities and discretions vested in the attorney;
- b) The Board must cause minutes to be made:
 - i. of all appointments of officers and servants;
 - ii. of names of members of the Board present at all meetings of the Company and of the Board; and
 - iii. of all proceedings at all meetings of the Company and of the Board.
- c) Such minutes must be signed by the Chairperson of the meeting at which the proceedings were held or by the Chairperson of the next succeeding meeting.

18. PROCEEDINGS OF THE DIRECTORS

18.1

- a) The Directors may meet together for the dispatch of business and adjourn and otherwise regulate their meetings as they think fit provided that at least two meeting of Directors are held per year;
- b) A Director may at any time convene a meeting of Directors by ten (10) days' notice to each other Director. The notice must give details of the matters proposed to be raised and the time and place of the meeting;
- c) The Secretary must on the requisition of a Director convene a meeting of Directors by ten (10) days' notice to each Director. The notice must give details of the matters proposed to be raised and the time and place of the meeting;
- d) Any notice of a meeting of Directors may be given in writing or by facsimile, telephone, electronic mail or any other means of communication;

18.2

- a) Subject to these regulations, questions arising at any meeting of the Board shall be decided by a majority of votes of Directors present and voting and any such decision shall, for all purposes, be deemed a decision of the Board; and
- b) In case of an equality of votes, the Chairperson of the meeting has a casting vote in addition to his or her deliberative vote.

18.3 The quorum necessary for the transaction of the business of the Board is fifty per cent (50%) of the Directors as appointed from time to time.

18.4 Where a meeting of the Board is held, and the Chairperson is not present within fifteen (15)

minutes after the time appointed for the holding of the meeting or is unable or unwilling to act, the Directors present may elect one of their number to be Chairperson of the meeting.

18.5 The Board may act, notwithstanding any vacancy on the Board, but if and so long as their number is reduced below the minimum number fixed by these regulations, the continuing Director or Directors may act for the purpose of increasing the number of Directors to that number or of convening a general meeting of the Company, but for no other purpose.

18.6

- a) This regulation applies if it is discovered that there is some defect in the appointment of any Director or person acting as a Director, or that the Directors or any of them are not qualified; and
- b) All acts done by any meeting of the Board or a sub-committee of the Board or by any person acting as a Director is as valid as if every such person had been duly appointed and was qualified to be a Director.

18.7

- a) If all Directors have signed a document containing a statement that they are in favour of a resolution of the Board in terms set out in the document, a resolution in those terms is deemed to have been passed at a meeting of the Directors held on the day on which the document was signed and at the time at which the document was last signed by a Director or if the Directors signed the document on different days on the day on which and at the time at which the document was last signed by a Director; and
- b) For the purposes of this regulation two (2) or more separate documents containing statements in identical terms each of which is signed by one or more Directors shall together be deemed to constitute one document containing a statement in those terms signed by those Directors on the respective days on which they signed the separate documents.

19. TELECONFERENCE MEETING OF DIRECTORS

19.1

- a) Subject to the conditions in regulation 19.1(c), the contemporaneous linking together by telephone, internet or other form of instantaneous audio and visual communication of a number of Directors constituting not less than the quorum required for the purpose of these regulations is deemed to constitute a meeting of the Directors and all the provisions of these regulations as to the meetings of the Directors apply to such meeting;
- b) This regulation applies whether or not one or more of the Directors is outside the Commonwealth of Australia so long as the conditions set out in Article 52(2) are met;
- c) The conditions referred to in regulation 19.1(a) are:
 - i. that all the Directors for the time being entitled to receive notice of a meeting of the Directors are given notice (in accordance with these regulations) of the meeting to be conducted by telephone, internet or other form of instantaneous audio or audio and visual communication;
 - ii. that each of the Directors taking part in the meeting is linked by telephone, internet or other form of instantaneous audio or visual communication and is throughout the meeting able to hear each of the other Directors so taking part;
 - iii. that at the commencement of the meeting each Director acknowledges his or her presence to all the other Directors taking part; and
 - iv. that if the Secretary is not part of the meeting one of the Directors so present takes minutes of the meeting.
- d) A Director may not cease to take part in a meeting conducted pursuant to this regulation by disconnecting his or her telephone, internet or other form of communication unless he or she has previously obtained the express consent of the

- Chairperson of the meeting;
- d) A Director is conclusively presumed to have been present and to have formed part of the quorum at all times during the meeting by telephone, internet or other form of instantaneous audio or audio and visual communication unless he or she has previously obtained the express consent of the Chairperson of the meeting to cease taking part in the meeting; and
- e) A minute of the proceedings of a meeting held by telephone, internet or instantaneous audio or audio and visual communication is sufficient evidence of such proceedings and of the observance of all necessary formalities if certified on it as a correct minute by the Chairperson of the meeting or by the secretary if present at the meeting.

20. COMMITTEES

20.1 The Board may from time to time form committees for any purpose whatever not being for the purpose of a duty imposed on the Board as the Directors of the Company by the Law or the general law.

- 20.2**
- a) Each committee appointed in accordance with these regulations must have at least one (1) Director as a member of that committee;
 - b) Unless otherwise specified in the minute of the Directors appointing the committee, the quorum of all committees consists of a majority of the members of such committee; and
 - c) Any committee so formed must, in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the Board.

20.3 The Board and any committee may also co-opt advisers who are not members of the Company, but such advisers have no vote.

20.4 The board will appoint a Chairperson for the committee and if no such Chairperson is appointed or if at any meeting the Chairperson is not present within ten (10) minutes after the time appointed for holding the meeting, the members present may choose one of their number to be Chairperson of the meeting.

20.5 A committee may meet and adjourn as it thinks proper. Questions arising at any meeting must be determined by a majority of votes of the members of the committee entitled to vote at general meetings of the Company who are present, and in the case of an equality of votes, the Chairperson in addition to his or her deliberative vote has a casting vote.

21. ADVISORY PANELS

21.1 The Directors may from time to time resolve to appoint one or more groups of persons ("Advisory Panels") on an ad hoc or standing basis to assist the Board in any area or in relation to any issues determined by the Board.

21.2 The Directors may:

- a) Establish guidelines for the meetings and processes of the Advisory Panels;
- b) Appoint persons to the Advisory Panels;
- c) Terminate the appointment of persons to the Advisory Panels; and
- d) Resolve to disband any Advisory Panel.

21.3 An Advisory Panel may make recommendations to the Board, but no recommendation or decision of an Advisory Panel is binding on the Board.

22. SECRETARY

The Secretary must be appointed by the Directors in accordance with the Law for such term and upon such conditions as they think fit, and any Secretary so appointed may be removed by them.

23. EXECUTION WITH OR WITHOUT COMMON SEAL

23.1 Execution without Common Seal

The Company may execute a document without using the common seal if the document is signed by:

- a) Two Directors of the Company; or
- b) A Director and the Secretary of the Company.

23.2 Execution with Common Seal

- a) If the Company has a common seal, the Company may execute a document if the seal is affixed to the document provided a decision of the board has been taken to do so; and
- b) The Directors must provide for the safe custody of the common seal.

24. ACCOUNTS

24.1 The Board must:

- a) Cause proper accounting and other records to be kept;
- b) Distribute copies of every profit and loss account and balance sheet (including every document required by law to be attached thereto) accompanied by a copy of the Auditor's report thereon as required by the Law; and
- c) Cause to be made out and laid before each annual general meeting a balance sheet and profit and loss account made up to a date not more than five (5) months before the date of the meeting.

24.2 The Board must from time to time determine in accordance with these regulations at what times and places and under what conditions or directions the accounting and other records of the Company are open to the inspection of members.

25. AUDIT

A properly qualified Auditor or Auditors must be appointed and his/her or their duties regulated in accordance with the Law.

26. NOTICES

- 26.1**
 - a) A notice may be given by the Company to any member either by serving on the member personally or by sending it by post to the member at his or her Registered Address or by the use of electronic means;
 - b) Where a notice is sent by post, service of the notice is deemed to be effected by properly addressing, prepaying and posting a letter containing the notice, and to have been effected in the case of a notice of a meeting on the day after the date of its posting and in any other case at the time at which the letter would be delivered in the ordinary course of post;
- 26.2**
 - a) Notice of every general meeting must be given in any manner authorised by these regulations or the Law to:

- i. every member except those members who have not supplied to the Company an address for the giving of notices to them; and
 - ii. the Auditor or Auditors for the time being of the Company.
- b) No other person is entitled to receive notices of general meetings.

27. INDEMNITY AND INSURANCE OF OFFICERS

27.1 Indemnity

- a) Subject to regulation 27.2 and 27.4 the Company indemnifies every person who is or has been an officer of the Company against all liabilities of every kind incurred as an officer of the Company except to the extent that any liability is:
 - i. owed to the Company or a related body corporate;
 - ii. for a pecuniary penalty order under s.1317G or a compensation order under s.1317H of the *Corporations Act*;
 - iii. owed to someone other than the Company or a related body corporate and did not arise out of conduct in good faith; or
 - iv. otherwise a liability against which, under the *Corporations Act*, the Company must not indemnify a person.
- b) This regulation does not apply to a liability for legal costs.

27.2 Indemnity for Legal Costs

- a) The Company indemnifies every person who is or has been an officer of the Company against all legal costs incurred as an officer of the Company except to the extent that they are legal costs incurred:
 - i. in defending or resisting proceedings in which the person is found to have a liability for which they could not be indemnified under s.199A(2) of the *Corporations Act*;
 - ii. in defending or resisting criminal proceedings in which the person is found guilty;
 - iii. in defending or resisting proceedings brought by ASIC or a liquidator for a court order if the grounds for making the order are found by the court to have been established;
 - iv. in connection with proceedings for relief to the person under the *Corporations Act* in which the court denies the relief; or
 - v. otherwise in circumstances under which, under the *Corporations Act*, the Company must not indemnify a person.
- b) Regulation 27.2(a)(iii) does not apply to costs incurred in responding to actions taken by ASIC or a liquidator as part of an investigation before commencing proceedings for the court order; and
- c) For the purposes of regulation 27.2(a), the outcome of proceedings is the outcome of the proceedings and any appeal in relation to the proceedings.

27.3 Power to Insure

To the extent permitted by law the Company may pay, or agree to pay, a premium in respect of a contract insuring a person who is or has been an officer of the Company or of a subsidiary of the Company against a liability incurred by that person except against a liability (other than one for legal costs) arising out of:

- a) Conduct involving a willful breach of duty in relation to the Company;
- b) A contravention of s.182 or s.183 of the *Corporations Act*; or
- c) Other circumstances under which, under the *Corporations Act*, the Company must not pay or agree to pay a premium.

27.4 Optional Employee Indemnity

No indemnity is given by the Company pursuant to regulation 26.1 or 26.2 to any person who is or has been engaged in the full time employment of the Company against any liability incurred by that person in that person's capacity as a full time employee of the Company in any case where the Board determines that such indemnity should not be given.

27.5 Definitions

In this regulation 27:

- a) "Proceedings" has the same meaning as that term when it is used in the *Corporations Act*;
- b) "Officer" means any person who is an officer within the meaning of the *Corporations Act*; and
- c) "ASIC" means Australian Securities and Investments Commission or its successor from time to time.

28. SPECIAL REQUIREMENTS RELATING TO THE PUBLIC FUND (SOUTHERN QUEENSLAND NATURAL RESOURCES FUND)

28.1 This clause only comes into effect if the Board chooses to obtain the Australian Taxation Office's endorsement as a deductible gift recipient as set out in regulation 5.

28.2 The Company will establish and maintain a Public Fund to be called the SOUTHERN QUEENSLAND NATURAL RESOURCES FUND (and in these regulations referred to as "the Trust Fund") for the specific purpose of supporting the environmental objects of the Company set out in regulation 2. The Trust Fund is established to receive all gifts of money or property for this purpose and any money received because of such gifts must be credited to its bank account. The Trust Fund must not receive any other money or property into its account, and it must comply with Subdivision 30E of the Income Tax Assessment Act 1937.

28.3 A separate bank account is to be opened to deposit money donated to the Trust Fund including interest accruing thereon and gifts to it are to be kept separate from other funds of the Company.

28.4 Members of the public are to be invited to make gifts of money or property to the Trust Fund for the environmental purposes set out in regulation 2.

28.5 Receipts are to be issued in the name of the Trust Fund and proper accounting records and procedures are to be kept and used for the Trust Fund.

28.6 The Trust Fund will be operated on a not-for-profit basis.

28.7 A committee of management of no fewer than three persons will administer the Trust Fund. The committee will be appointed by the Company. A majority of the members of the committee are required to be "responsible persons" as defined by the Guidelines to the Register of Environmental Organisations. Nothing in these regulations shall prohibit all of the Directors of the Company from constituting the Management Committee of the Trust Fund.

28.8 The Company must inform the Department of the Environment and Heritage or other relevant Department responsible for the environment as soon as possible if:-

- a) It changes its name or the name of the Public Fund;

- b) There is any change to the membership of the Management Committee of the Public Fund; or
- c) There has been a departure from any Model Rules which may be prescribed for Public Funds.

28.9 In relation to the Trust Fund the Company must comply with any Rules that the (Assistant) Treasurer and the Environment Minister make to ensure that gifts made to the Trust Fund are used only for the principal purpose of the Trust Fund and must accept any Rule the Ministers make to ensure that gifts made to Public Funds will only be used for environmental purposes.

28.10 Any allocation of funds or property to other persons or organisations from the Company and the Trust Fund will be made in accordance with the established purposes of the Company and must not be influenced by the preference of the Donor.

28.11 In case of the winding up of the Trust Fund, any surplus assets are to be transferred to another fund with similar objectives that is on the Register of Environmental Organisations.

28.12 Statistical information requested by the Department responsible for the environment on donations to the Trust Fund must be made within four (4) months of the end of the financial year. An audited financial statement for the Company and the Trust Fund must be supplied with the annual statistical return. The statement must provide information on the expenditure of Trust Fund monies and the management of the Trust Fund assets.

Additional Explanatory Memorandum to the Constitution

Board Remuneration

Board remuneration will be based on an analysis of Natural Resource Management Groups in Queensland and the actual remuneration will be presented as part of the Audited Financial Statements tabled at the annual general meeting.

Postal Votes

Postal votes will be accepted where members have no other method to cast a vote.

Postal votes will be delivered to those members with no other option for receiving notices and/or to cast their votes and will be tallied along with all other votes at the time of closing of votes by the returning officer.

The Company Secretary is the returning officer for all votes.

Ordinary Resolution

Ordinary resolutions are not specifically defined in the Corporations Act and only need a simple majority to pass.

Special Resolution

Under the Corporations Act, a Special Resolution is required to:

- a) Change the Constitution;
- b) Change the name of the Company; and
- c) Winding Up the Company.

14 days' notice must be given for Special Resolutions as per Clause 13.4 of the Constitution.

As per Clause 14a Special Resolution put to the vote must be decided by East Voting Region and West Voting Region, separately. For a Special Resolution to pass, at least 75% of the votes cast must in favour in both Voting Regions, separately.