Position Description

Non-Executive Director

Richmond Fellowship Queensland

Purpose of the Role

The Board of Richmond Fellowship Queensland is responsible for the stewardship, governance and long-term sustainability of the organisation. Non-Executive Directors contribute collectively to the Board's responsibility for setting strategic direction, safeguarding purpose, overseeing performance and risk, and ensuring the organisation operates ethically, lawfully and in the best interests of the people and communities it exists to serve.

A Non-Executive Director brings independent judgement, constructive challenge, relevant expertise and a strong commitment to RFQ's purpose, values and social impact. Directors are expected to act in the best interests of the organisation as a whole, rather than as representatives of any particular stakeholder group, profession, service stream, community, funder or personal interest.

Appointment and Accountability

Non-Executive Directors are appointed in accordance with RFQ's Constitution and governance policies. Each Director is accountable to the Board as a whole and must comply with all applicable legal, regulatory and governance obligations.

Directors are collectively responsible for Board decisions, while each Director is individually responsible for exercising due care, diligence, good faith, honesty, integrity and independent judgement in fulfilling their role.

Key Responsibilities

1. Purpose, Values and Mission Stewardship

   Directors are responsible for ensuring RFQ remains true to its purpose, values and charitable objects. This includes maintaining a clear focus on the needs, rights, wellbeing and aspirations of people accessing RFQ's services, and ensuring decisions reflect the organisation's commitment to recovery, inclusion, dignity and community connection.

   Directors contribute to a Board culture that places purpose and impact at the centre of strategic and operational oversight.

2. Strategy and Organisational Direction

   Directors contribute to the development, approval and oversight of RFQ's strategic direction. This includes considering the operating environment, sector trends, community need, funding and commissioning settings, workforce pressures, partnerships, service quality and opportunities for sustainable growth.

Directors are expected to engage actively in strategic discussion, test assumptions, consider alternative perspectives and support management to translate strategy into measurable priorities and outcomes.

3. Governance and Compliance

Directors must understand and fulfil their legal and governance obligations, including obligations under RFQ's Constitution, the Australian Charities and Not-for-profits Commission framework, relevant company, charity, employment, workplace health and safety, privacy, quality, safeguarding and service-related requirements.

Directors contribute to the ongoing improvement of governance frameworks, including delegations, policies, committees, risk oversight, reporting, performance monitoring and Board evaluation.

4. Financial Stewardship and Sustainability

Directors are collectively responsible for ensuring RFQ's financial affairs are managed responsibly. This includes approving and monitoring budgets, financial strategy, financial performance, reserves, investment settings, major expenditure, funding risk and long-term sustainability.

Directors are expected to read and understand financial reports, ask informed questions, identify emerging risks and ensure decisions are financially responsible and aligned with purpose.

5. Risk Oversight

Directors contribute to the Board's oversight of strategic, operational, financial, workforce, clinical, safeguarding, reputational, cyber, compliance and service delivery risks.

Directors are not responsible for managing day-to-day risk, but they must satisfy themselves that appropriate systems, controls, reporting mechanisms and risk appetite settings are in place. Directors should ensure risk oversight supports responsible innovation, quality improvement and sustainable impact, rather than creating unnecessary risk aversion.

6. Performance and Impact Oversight

Directors monitor organisational performance against approved strategy, budget, service quality measures, compliance obligations, stakeholder expectations and agreed impact indicators.

Directors should seek assurance that RFQ is delivering safe, effective, person-centred and high-quality services, and that performance reporting provides meaningful insight rather than only activity measures.

7. Chief Executive Officer Oversight

The Board appoints, supports, evaluates and, where necessary, manages the transition of the Chief Executive Officer. Individual Directors contribute to this responsibility through appropriate Board processes, while respecting the Chair's primary relationship with the CEO and the distinction between governance and management.

Directors should support a constructive, respectful and accountable relationship between the Board and CEO.

8. Culture, Ethics and Conduct

Directors are expected to model RFQ's values and contribute to an ethical, respectful and inclusive Board culture. This includes listening carefully, participating constructively, maintaining confidentiality, declaring and managing conflicts of interest, and supporting collective decision-making.

Directors should challenge appropriately, avoid operational interference and respect the distinction between robust debate within the boardroom and collective support for decisions once made.

9. Stakeholder and Sector Understanding

Directors should maintain an informed understanding of RFQ's stakeholders, including people accessing services, families and carers, staff, funders, regulators, partner organisations, community members and the broader mental health, psychosocial disability, housing, community services and human services sectors.

Directors may represent RFQ externally where authorised by the Chair or Board, but should not speak on behalf of RFQ without appropriate delegation.

Expected Contribution

Each Director is expected to:

- Attend and actively participate in Board meetings.
- Prepare thoroughly by reading papers and considering key issues in advance.
- Participate in Board committees, working groups or specific governance activities as required.
- Contribute relevant skills, experience and networks in a way that benefits RFQ as a whole.

- Engage in Board evaluation, professional development and ongoing governance improvement.
- Maintain confidentiality and comply with Board policies, codes of conduct and conflict of interest requirements.
- Act with independence of mind and exercise judgement in the best interests of RFQ.
- Support the Chair, fellow Directors and CEO in maintaining a productive governance environment.

Skills, Experience and Attributes

Collectively, the Board should maintain an appropriate mix of skills, experience, diversity and perspectives. The Board will establish a Skills Matrix that supports the execution of the approved strategy and will seek to ensure collectively the Board has or has access to the skills it needs to discharge its duties.

All Directors are expected to demonstrate:

- Commitment to RFQ's purpose, values and charitable objectives.
- Sound judgement and capacity for strategic thinking.
- Integrity, independence and ethical conduct.
- Financial literacy appropriate to a governance role.
- Capacity to understand risk, compliance and organisational performance.
- Respect for lived experience, inclusion, diversity and human rights.
- Ability to work constructively as part of a collective Board.
- Willingness to contribute time, energy and expertise.
- Understanding of the distinction between governance and management.

Time Commitment

The expected time commitment includes preparation for and attendance at scheduled Board meetings, committee meetings where appointed, strategy sessions, Board development activities, the Annual General Meeting and occasional out-of-session matters. Directors should ensure they have sufficient capacity to meet the requirements of the role.

Key Relationships

- Chair of the Board.
- Other Non-Executive Directors.
- Chief Executive Officer.
- Committee Chairs.
- Company Secretary or governance support function.
- External auditors, advisers or stakeholders where authorised.

Conduct and Confidentiality

Directors must comply with RFQ's Code of Conduct, conflict of interest policy, confidentiality requirements and all applicable governance policies. Directors must not use information obtained through their role for personal advantage or to benefit another organisation or person.

Review

This position description should be reviewed periodically by the Board as part of RFQ's governance framework and Board performance review cycle.