

Ethics Committee

Charter

March 2018

Ethics Committee Charter

As approved by the Queensland Law Society Council on 29 March 2018.

1. Role

- 1.1. The role of the Ethics Committee is:
 - 1.1.1. to assist, advise and report to Council on matters relating to solicitors' professional ethics;
 - 1.1.2. to provide oversight to matters relating to the professional conduct rules and practice rules (and commentary/annotations to the professional conduct rules); and
 - 1.1.3. to raise issues and offer advice on any matters relating to the development and maintenance of high ethical standards in the legal profession.

2. Responsibilities

- 2.1. The Committee's role includes:
 - 2.1.1. identifying both actual and potential ethical issues facing Queensland solicitors;
 - 2.1.2. facilitating involvement of the profession and other stakeholders in the resolution of ethical issues;
 - 2.1.3. recommending solutions to the ethical issues identified;
 - 2.1.4. recommending strategies for the ethical education of the profession;
 - 2.1.5. determining non-binding rulings on matters of applied legal ethics;
 - 2.1.6. advising on professional ethics and practice support issues to assist the work of the QLS Ethics Centre; and
 - 2.1.7. oversight of the QLS Senior Counsellors service.

3. Authority

- 3.1. The Committee may:
 - 3.1.1. consider, report on or make recommendations on actual and potential ethical issues;
 - 3.1.2. recommend to Council that guidelines for ethical conduct be adopted;
 - 3.1.3. recommend to Council that certain preventive strategies or management systems be recommended to firms and practitioners so that the likelihood of a particular legal ethical issue recurring is minimised;
 - 3.1.4. develop drafts, review and recommend changes, and prepare commentary on the professional conduct rules and practice rules;
 - 3.1.5. develop education and awareness-raising initiatives in relation to particular legal ethical issues or ethics in general;
 - 3.1.6. initiate or request consultation with stakeholders on a specific ethical issue; and
 - 3.1.7. request research on a specific legal ethical issue; and
 - 3.1.8. initiate or request consultation with stakeholders on ethical issues which have relevance to the legal profession.
- 3.2. The Committee is not entitled to:
 - 3.2.1. provide legal advice; or
 - 3.2.2. decide questions of fact.

4. Requesting the Committee's recommendation or advice

- 4.1. The Committee's recommendation or advice may be sought by:
 - 4.1.1. the Council of the Society;
 - 4.1.2. the Legal Services Commission;
 - 4.1.3. the QLS Ethics Centre;
 - 4.1.4. a policy committee of the Society; and
 - 4.1.5. the Chief Executive Officer of the Society.
- 4.2. The request should be in writing and must not contain any information that can identify the relevant firm or practitioner involved without that firm's or practitioner's consent.
- 4.3. The primary purpose of the request is to seek the Committee's recommendation or advice as to the ethical dimensions – and any proposed solutions or suggested guidelines – raised by the conduct that is the subject of the request. The Committee's response may call for the exercise of any of the authorities listed in 3.1.
- 4.4. The following persons or bodies may request the QLS Ethics Centre to consider whether it is appropriate to refer a matter for the Committee's consideration:
 - 4.4.1. any Society member;
 - 4.4.2. any member of any of the Society's Committees, including the Professional Conduct Committee;
 - 4.4.3. any member of the Society's executive leadership team; and
 - 4.4.4. any member of the public.
- 4.5. In determining whether to refer a matter to the Committee, the Director, QLS Ethics Centre must consider:
 - 4.5.1. whether existing resources permit the query to be answered adequately;
 - 4.5.2. whether the issue raised by the query is properly an ethical policy issue, and not an issue principally related to the individual circumstances of the person whose conduct is the subject of the query.
- 4.6. Only a query that is not adequately answered by existing resources and that is principally a query that raises an ethical policy issue should be referred to the Committee.
- 4.7. Before referring the matter to the Committee the Director, QLS Ethics Centre should be satisfied that the conduct that is the subject of the query is not currently being investigated by the Legal Services Commission or the Society's professional leadership department or is currently being heard before a court or tribunal.
- 4.8. No recommendation or advice of the Committee can be relied upon by any practitioner at any time as exculpatory or as a guarantee that the conduct, the subject of the recommendation or opinion, will not be investigated or prosecuted.
- 4.9. If the request for the Committee's recommendation or advice is sought by the Legal Services Commission, the President will, after consultation with the Council, advise the Legal Services Commission of the Committee's recommendation or advice. The Committee has no duty to inform Society members or practitioners generally as to the nature of the request or the recommendation made, but should do so where appropriate.
- 4.10. Notwithstanding the paragraphs of 4.5, 4.6 and 4.7 above, the Director, QLS Ethics Centre shall retain a general discretion to refer matters for the Committee's consideration if he/she considers it appropriate to do so and it will be a matter for the Committee to determine whether or not to consider the referral.

5. Urgent requests

- 5.1. Urgent referrals should follow the same procedure as usual requests, except that the Committee's recommendation or advice can be obtained through:
 - 5.1.1. a flying minute prepared by the Director, QLS Ethics Centre as committee secretary; or
 - 5.1.2. a specially constituted Panel of the Committee.

6. Composition

- 6.1. The Committee will consist of:
 - 6.1.1. at least eight and no more than 20 members; and
 - 6.1.2. the breakdown of the membership, as much as practically possible, to reflect the following:
 - a. at least one panel solicitor from the Society's scheme of 6 hours of free legal advice (1);
 - b. at least one regional solicitor (1);
 - c. at least one early career lawyer or young solicitor (1);
 - d. at least one non-law firm practitioner (e.g. in-house counsel or government lawyer) (1);
 - e. at least one large /national firm solicitor (1);
 - f. nominee of the Professional Insurer (1);
 - g. at least two academics with experience in lawyers' professional ethics (2);
 - h. five legal practitioners with current practising certificates (5);
 - i. a lay member who (1):
 - i. has experience in or academic qualifications in philosophy and/or professional ethics; and
 - ii. who has been referred to by the Committee on the recommendation of the Director, QLS Ethics Centre and the chair; and
 - j. at least one representative from the Society's Council (1).
- 6.2. The role of a Committee member is set out at **Attachment 1**.
- 6.3. Committee members are appointed by Council for a term of two years. A Committee member may seek reappointment for an additional two terms.
- 6.4. The Council retains its discretion to renew a Committee member's term of appointment beyond the six year period.
- 6.5. Members of the Committee must hold Full, Associate or Honorary membership of the Society (except for the lay member),
- 6.6. Membership of a Committee is automatically terminated if a person ceases to be a member of the Society (except for the lay member).
- 6.7. When considering prospective members for the Committee, Council should take into account the following:
 - 6.7.1. whether the prospective members' experience and qualifications would benefit the Committee in discharging its role; and
 - 6.7.2. whether the prospective member has previously served on a Committee for the Society, and the prospective member's conduct in that role.
- 6.8. In consultation with the committee secretary, the chair of this Committee will consider changing the membership of the Committee if:
 - 6.8.1. a position on the Committee falls vacant;
 - 6.8.2. the balance or expertise required of the Committee calls for changes; or
 - 6.8.3. expressions of interest in joining the Committee are received.

- 6.9. In consultation with the Director, QLS Ethics Centre, the chair must consider whether expressions of interest should be called for to identify prospective candidates.
- 6.10. The chair is responsible for considering expressions of interest and making a recommendation to Council regarding appointment, after consultation with the Committee members and the Director, QLS Ethics Centre.
- 6.11. If a Committee member is the subject of a legal professional disciplinary application, then that member must notify the chair, deputy chair and the Director, QLS Ethics Centre. The Committee member is also encouraged to consider voluntarily standing aside from the Ethics Committee, pending the outcome of the legal professional disciplinary application.
- 6.12. Membership of the Committee is automatically terminated if a person is found guilty of a charge of unsatisfactory professional conduct or professional misconduct.
- 6.13. If a Committee member is charged with a criminal offence, then that member must:
 - 6.13.1. notify the chair, deputy chair and the Director, QLS Ethics Centre; and
 - 6.13.2. stand down from the Ethics Committee.
- 6.14. Membership of the Committee is automatically terminated if a person is found guilty of a criminal offence.
- 6.15. A Committee member may resign from the Committee at any time upon written advice to the Director, QLS Ethics Centre.
- 6.16. If:
 - 6.16.1. a Committee member is absent for three consecutive meetings without a leave of absence being granted by the chair; or
 - 6.16.2. the chair, upon resolution of the Committee, determines that the member is otherwise regarded as not being an effective member
 then the chair must recommend to the Council that the membership of the Committee member be terminated.
- 6.17. Membership of the Committee may be terminated by Council if Council considers that a Committee member has failed to discharge his or her duties under, or acted inconsistently with, the role of a Committee member as detailed in **Attachment 1** (including breaching confidentiality of Committee discussions) or otherwise brought the Society or the Committee into disrepute.

7. Subcommittees

- 7.1. The Committee may establish any subcommittees it deems necessary to assist in its work.
- 7.2. There will be three standing subcommittees:
 - 7.2.1. Rules Review subcommittee;
 - a. The Rules Review subcommittee is responsible for the drafting, preparation and review of professional conduct and professional practice rules. The subcommittee also makes recommendations to the Ethics Committee for changes to either the professional conduct rules or professional practice rules. Further subcommittee is responsible for the preparation of the commentary to the professional conduct rules.
 - 7.2.2. Guidance Statement subcommittee; and
 - a. The Guidance Statement subcommittee is responsible for the preparation of Guidance Statements on discrete ethics issues, for consideration by the Ethics Committee and subsequent publication. The subcommittee undertakes investigation of topical issues and ensures a collaborative document is produced in the form of the subcommittee's final draft (for approval by the Ethics Committee).

7.2.3. Non-Binding Ethics Rulings subcommittee.

- a. The Non-Binding Ethics Rulings subcommittee is responsible for applications for Non-Binding Ethics Rulings in accordance with the protocol. The subcommittee determines discrete ethics issues based on an agreed statement of facts provided to them from the participating parties accompanied by each party's supporting documents and contentions. The subcommittee submits the draft final ruling for consideration by the Ethics Committee.

- 7.3. Subcommittees will be chaired by a Committee member appointed by the chair (upon the advice of the Director, QLS Ethics Centre).
- 7.4. Subcommittees will report to each Ethics Committee meeting.
- 7.5. Subcommittee members will be appointed by the Ethics Committee.
- 7.6. Membership of subcommittees can be comprised of Committee members, Committee guests or any other person with sufficient expertise as deemed appropriate for appointment by the Committee.

8. A specially constituted panel

- 8.1. A specially constituted panel of the Committee shall only be established where:
 - 8.1.1. the Committee is asked to provide recommendation or advice;
 - 8.1.2. the response is required urgently; and
 - 8.1.3. the Director, QLS Ethics Centre or the Committee chair has determined the referral is urgent.
- 8.2. The panel of the Committee shall have the same powers and limitations as the Committee, with the exception that the recommendation of the panel can be forwarded to any relevant party (including the LSC) without an adoption of the recommendation by the Council provided approval is first obtained from the President or, in the President's absence, the deputy President. The recommendation shall be presented at the next Committee meeting for endorsement.

9. Chair and deputy chair

- 9.1. The chair will be appointed by Council on recommendation of the Committee.
- 9.2. The chair will be appointed from the existing members of the Committee, unless the Council is satisfied that there are extenuating circumstances which justify the appointment of a chair from outside of the Committee.
- 9.3. In considering the appointment of a chair, Council should have regard to:
 - 9.3.1. the expertise of the candidate in the Committee's area of law;
 - 9.3.2. the personal leadership qualities of the candidate;
 - 9.3.3. the performance of the candidate during his or her time on the Committee; and
 - 9.3.4. any submissions made by the Committee in support of the recommendation.
- 9.4. The chair will be responsible for leading and managing the Committee in carrying out its responsibilities. Further detail on the role of the chair is at **Attachment 2**.
- 9.5. The Committee shall appoint a deputy chair to assist the chair as needed and to chair meetings where the chair of the Committee is not present.
- 9.6. The term of a chair and a deputy chair is two years. A Committee member may not be chair or deputy chair for a period greater than four consecutive years without the approval of Council.
- 9.7. The chair and deputy chair of the Committee must be full members of the Society.
- 9.8. A chair or deputy chair can be removed from the position by Council if Council is satisfied that the chair or deputy chair has failed to discharge his or her duties under, or acted inconsistently with, the role of a chair or deputy chair as detailed in **Attachment 2**, or otherwise brought the Society or the Committee into disrepute.

10. Meetings

- 10.1. The Committee will meet at least six times a year and additionally as the Committee considers necessary.
- 10.2. Committee papers are provided to Committee members, wherever possible, five business days prior to the relevant meeting.
- 10.3. It is the Society's policy to encourage the participation of Committee members in meetings by appropriate means, including by facilitating and encouraging attendance by phone or electronic or digital means where attendance in person is not possible or inconvenient.
- 10.4. The minimum quorum:
 - 10.4.1. for a Committee meeting is five Committee members.
 - 10.4.2. for a specially constituted panel of the Committee is three members, two of which must be practitioners with current practising certificates.
- 10.5. The Chief Executive Officer, the Society's general manager of professional leadership, the Society's corporate secretary and the Director, QLS Ethics Centre (and any Society staff member approved by the Director, QLS Ethics Centre) may attend and speak at a Committee meeting, but without voting rights.
- 10.6. Should the chair of the Committee be absent from a meeting, the deputy chair (if appointed) will act as chair. If there is no deputy chair, the members of the Committee present at the meeting have authority to choose one of their number to be chair for the particular meeting.

11. Voting

- 11.1. Any matters requiring decision will be decided by a majority of votes of members present or participating.

12. Conflicts of interest

- 12.1. If a Committee member has a personal interest, or a direct or indirect financial interest, in an issue being considered or about to be considered by the Committee and the interest could conflict with the proper performance of the member's duties about the consideration of the issue, the member must disclose the nature of the interest to a Committee meeting.
- 12.2. Unless the chair otherwise directs, the interested member must not be present when the Committee considers the issue or take part in a decision of the Committee about the issue.
- 12.3. The interested member must not be present when the Committee is considering whether to excuse them from Committee discussions on the issue.
- 12.4. If, because of this clause 12, a member is not present at a meeting for considering or deciding an issue and there would be a quorum if the member were present, the remaining members present are a quorum for considering or deciding the issue, so long there remain at least two Committee members.
- 12.5. Any disclosure of a conflict of interest must be recorded in the minutes of the meeting.

13. Confidentiality

- 13.1. All Committee members and invited guests are expected to observe strict rules of confidentiality with respect to Committee business. They must be conscious that from time to time:
 - 13.1.1. they may be asked to consider and comment on highly sensitive documents released to the Society by Government and other authorities;
 - 13.1.2. they may be asked to consider draft policy proposals intended for debate within the Committee which should not be presumed to reflect approved Society policy;
 - 13.1.3. they may have before them information which may affect the reputation and livelihood of practitioners and other members of the community.

- 13.2. Any breach of confidentiality could materially affect individuals, damage the trust which exists between the Society and a number of institutions and organisations, or create false impressions about Society policy.
- 13.3. It is the responsibility of all Committee members and invited guests to maintain the security of Committee papers and to treat as confidential any information received through their involvement with the Committee. Failure to maintain appropriate confidentiality of Society information and Committee discussions may result in termination of Committee membership pursuant to paragraph 6.17.
- 13.4. Failure to maintain appropriate confidentiality of Society information and Committee discussions may breach section 705 of the *Legal Profession Act 2007*, which is an offence subject to a maximum penalty of 200 penalty units.
- 13.5. The chair is encouraged to consider the confidentiality of any discussion or matter at the end of each meeting.

14. Media

- 14.1. Any media must be managed in accordance with the Society's media policy as in force and amended from time to time.

15. Stakeholder liaison

- 15.1. The President must approve any correspondence or communication that contains a position, recommendation, opinion or view of the Society. Such correspondence or communication must be sent out under the President's hand.
- 15.2. The chair, or Committee members approved by the Committee, may liaise with stakeholders on behalf of the Committee provided they have the Committee and Committee secretary's knowledge and approval.
- 15.3. Any stakeholder liaison by Committee members in that capacity must be conducted in accordance with the Society's core values of respect, integrity and service.
- 15.4. Any stakeholder liaison undertaken on behalf of the Committee must be reported back to the Committee at its next meeting.

16. Guests

- 16.1. The Committee may have at its meetings regular or ad hoc guests who may bring relevant perspectives and expertise on matters under considerations.
- 16.2. Guests do not have an automatic right of access to the Committee's papers (which includes agendas and minutes). Access to the Committee's papers is at the discretion of the Committee secretary, in consultation with the chair.
- 16.3. Guests (including Society staff) have no voting rights at meetings.
- 16.4. Council members may attend any committee meeting and have access to the Committee's papers, on request to the committee secretary/Director, QLS Ethics Centre.

17. Secretariat duties

- 17.1. The Director, QLS Ethics Centre will be the committee secretary and will assist the chair by organising the venue for the meeting, producing the notice of meeting, agenda and papers, and taking and circulating the minutes of the meeting. The committee secretary will be assisted by the ethics administrator.
- 17.2. The committee secretary may delegate the responsibility under clause 17.1 to the ethics administrator.

18. Minutes

- 18.1. Minutes must be prepared, approved by the chair and circulated to Committee members as soon as possible and not later than two weeks after the meeting. The minutes must be ratified by the members.

19. Access to advice

- 19.1. The Committee and its members have no authority or delegation to seek advice or engage experts on behalf of the Committee or the Society.
- 19.2. If, in pursuit of its Council approved objectives, the Committee wishes to obtain advice from experts outside of the Committee, it may make a request to the Director, QLS Ethics Centre to obtain such advice.
- 19.3. The request must be in writing and explain the need for the advice. The Society will consider the request and determine whether or not it will take action on the request.
- 19.4. Whether or not the request is accepted is at the sole and unfettered discretion of the Society.

20. Reporting to Council

- 20.1. The Director, QLS Ethics Centre will prepare and provide periodic summary reports to Council, upon request, on the activities and priorities of the Committee.

21. Dictionary

- 21.1. **Associate membership** means a person who:
- is an Australian lawyer and is not an Australian legal practitioner; or
 - is a barrister; or
 - has other qualifications or experience that the Council determines are appropriate; and
 - has been conferred associate membership of the Society in accordance with rule 8 of the *Legal Profession (Society) Rules 2007* (QLD);
- 21.2. **Chief Executive Officer** means the Chief Executive Officer of the Society;
- 21.3. **Committee** means the Ethics Committee;
- 21.4. **Council** means the Council of the Society established under the *Legal Profession Act 2007* (QLD);
- 21.5. **Deputy President** means:
- the member elected to the Society Council in accordance with rule 29 of the *Legal Profession (Society) Rules 2007*; and
 - the member who, at the completion of the current President's term in office, will assume the office of President in accordance with section 686(3) of the *Legal Profession Act 2007* (QLD);
- 21.6. **Director, QLS Ethics Centre** means the Director of the Society's QLS Ethics Centre, reporting to the Chief Executive Officer;
- 21.7. **QLS Ethics Centre** means the QLS Ethics Centre established by the Society to provided legal ethics and practice support guidance to all Society members and non-members (both lawyers and legal support staff);
- 21.8. **Full membership** means a person who:
- is a solicitor; or
 - is an Australian-registered foreign lawyer; or
 - has other qualifications or experience that the Council determines are appropriate; and
 - has been conferred full membership of the Society in accordance with rule 7 of the *Legal Profession (Society) Rules 2007* (QLD);

- 21.9. **Honorary membership** means a person who has, in the Council's opinion:
- a. made a significant contribution to the Society or to the legal profession; or
 - b. has been a member for 50 years; and
 - c. the Council has, by resolution, admitted that person as an honorary member of the Society in accordance with rule 10A of the *Legal Profession (Society) Rules 2007* (QLD);
- 21.10. **Legal Services Commission** means the office established under Part 7.1 of the *Legal Profession Act 2007* (QLD);
- 21.11. **President** means the member elected as the head of the Society Council in accordance with rule 29 of the *Legal Profession (Society) Rules 2007* and acknowledged under section 686 of the *Legal Profession Act 2007* (QLD); and
- 21.12. **Society** means the Queensland Law Society Inc as continued in existence pursuant to section 679 of the *Legal Profession Act 2007* (QLD).

22. Interpretation

- 22.1. Words importing the singular include the plural and vice versa.
- 22.2. Words importing one gender include any other gender.

Your role as a committee member

Overview

The position of member of a Committee is a voluntary and honorary role which brings necessary skills, knowledge and effort to support the Committee in fulfilling its role.

A Committee member occupies a position of trust, confidence and influence within the Committee and the Society. It is important that members conduct themselves in a manner that will maintain and enhance that trust, confidence and influence.

The Society's three core values underpin the performance of your role as a Committee member. These are:

1. respect;
2. integrity; and
3. service.

Respect

Demonstrating respect in carrying out the activities as a Committee member involves valuing people and acknowledging their contributions. It involves:

1. being polite and courteous in all actions;
2. treating Committee members, Society staff, stakeholders and others with dignity; and
3. valuing the contributions, opinions and diversity that other members, guests and stakeholders bring to the Committee's work.

Integrity

In your role with the Committee you have a responsibility to demonstrate integrity by being honest and fair in all your actions. This includes:

1. being accountable to the Committee and to the Society for your actions as a Committee member;
2. being honest and fair in your dealings with the Committee, the Society, other Society members and stakeholders; and
3. following through with your promises in a timely manner.

Service

By performing your role as a Committee member, you are providing a valuable service to the Society, the profession and the public. In your role you must work together with the Committee to anticipate needs, exceed expectations and honour commitments. You should:

1. actively listen and respond to member and stakeholder concerns;
2. play your part to ensure meetings and tasks are undertaken efficiently and with respect for others' time commitments; and
3. look for new ways to do things better and work with the Society to continually improve the operation of the Committee.

Other obligations

1. You must be scrupulous in your use of confidential information and ensure that privacy principles are maintained.
2. You must disclose any potential conflict of interest.
3. Your decision making must be fair and consistent, based on all relevant information and honest, open and impartial.
4. Harassment, discrimination and bullying are unacceptable from any Committee member or anyone involved with the Society. The duties under the *Work Health and Safety Act 2011* apply to all Committee members in the conduct of their roles.
5. When using the Society's premises or facilities, you must ensure that you comply with all rules, directions and procedures including those relating to security and work health and safety which are in effect at those premises or in regard to those facilities.
6. You must act professionally at all times in the performance of Committee duties, exercising skill, care and diligence.

Committee members should:	Committee members should not:
Attend meetings (in person or via technology) wherever possible	Consider meeting attendance optional
If unavailable to attend, provide a written apology to the meeting organiser two clear business days prior to the meeting	Be a 'no show'
Review all relevant materials and papers in advance of the meeting	Turn up unprepared
Provide thoughtful and timely input	Ignore emails circulated between meetings
Work toward fulfilling the Committee and Society's objectives	Run their own agenda
Carry out tasks assigned by the chair	Commit to contributing and then not follow through
Respect the role of the President and Chief Executive Officer as primary public spokespeople for the Society	Represent personal views as the views of the Society
Focus on the Society's best interests	Pursue personal, stakeholder or firm interests

Your role as committee chair

The chair of the Committee will be appointed by Council. The chair's role is to lead the Committee in fulfilling its role and complying with its charter.

Responsibilities

1. Accept and support the Committee charter.
2. Plan meetings and agendas in collaboration with the Society's staff member assigned to support the Committee (committee secretary/Director, QLS Ethics Centre).
3. Attend all meetings and maintain awareness of Committee work between meetings.
4. Ensure meetings are efficiently and effectively administered to achieve Committee objectives.
5. Manage membership of the Committee with an emphasis on:
 - a. including as many interested Society members as possible;
 - b. promoting participation of regional, rural and remote practitioners;
 - c. engaging with early career practitioners to support their development into the future leaders of the profession;
 - d. facilitating the regular introduction of new ideas; and
 - e. considering candidates':
 - i. willingness and desire to contribute to the work of the Committee;
 - ii. recognised standing and expertise in the profession; and
 - iii. recognised contribution to the profession.
6. Maintain records of Committee work with the assistance of the Society's staff member assigned to support the Committee (committee secretary/Director, QLS Ethics Centre).
7. Facilitate Committee members' active participation and decision-making.
8. Resolve Committee member issues and complaints wherever possible.
9. Ensure that the Committee reports to Council in accordance with the charter.
10. Lead self-assessment of Committee performance.
11. Encourage the Committee to appoint a deputy chair and ensure the deputy chair supports and supplements the chair as necessary.
12. Plan for your successor.
13. Recommend potential new members to Council.

Tips for meetings

1. Begin on time.
2. At the commencement of each meeting, quickly complete the following administrative tasks:
 - a. confirm the attendees (whether in person or via teleconference) and the apologies;
 - b. ask the Committee to review and confirm the minutes of the previous meeting, or agree on any changes to be made before they are confirmed;
 - c. ask Committee members if there are any material interests to be declared relating to any of the agenda items.
3. Do not pass out a lot of new material during the meeting. People will not have time to read it, and it distracts from good discussion.
4. Focus on the resolutions required of the meeting, ensure that all participants have adequate time to contribute, listen carefully to all contributions, and obtain agreement on decisions taken and future plans.
5. Remind Committee members and guests of their confidentiality obligations at the end of the meeting.
6. Close the meeting on time.

Using teleconferencing or videoconferencing

1. As the chair, call on the people on the telephone or videoconference to express a view on each agenda item: "Sarah, what do you think about this?"
2. Do not allow side conversations. Ask members to speak one at a time.
3. If using teleconferencing, ask members to say who they are before they make their point.
4. Make sure those calling or linking in have access to all of the materials being referred to at the meeting.

A chair is encouraged to:	A chair should not:
Value all members	Be the person who talks most at the meetings
Enable everyone to voice their view	Allow one or two people to dominate meetings
Strive for consensus	Make all the decisions
Encourage new Committee membership	Exclude any member from discussions
Ensure discussions are targeted to achieving a resolution or outcome	Allow meetings to become unproductive
Welcome new members	Make people feel uncomfortable
Allow others to take responsibility	Coerce members to contribute to discussions
Keep calm	Lose his/her temper
Take the lead in submission work, if necessary	Be afraid to delegate matters to appropriate members
Be responsive to the Society's staff to resolve issues in a timely way	Assume the Society's staff will do all the work