

# REFERENCE ADVISORY GROUP CHARTER

## PURPOSE

The purpose of this Charter is to outline the role, responsibilities, composition, and proceedings of the Reference Advisory Group (RAG) of the Financial Integrity Hub (FIH). The RAG exists to provide detailed advice and recommendations to the Advisory Board on the effective management and operation of the FIH.

## ROLE

The RAG provides operational and management advice to the Advisory Board of the FIH. It supports the delivery of FIH's Strategic Plan, oversees the development and implementation of key policies and procedures, and provides guidance on projects, pricing, partnerships, and donations. The RAG contributes to ensuring the operational effectiveness and sustainability of the FIH.

The RAG plays a crucial role in advising on FIH's projects, initiatives, policy frameworks, partnerships, and operational practices. The RAG ensures that the FIH's activities are implemented in accordance with relevant standards, good practice, and the organisation's strategic objectives.

## RESPONSIBILITIES

Without limiting the role of the Reference Advisory Group, the key responsibilities include the following:

1. Advising the Advisory Board on the planning, prioritisation, and implementation of key FIH projects and initiatives.
2. Supporting the delivery of the FIH Strategic Plan by monitoring progress and providing operational insights and recommendations.
3. Developing and reviewing policies and procedures to support the efficient and effective management of FIH operations.
4. Providing advice on pricing structures, design and delivery for services, events, and partnerships, ensuring alignment with FIH's purpose and financial sustainability.
5. Evaluating partnership proposals and donation opportunities to ensure they align with FIH's ethical standards, values, and strategic objectives.
6. Reviewing risk management processes and compliance frameworks and offering recommendations to the Operation and Governance Committee as appropriate.
7. Providing input into stakeholder engagement strategies and activities, in collaboration with the Engagement and Development Committee.
8. Advising on media and communications strategies to enhance FIH's public profile, in partnership with the Media Committee.
9. Supporting the development and dissemination of FIH research outputs by working closely with the Research and Impact Committee.
10. Monitoring the implementation of operational policies and ensuring they meet relevant legal, regulatory, and sector standards.
11. Contributing to succession planning for key operational roles and committee memberships to ensure continuity and capability.
12. Participating in cross-committee initiatives to ensure alignment between RAG advice and the work of the four FIH committees.

## COMPOSITION OF THE REFERENCE ADVISORY GROUP

- The RAG shall consist of members appointed by the Director, based on their expertise in areas relevant to FIH's operations and strategic priorities.
- Each RAG member also serve on one of the four FIH committees:
  - Operation and Governance Committee
  - Engagement and Development Committee
  - Media Committee
  - Research and Impact Committee.
- Membership is voluntary and non-remunerated.
- Members will serve terms as mutually agreed upon with the Director.

## PROCEEDINGS OF THE REFERENCE ADVISORY GROUP

- The RAG will meet four times per year, or as otherwise agreed with the Director and Advisory Board.
- Meetings may be held in person, virtually, or via teleconference.
- The Director (or their delegate) will chair meetings of the RAG.
- Recommendations of the RAG are advisory in nature and non-binding, provided to the Advisory Board for consideration.
- Additional meetings or consultations may be convened as needed to address urgent or complex matters.

**Approved by the Financial Integrity Hub**

28 May 2025