

Statement of Policy and Procedure	
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Department Ownership	Council
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Glooscap First Nation

Governance Policy

Table of Contents

1. Definitions	5
2. Policies, Procedures and Practices	8
A. Policy	8
B. Purpose	8
C. Scope	8
D. Responsibilities	8
E. Procedures	9
(1) Policy Creation	9
(2) Policy Revision	10
(3) Policy Rescission	11
(4) Policy Approval	11
(5) Policy Maintenance	11
F. References and Related Authorities	11
G. Appendices	11
3. Delegated and Assigned Responsibilities	12
A. Policy	12
B. Purpose	12
C. Scope	12
D. Responsibilities	12
E. Procedures	13
(1) Procedures for Delegation	13
(2) Procedures for Authorization and Delegation Table	14
(3) Temporary Delegation of Responsibilities	14
(4) Procedures for Monitoring and Evaluation	14
F. Reference and Related Authorities	14
G. Appendices	15
4. Code of Conduct	16
A. Policy	16
B. Purpose	16
C. Scope	16
D. Responsibilities	16
E. Procedures	17
F. Reference and Related Authorities	17
G. Appendices	17
5. Committee Establishment and Dissolution	18
A. Policy	18
B. Purpose	18
C. Scope	18
D. Responsibilities	18
E. Procedures	19
(1) Establishing/Dissolving of a Committee	19
(2) Appointment of Committee Members	20
(3) Monitoring and Evaluating Committee Performance	20

(4) Removal of Committee Members	20
F. References and Related Authorities	20
G. Appendices	21
6. Finance, Audit and Risk Committee	22
A. Policy	22
B. Purpose	22
C. Scope	22
D. Responsibilities	22
E. Procedures	24
(1) Appointment and Removal of Members	24
(2) Term Requirements	24
(3) Eligibility Criteria	25
(4) Committee Administration and Reporting	25
F. References and Related Authorities	26
G. Appendices	26
7. Appointment of First Nations Officers	27
A. Policy	27
B. Purpose	27
C. Scope	27
D. Responsibilities	27
E. Procedures	28
(1) Appointments	28
F. References and Related Authorities	28
G. Appendices	29
8. External Audit	30
A. Policy	30
B. Purpose	30
C. Scope	30
D. Responsibilities	30
E. Procedures	32
(1) Auditor Selection, Engagement and Performance	32
(2) Auditor Independence	33
(3) Audit Planning	33
(4) Preparations for the Audit	33
(5) Audited Annual Financial Statements	34
F. References and Related Authorities	34
G. Appendices	35
9. Reporting of Compensation, Benefits and Contracts	36
A. Policy	36
B. Purpose	36
C. Scope	36
D. Responsibilities	36
E. Procedures	37
F. References and Related Authorities	37

G. Appendices	38
10. Internal and External Roles and Responsibilities of Council	39
A. Policy	39
B. Purpose	39
C. Scope	39
D. Responsibilities	39
E. Procedures	39
(1) Legislative Responsibilities of Councillors	39
(2) Portfolio Responsibilities of Councillors	40
(3) Individual Responsibilities of Councillors	41
(4) Political Responsibilities of the Chief	41
(5) Legislative Responsibilities of the Chief	41
(6) Management Responsibilities of the Chief	41
(7) Portfolio Responsibilities of the Chief	41
(8) Individual Responsibilities of the Chiefs	42
F. References and Related Authorities	42
G. Appendices	42

List of Appendices

- A. Glooscap First Nation Policy and Procedures Master List
- B. Glooscap First Nation Authorization and Delegation Table
- C. Glooscap First Nation Council Delegation of Duty/Function Agreement
- D. Glooscap First Nation Implementation Notes
- E. Glooscap First Nation Code of Conduct Declaration
- F. Glooscap First Nation Conflict of Interest Disclosure Form
- G. Glooscap First Nation Committee Establishment Checklist
- H. Glooscap First Nation Committee Terms of Reference Template
- I. Glooscap First Nation Committee Annual Progress Report Template
- J. Glooscap First Nation Finance, Audit and Risk Committee Terms of Reference
- K. Glooscap First Nation FAR Committee Finance Competency Guidelines
- L. Glooscap First Nation Audit Performance Evaluation Template
- M. Glooscap First Nation Audit Calendar and Checklist
- N. Glooscap First Nation Disclosure Statement Template
- O. Glooscap First Nation Special Purpose Report Template – Reporting of Remuneration and Expenses
- P. Glooscap First Nation Oath of Office
- Q. Glooscap First Nation Council Portfolio List

1. Definitions

“Authorization and Delegation Table”	means a table approved by Council specifying the delegation and assignment authorities over decisions or activities in connection with the financial administration of Glooscap First Nation.
“Code of Conduct”	is the Schedule ‘Avoiding and Mitigating Conflicts of Interest’ attached to and forming part of Glooscap First Nation’s Financial Administration Law.
“Code of Conduct Declaration”	is the declaration attached to this Policy as Appendix D.
“Committee”	refers to a group of people appointed by Council for the purpose of advising the Council or conducting decision-making activities assigned by Council which are convened on a regular long-term basis until or unless they are suspended or disbanded by the Council.
“Director of Administration”	means the person who is responsible for leading the day to day administration or management of Glooscap First Nation and who reports directly to Council. The Senior Manager, as defined in the Glooscap First Nation Financial Administration Law is the same as the Director of Administration.
“Discrimination”	means an action or a decision that treats a person or a group negatively for reasons such as race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.
“Eligibility Criteria”	are the council specified requirements which must be met by an individual in order to be considered independent and eligible to be appointed as a member of the Finance, Audit and Risk Committee.
“Engagement Letter”	is a written communication from the independent auditor outlining the terms and conditions of appointment.
“Entity”	means a corporation or a partnership, a joint venture or any other unincorporated association or organization, the financial transactions of which are consolidated in the financial statements of Glooscap First Nation in accordance with Public Sector Accounting Standards.
“Expenses”	includes the costs of transportation, accommodation, meals, hospitality and incidental expenses.

“Financial Competency”	is the ability to read and understand general purpose financial statements that present accounting issues and disclosures reasonably expected to be raised by Glooscap First Nation’s financial statements.
“Financial Reporting Risk”	is the possibility of an undetected material misstatement in financial information due to the existence of ineffective Internal Control or fraud resulting from manipulation or alteration of accounting records, misrepresentation or intentional omissions of transactions, or intentional misapplication of accounting principles.
“Fraud Risk”	is the potential for an employee, agent or other person connected to the financial administration of Glooscap First Nation to use deception to dishonestly make a personal gain for oneself or a loss for another. This commonly includes activities such as theft, corruption, embezzlement, or bribery etc.
“Harassment”	means any behaviour that demeans, humiliates, or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions, comments, or displays. It may be a single incident or continue over time
“Independence”	exists between Glooscap First Nation and an individual when the individual does not have a direct or indirect relationship with Glooscap First Nation government that could, in the opinion of council, reasonably interfere with the individual’s exercise of independent judgment as a member of the Finance, Audit and Risk Committee.
“Internal Control”	is a process, effected by Glooscap First Nation’s Council, Finance, Audit and Risk Committee, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: <ul style="list-style-type: none"> • effectiveness and efficiency of operations; • reliability of reporting; and • compliance with applicable laws and regulations.
“Officer”	means the Director of Administration, Senior Financial Officer, Tax Administrator or any other employee of Glooscap First Nation designated by the Council as an Officer; who have certain authorities that other employees do not in relation to the financial management of Glooscap First Nation.

“PSAS”	means Public Sector Accounting Standards established and issued by the Public Sector Accounting Board, as amended or replaced from time to time.
“Remuneration”	means any salaries, wages, commissions, bonuses, fees, honoraria and dividends and any other monetary and non-monetary benefits.
“Special Purpose Report”	means the report described in subsection [10(2)] of the Financial Administration Law. For the purpose of this policy it refers to the annual report on remuneration, and expenses.
“Standing Committee”	refers to Committees which are meant to have a continued existence.
“Special Committee”	refers to a Committee which is formed for a specific purpose whose organization is dissolved when that purpose has been accomplished.
“Terms of Reference”	is a documented statement of the mandate, objectives, purpose, scope, functions and rules under which a Committee is expected to operate.
“to assign”	means the transfer of duties or functions from one person to another where the former person (the assignor) retains responsibility for ensuring the activities are carried out.
“to delegate”	means the transfer of the authority to carry out decisions or activities from Council to an officer where the officer receiving the delegation authority assumes full responsibility for carrying out the activities.

2. Policies Procedures and Practices

A. Policy

It is Council's policy to create, revise, and issue policies and procedures that reflect Glooscap First Nation's accepted practices as well as meet law and regulatory requirements that affect Glooscap First Nation's financial administration processes.

B. Purpose

The purpose of this policy is to ensure that there is a standardized method of preparation, review, issuance, maintenance and revision of all policies and procedures in relation to Glooscap First Nation's financial management system.

C. Scope

This policy and procedure applies to the Council, committees of Council and all employees and any other persons with authority to conduct activities in connection with the financial administration of Glooscap First Nation.

D. Responsibilities

- (1) All persons affected by this policy are required to understand and comply with the policies and procedures appropriate to their responsibility and interaction.
- (2) Any employee or department (document initiator) can recommend a policy and procedure.
- (3) Council is responsible for the final approval of new, revised or rescinded policies and procedures.
- (4) Finance, Audit and Risk Committee is responsible for:
 - a. Making recommendations to Council for the issuance, revision or rescission of any policy and procedure document;
 - b. Ensuring policy and procedure documents being reviewed are neither contradictory to Glooscap First Nation's Financial Administration Law nor inconsistent with PSAS;
 - c. Conducting an assessment for each significant function or activity of the Nation's financial administration to determine if a policy and procedure document is required (e.g. policies and procedures that ensure the control and safeguarding of all the assets of the Nation);
 - d. Conducting an assessment of Glooscap First Nation's Financial Administration Law to determine the policies or procedures required by the Law.
- (5) The Director of Administration is responsible for:
 - a. Reviewing all policy and procedure document requests and submitting the document to the Finance, Audit and Risk Committee for review and a recommendation to Council for approval where the Director of Administration supports the request;

- b. Determining if the policy and procedure document request needs to be referred to a subject matter expert for additional review;
 - c. Determining if the policy and procedure document needs cross functional review from other departments within the Nation;
 - d. Ensuring that the current list of policy and procedures are made available to all affected persons.
- (6) The Senior Financial Officer, in coordination with the Director of Administration is responsible for:
- a. Maintaining a comprehensive list and repository of all existing policies and procedure documents;
 - b. Ensuring proposed or revised policy and procedure documents are in the standardized format;
 - c. Ensuring proposed or revised policy and procedure documents incorporate the requirements of the Nation's laws and regulatory requirements;
 - d. Monitoring the policy and procedure document through the draft, approval, and issuance process;
 - e. Serving as the policy and procedure document sponsor and providing the initial approval to the document initiator to proceed with creating a proposed document, revising an existing document or rescinding an existing policy; and
 - f. Ensuring that existing policy and procedures are kept current by reviewing periodically.
- (7) The document initiator is responsible for:
- a. Preparing a draft policy and procedure document (for new policies) in accordance with the standardized format established by this policy;
 - b. Work with the to ensure any new or revised policy and procedure document is accurate and in accordance with the standardized format;
 - c. Preparing a written request to rescind an outdated or inaccurate policy and procedure document;
 - d. Submitting all policy and procedure document requests to the Senior Financial Officer or delegated authority for review and recommendation of approval.

E. Procedures

(1) Policy Creation

- a. The document initiator creating the policy and procedure should be the Officer or employee responsible for the proposed policy or a subject area expert.
- b. Any employee or department may recommend a policy but in the first instance, the Senior Financial Officer will create a list of all policies and procedures required by the Nation's

financial administration law or required to adequately and effectively manage and control the financial management system and to safeguard the Nation's assets. The Senior Financial Officer will then assign the responsibility of document initiator to a process owner or subject area expert for policies and procedures that do not exist or require revision.

- c. The Senior Financial Officer and the document initiator will agree on appropriate content (iterative reviews if necessary) keeping within the following format for the policy;
 - i. Policy – clear statement that indicates the protocol or rule affecting the specific area
 - ii. Purpose – The reason or rationale underlying the policy and procedure
 - iii. Scope – The areas, functions, individuals, or departments affected by the policy
 - iv. Definitions – Any specialized terms that are not otherwise defined
 - v. Responsibilities – Describes who, using generic titles or positions, is responsible for implementing or maintaining the policy and procedure
 - vi. Procedures – Describes the steps, details, or methods to be used to implement and maintain the policy and procedures
 - vii. References (optional) – List of applicable documents, policies, laws and regulations
 - viii. Attachments (optional) - forms, reports, or records that are generated from the policy
- d. The Senior Financial Officer will submit final draft policy and procedure documents to the Director of Administration for review and recommendation for submission to the Finance, Audit and Risk Committee.
- e. The Finance, Audit and Risk Committee will review the draft policy and procedure documents and may recommend them, with or without amendments, to Council for final approval.
- f. Each policy and procedure document presented to Council for approval will include a list of the persons affected by the policy and a documented record of the Finance, Audit and Risk Committee's review and recommendation.

(2) Policy Revision

- a. The document initiator may recommend the revision of an issued policy and procedure following steps under "Policy Creation".
- b. Periodically, but at least every two years the Director of Administration in cooperation with the Senior Financial Officer (or a designate approved by Council) will review issued policies and procedures or will request process owners to validate existing policy and procedures for accuracy.

(3) Policy Rescission

- a. A process owner may request the rescission of an issued policy and procedure, if the policy is outdated or inaccurate and approval is obtained from the Director of Administration and Senior Financial Officer.
- b. The request to formally rescind an issued policy should be documented and provide the details of why the policy should be rescinded.

(4) Policy Approval

- a. Once approved by Council, a new or revised policy must be communicated and accessible to the all affected departments and persons.

(5) Policy Maintenance

- a. At least every two years, all issued policy and procedures documents will be reviewed for completeness, accuracy, and relevancy and revised or rescinded accordingly.
- b. Where appropriate, the Director of Administration may contact legal counsel to ensure correctness.

F. References and Related Authorities

(1) FMB's Financial Management System Standards

- a. Standard 9.0 - Policies, procedures and directions

(2) FMB's Financial Administration Law Standards

- a. Standard 8.3 - Policies, procedures and directions

G. Appendices

(1) Appendix A – Glooscap First Nation Policy and Procedures Master List

3. Delegated & Assigned Responsibilities

A. Policy

While the overall responsibility for financial management of Glooscap First Nation remains with the Council, it is Council's policy to give specific financial administration authority to identified departments, Committees and individuals for the purpose of performing duties, making commitments, and authorizing the collection and disbursement of funds on behalf of Glooscap First Nation.

B. Purpose

The purpose of this policy is to document and specify the use of delegation and assignment authority to transfer the responsibility for making a decision or performing a duty to another functional area, Officer, employee, or agent and to provide accountability with respect to financial authorization and authority to bind Glooscap First Nation to legal obligations.

C. Scope

This policy and procedure applies to the Council, Committees of Council, Officers, employees of Glooscap First Nation and any other persons with authority to conduct activities in connection with the Financial Administration of Glooscap First Nation.

In addition to the authorities and responsibilities identified within this policy and procedure document, the following transactions or decisions will comply with their related policies and procedures:

- (1) Expenditures
- (2) Procurement
- (3) Debt
- (4) Investments
- (5) Capital assets
- (6) Loans, Guarantees and Indemnities
- (7) Local Revenue
- (8) Insurance
- (9) Human Resources
- (10) Records Management
- (11) Financial Reporting
- (12) Integrated Planning and Budget

D. Responsibilities

- (1) Council may authorize the Director of Administration to delegate any Council duties or functions related to Glooscap First Nation's financial administrative system to an Officer, employee, Committee, contractor or agent except:
 - a. the approval of policies and procedures or the giving of directions respecting any financial administration matter which are the responsibility of the Council under a Financial Administration Law;

- b. the appointment and removal of the Finance, Audit and Risk Committee members, including the Chairperson and Vice-Chairperson;
 - c. the approval of budgets, budget amendments, borrowings and financial statements;
 - d. the approval of the Authorization and Delegation Table; and
 - e. any matter relating to the employment or authorities of the Director of Administration.
- (2) The Director of Administration can assign any or all of his or her financial management activities or functions except:
- a. maintaining and revising the Authorization and Delegation Table;
 - b. ensuring those with delegated authority understand their responsibilities and have the skill and knowledge necessary for the effective exercise of the authority;
 - c. establish protocols for delegation and temporary assignments to deal with absences due to illness, vacation, or other extended leaves;
 - d. on a regular and periodic basis, monitoring performance of individuals' delegated authorities to ensure that the delegated authority is being exercised in the manner intended and that there is no delegation of authority when specifically precluded under this policy.
- (3) All Officers, employees, committees, contractors or agents of Glooscap First Nation are responsible when acting under delegated authority to ensure the activity or function is within the authority and limitation of their delegation and that they have followed other relevant policies and procedures.
- (4) Officers, employees, committees, contractors or agents of Glooscap First Nation may reassign functional authorities and responsibilities as long as it is made in accordance with the Authorization and Delegation Table.
- (5) Officers, employees, committees, contractors or agents will ensure that decisions or transaction approval falling outside of their scope of authority are referred to the Director of Administration or otherwise as appropriate.
- (6) Regardless of the delegation of any financial administration authority by the Council, the Council remains responsible for the financial management of Glooscap First Nation.

E. Procedures

- (1) Procedures for delegation
- a. The Director of Administration is responsible for preparing and updating the Authorization and Delegation Table in accordance with this policy for Glooscap First Nation.
 - b. The Director of Administration will ensure an appropriate level of documentation including a signed delegation of authority statement or agreement accompanies and is maintained with the Authorization and Delegation Table.

- c. The Director of Administration will submit the Authorization and Delegation Table to Council for approval and Council will at least annually, with a motion duly recorded in the minutes, approve the Authorization and Delegation Table.
 - d. The Director of Administration will ensure that that the delegation of authorities is communicated to each department head and other persons as appropriate to ensure the delegated responsibilities can be carried out effectively.
 - e. The Director of Administration will ensure that the delegation of authorities is communicated to each department head and other persons as appropriate to ensure the delegated responsibilities can be carried out effectively.
 - f. Council, committees, Director of Administration, Officers, employees, contractors, or agents delegate authority only when there is assurance that the control objectives of authorization of the decision or transaction will be effectively served.
- (2) Procedures for the Authorization and Delegation Table
- a. The Authorization and Delegation Table will include components of the financial management system that require decisional and approval authority to carry out activities, make commitments, collect and disburse funds on behalf of Glooscap First Nation.
 - b. Any delegation of authority granted will be aligned with the hierarchical organizational chart structure.
 - c. Updates made to the Authorization and Delegation Table by the Director of Administration will be approved by Council. The Director of Administration will submit an updated Authorization and Delegation Table to Council for approval as soon as practicable.
- (3) Temporary delegation of responsibility
- a. Short-term – Each functional area or department with authority under the Table will establish a protocol for delegation of responsibility to deal with absences due to illness, vacations, and other forms of temporary leave. Delegations of assignment are to be documented and distributed to the Director of Administration.
 - b. Long-term – Any delegation of responsibility of a long-term nature will be approved by the Director of Administration and appropriately documented.
- (4) Procedures for monitoring and evaluation
- a. The Director of Administration will at least annually, monitor and evaluate the performance of the delegated duties and functions and if necessary, make recommendations to Council for amendments to the Authorization and Delegation Table.

F. References and Related Authorities

- (1) FMB's Financial Management System Standards
 - a. Standard 8.1 - DELEGATED/ASSIGNED RESPONSIBILITIES – Council delegation procedures
- (2) FMB's Financial Administration Law Standards

- a. Standard 8.1 - FIRST NATION COUNCIL – Responsibility
- b. Standard 8.2 - FIRST NATION COUNCIL – Delegation
- c. Standard 11.1.6 - DIRECTOR OF ADMINISTRATION – Permitted assignment
- d. Standard 11.2.5 - SENIOR FINANCIAL OFFICER – Permitted assignment

G. Appendices

- (1) Appendix B – Glooscap First Nation Authorization and Delegation Table
- (2) Appendix C – Glooscap First Nation Council Delegation of Duty/Function Agreement
- (3) Appendix D – Glooscap First Nation Implementation Notes

4. Code of Conduct

A. Policy

It is Council's policy to have Councillors, Officers, any employees and contractors, (where applicable) involved in the financial administration of Glooscap First Nation, make an annual Code of Conduct Declaration.

B. Purpose

The purpose of this policy is to provide each Councillor, employee and contractors with a clear understanding of his/her expected conduct in the performance of their responsibilities.

C. Scope

This policy and procedure applies to all individuals involved with the financial administrative system of Glooscap First Nation, including Councillors, Officers, all employees and contractors in the Finance Department.

D. Responsibilities

- (1) Council members are responsible for reading and understanding the Code of Conduct and signing the Code of Conduct Declaration upon commencement of their Term of Office with Glooscap First Nation.
- (2) The Director of Administration is responsible for ensuring that all employees are informed of the Code of Conduct and this policy and for ensuring training/orientation on the Code of Conduct is provided to Councillors, Officers and employees and contractors, in a timely manner upon being hired, contracted or elected.
- (3) The Director of Administration is responsible for ensuring all Officers and employees sign the Code of Conduct Declaration annually for inclusion into their HR files.
- (4) The Director of Administration will provide any contractor who works with Glooscap First Nation, a copy of the Code of Conduct. The contractor will acknowledge that they will honour the integrity of the Code of Conduct, in their contract with Glooscap.
- (5) Immediate supervisors of existing and new employees are responsible for ensuring their supervised employees sign the Code of Conduct Declaration annually and submit for inclusion into their HR file in a timely manner.
- (6) When an Officer, employee or contractor reports a potential conflict of interest as required in the Code of Conduct, he or she will complete and file the Conflict of Interest Disclosure Form with the Director of Administration who will place the Declaration in the HR file of the Officer or employee or in the work file in the case of a contractor.
- (7) When the Director of Administration reports a potential conflict of interest as required in the Code of Conduct, the Director of Administration will complete and file the Conflict of Interest Disclosure Form with the Chair of the Finance, Audit and Risk Committee who will submit it for inclusion into the HR file of the Director of Administration. All such reported disclosures will be filed individually but monitored centrally by the Finance, Audit and Risk Committee or HR Department.

- (8) The HR file for the Director of Administration will be held by the Senior Finance Officer to ensure the integrity of the file.

E. Procedures

- (1) At the end of each fiscal year, the HR department will communicate, in writing, to the Councillors, Officers, employees and contractors to request those who have not been made aware of the Code of Conduct to read and sign the Code of Conduct Declaration and submit it to the HR department.
- (2) The HR department will inform the Chair of the Finance, Audit and Risk Committee and the Director of Administration of any Councillors who have not submitted a signed Declaration.
- (3) The HR department will inform the Director of Administration / and Senior Financial Officer and Tax Administrator of all employees who have not submitted a Code of Conduct Declaration.
- (4) The HR department will retain the signed Code of Conduct Declaration forms in the employee's personnel file and contractors' file. The signed Code of Conduct Declaration forms for councillors will be held by the Director of Administration, or equivalent, to the Council.
- (5) The HR Department will retain all Conflict of Interest Disclosure Forms in the respective Officer or employee's personnel files and contractors' file.
- (6) The Council will take action to rectify any instances of non-compliance within 90 days of receiving the compliance report.

F. References and Related Authorities

- (1) FMB's Financial Management System Standards
 - a. Standard 13.1 – Disclosure Procedures
 - b. Standard 13.2 – Conduct Training
 - c. Standard 13.3 – Compliance Declaration
- (2) FMB's Financial Administration Law Standards
 - a. Standard 12.0 – Conduct

G. Appendices

- (1) Appendix E – Glooscap First Nation Code of Conduct Declaration
- (2) Appendix F – Glooscap First Nation Conflict of Interest Disclosure Form

5. Committee Establishment and Dissolution

A. Policy

It is Council's policy to establish any Standing Committees and any Special Committees it deems necessary to fulfill its mandate or to assist in meeting statutory obligations.

B. Purpose

The purpose of this policy and procedure is to establish an effective governance system that ensures that committees are consistently and purposefully structured to carry out its specified functions assigned by Council or in First Nation laws.

C. Scope

This policy and procedure applies to Council, its committees and the Director of Administration.

D. Responsibilities

(1) Subject to First Nation laws, Council is responsible for:

- a. The establishment of any Council committee and its mandate;
- b. Approval of the Terms of Reference for each committee;
- c. Approving the minimum qualifications and eligibility requirements of committee members and chairpersons;
- d. Approving the appointment of a Chairperson or the filling of a Chairperson vacancy on any Council committee;
- e. Reviewing reports on the effectiveness of each committee and approving change if recommended by the Director of Administration or the Finance, Audit and Risk Committee.

(2) The Director of Administration is responsible for:

- a. Maintaining detailed descriptions and current membership lists for each committee;
- b. Assisting committee Chair's in preparing committee agendas when requested; and
- c. Ensuring that the agendas and minutes of all committee meetings are retained for a period of at least seven years [or period specified as per Information Management Policy of Glooscap First Nation].

(3) The Chairperson is responsible for:

- a. Chairing committee meetings and ensure they are conducted in an efficient and effective manner;
- b. Scheduling committee meetings as necessary and planning committee activities to ensure that the committee is successful in fulfilling its mandate and addressing its functions, duties and responsibilities, including working within its approved budgetary resources;
- c. Approving committee agendas;

- d. Ensuring that minutes are prepared and that they accurately reflect meeting outcomes;
- e. Identifying the necessary qualifications and eligibility criteria for committee members, subject to First Nation laws;
- f. Recruiting qualified committee member candidates and recommending them to Council;
- g. Evaluating committee members and their contributions;
- h. Recommending member appointments and removals to Council; and
- i. Reporting (written and/or verbal) to Council on behalf of the committee.

(4) The committee members are responsible for:

- a. Preparing for meetings for those committees of which he or she is a member by reading reports and background materials prepared for each meeting and acquiring adequate information necessary for decision making;
- b. Becoming knowledgeable of the committee functions;
- c. Participating fully and frankly in the discussions of the committee;
- d. Attending all committee meetings;
- e. Avoiding conflicts of interests and complying with conflicts of interest policies and procedures established by Council or under First Nation law;
- f. Maintaining respectful demeanour when in committee meetings and when representing the community internally to the community or externally;
- g. Avoidance of favouritism of any kind when participating as a committee member;
- h. Avoiding all conflict of interest as outlined in the Glooscap First Nation Code of Conduct.

E. Procedures

(1) Establishing / Dissolving of a Committee

- a. Subject to First Nation laws, Council may establish or dissolve a committee, other than the Finance, Audit and Risk Committee, by passing a Band Council Resolution. Council will also establish Terms of Reference regarding the committee's mandate, objectives and expected outcomes.
- b. Subject to First Nation laws, for each new committee, the Director of Administration and the Chairperson will develop and recommend to Council for approval the Terms of Reference which will include, at a minimum, the following:
 - i. Composition of members, including minimum number of councillors and any requirements for specific experience, skills, knowledge or expertise;
 - ii. Quorum;
 - iii. Term of the committee members;

- iv. Detailed role and functions;
- v. Voting rules; and
- vi. Meeting and reporting obligations.

(2) Appointment of Committee Member

- a. Subject to First Nation laws, Council will appoint a committee chairperson.
- b. Subject to First Nation laws, the Director of Administration and the respective committee Chairperson will develop and recommend to Council for approval membership qualification and eligibility criteria for each Committee, including potential conflicts of interest avoidance.
- c. The Director of Administration or a designate, recommended by the Director of Administration and approved by the Council, will develop and implement a recruitment strategy to fill committee vacancies.
- d. The Director of Administration will meet with and assess the qualifications eligibility and interest of each member candidate and provide the chairperson with a list of qualifying and eligible candidates.
- e. The Chairperson, based on consultations with the committee, will recommend to Council the appointment of new individuals to the committee.

(3) Monitoring and Evaluating Committee Performance

- a. Annually, the Chairperson will evaluate the committee's progress against its Terms of Reference, objectives, and stated outcomes. The results of the analysis will be presented to council and used as the basis for the following year plan for the committee.
- b. The annual progress report 3(a) will be presented to the Council each March at their regularly scheduled Council meeting for review and action if required.
- c. The Chairperson will continually monitor the performance of Committee members against their terms of appointment.

(4) Removal of Committee Members

- a. Subject to First Nation laws, committee member may be removed on the recommendation of the committee chairperson if the committee member has committed a breach of the Code of Conduct, breach of confidentiality, or otherwise had breached a First Nation policy, fails to perform expected duties of a committee member, or is no longer qualified or eligible to be a committee member.

F. References and Related Authorities

(1) FMB's Financial Management System Standards

- a. Standard 11.1 – First Nation Committees – First Nation Committees generally

G. Appendices

- (1) Appendix G – Glooscap First Nation Committee Establishment Checklist
- (2) Appendix H – Glooscap First Nation Committee Terms of Reference Template
- (3) Appendix I - Glooscap First Nation Committee Annual Progress Report Template

6. Finance, Audit and Risk Committee

A. Policy

It is Council's policy and a requirement of the Glooscap First Nation's Financial Administration Law to establish and maintain a Finance, Audit and Risk Committee ("the Committee") to assist Council in carrying its oversight responsibilities for financial reporting, Internal Control, and risk management processes.

B. Purpose

The purpose of this Policy is to set out the composition, responsibilities, and procedures in establishing and maintaining a Finance, Audit and Risk Committee.

C. Scope

This policy applies to Council, the Finance, Audit and Risk Committee, the Director of Administration and the Senior Financial Officer.

D. Responsibilities

- (1) Subject to Glooscap First Nation's Financial Administration Law, the Council is responsible for:
 - a. Assigning to the Committee any responsibilities or functions in addition to those set out in the Law;
 - b. Approval of the Terms of Reference for the Committee;
 - c. Approving the Eligibility Criteria of the Committee members, chairpersons and vice-chairpersons;
 - d. Approving the requirements of Financial Competency to be met by the majority of the Committee members as set out by the Committee in coordination with the Director of Administration and the Senior Financial Officer;
 - e. The appointment of the Chairperson and the Vice-Chairperson of the Committee and the filling of any vacancies in those offices;
 - f. Reviewing the and approving the annual report on the effectiveness of the Committee;
 - g. Providing the Committee with the resources it might need to carry out its functions;
 - h. For considering any recommendations or advice provided by the Committee; and
 - i. [If the chairperson is not a councillor] sending notices and agendas of all council meetings to the chairperson.
- (2) The Finance, Audit and Risk Committee Chairperson is responsible for:
 - a. Facilitating the Committee's interaction with Senior Management;
 - b. Chairing the Committee meetings and ensuring they are conducted in an efficient and effective manner;

- c. Planning the Committee's activities to ensure that the Committee is successful in fulfilling its mandate and addressing its functions, duties and responsibilities;
- d. Preparing the Committee's agendas in cooperation with the Director of Administration and the Senior Financial Officer;
- e. Ensuring that minutes are recorded at each duly called meeting;
- f. Recruiting qualified Committee member candidates and recommending them to Council;
- g. Evaluating committee members and their contributions;
- h. Reporting to Council on behalf of the Committee.

(3) Committee Members are responsible for:

- a. Preparing for meetings by reading reports and background materials prepared for each meeting and acquiring adequate information necessary for decision making;
- b. Actively participating in the Committee's deliberations;
- c. Attending all scheduled Committee meetings subject to reasonable exceptions acceptable to the Chairperson;
- d. Becoming knowledgeable of the Committee functions and statutory responsibilities under Glooscap First Nation's Financial Administration Law;
- e. Maintaining direct, open and frank communications with management, the Committee, the Auditor and other advisors as appropriate;
- f. Ensuring that they have the minimum level of financial competency necessary to fulfill their responsibilities;
- g. Ensuring that they maintain their Independence as required in Glooscap First Nation's Financial Administration Law;
- h. Avoiding conflicts of interests and complying with conflict of interest policies and procedures established by Council and described in the Financial Administration Law;
- i. Reviewing and making recommendations to the Council on the Terms of Reference of the Committee.

(4) The Director of Administration is responsible for:

- a. Confirming, before appointment, that each potential member of the Committee is eligible to be a member and is independent;
- b. Ensuring that each member of the Committee signs a statement annually, confirming that they continue to meet the Eligibility Criteria and remain independent;
- c. Maintaining the current Committee member list;
- d. Tracking the Financial Competency of each Committee member;

- e. Keeping the Chair of the Committee current in a timely fashion on major developments and provide the Committee with sufficient information on a timely basis to enable the Committee to discuss potential issues, make decisions, and fulfill its mandate;
- f. Assisting the chair of the Committee in planning and making necessary arrangements for setting agendas, giving required meeting notices and holding meetings;
- g. Attending each Committee meeting, unless excused by the chair for a reasonable reason or excluded from attendance by vote of the Committee as provided in Glooscap First Nation's Financial Administration Law.

(5) The Senior Financial Officer is responsible for:

- a. Attending each Committee meeting, unless excused by the chair for a reasonable reason or excluded from attendance by vote of the Committee as provided in Glooscap First Nation's Financial Administration Law;
- b. Providing technical and professional support to the Committee as requested or as required in Glooscap First Nation's Financial Administration Law;
- c. Working with the Director of Administration to ensure that all documentation and information presented to the Finance, Audit and Risk Committee is complete and accurate.

E. Procedures

(1) Appointment and Removal of Members

- a. Subject to Glooscap First Nation's Financial Administration Law, the Council will appoint the Chairperson and Vice-Chairperson of the Finance, Audit and Risk Committee by a majority vote.
- b. The Council must establish its Finance, Audit and Risk Committee consisting of the number of members specified in the Glooscap First Nation Financial Administration Law.
- c. The Council, upon recommendation of the Chairperson, will appoint the members of the Committee, a majority of whom must have Financial Competency and all of whom must have Independence and meet Eligibility Criteria established by Council.
- d. A Committee member may be removed from office by majority vote of Council in the circumstances permitted in Glooscap First Nation's Financial Administration Law.

(2) Term Requirements

- a. Subject to Glooscap First Nation's Financial Administration Law, when making appointments to the Committee, Council will endeavor to ensure that no more than half of the members' terms will expire in any one fiscal year.
- b. The Director of Administration will maintain a register of Finance, Audit and Risk Committee members which will, for each member, include the date of appointment or re-appointment, the term of the membership, and the term end date and which will track Independence and Financial Competency issues for each member.

- c. Upon any changes in the Committee membership, the Director of Administration will report to Council on the term end dates for each member of the Committee.
- d. The term of a Committee member will be as established in Glooscap First Nation's Financial Administration Law.
- e. The terms of office of members of the Finance, Audit and Risk Committee are staggered to ensure the continuing effectiveness of the committee and to provide for succession planning.
- f. If a Finance, Audit and Risk Committee member is removed from office, dies, or resigns before their term expires, the Council must as soon as practicable appoint a new Finance, Audit and Risk Committee member to hold office for the remainder of the term.

(3) Eligibility Criteria

- a. The Council will establish Eligibility Criteria of a Finance, Audit and Risk Committee member by specifying that an individual must not have a role in the financial management of Glooscap First Nation involving the planning organizing, directing, or controlling of its financial activities, including budgeting, financial accounting, financial reporting, procurement and utilization of funds.
- b. The Council will document the criteria for Independence of a Finance, Audit and Risk Committee member by specifying that the individual does not have a direct or indirect financial relationship with Glooscap First Nation government that could, in the opinion of council, reasonably interfere with the individual's exercise of independent judgment as a member of the Finance, Audit and Risk Committee.
- c. The Council will establish the criteria for Financial Competency of a Finance, Audit and Risk Committee member that, in the opinion of council, reasonably fulfill the role and responsibilities of the Committee member and the effectiveness of the Committee.

(4) Committee Administration and Reporting

- a. Subject to Glooscap First Nation's Financial Administration Law, the quorum necessary for the transaction of business at Committee meetings will be a majority of the members of the Committee.
- b. Subject to Glooscap First Nation's Financial Administration Law, the Finance, Audit and Risk Committee will meet at least quarterly and otherwise as necessary but, in any event, as soon as practical following receipt of the audited annual financial statements and report of the auditor.
- c. All Councillors of the Nation may attend meetings of the Committee provided, however, that no Councillor is entitled to vote at such meeting and is not counted as part of quorum for the Committee if he or she is not a member of the Committee.
- d. The external auditor may attend and be heard at meetings of the Committee.

- e. The Committee will maintain written records of attendance at its meetings of Committee members and of any ex-officio member such as the Director of Administration, and the Senior Financial Officer.
- f. The Committee will provide minutes of its meetings to the Council and the Chairperson will provide reports to Council as appropriate on the substance of meetings at the next Council meeting following a Committee meeting.

F. References and Related Authorities

(1) FMB's Financial Management System Standards

- a. Standard 11.2 – First Nation Committees – Finance, Audit and Risk Committee

(2) FMB's Financial Administration Law Standards

- a. Standard 10.1 – Finance, Audit and Risk Committee – Constitution
- b. Standard 10.2 – Finance, Audit and Risk Committee – Terms of Office
- c. Standard 10.3 – Finance, Audit and Risk Committee – Committee Officers
- d. Standard 10.4 – Finance, Audit and Risk Committee – Committee Procedures
- e. Standard 10.5 – Finance, Audit and Risk Committee – Committee Functions
- f. Standard 19.2.5 - Auditor Authority

G. Appendices

- (1) Appendix J – Glooscap First Nation Finance, Audit and Risk Committee Terms of Reference
- (2) Appendix K – Glooscap First Nation FAR Committee Finance Competency Guidelines

7. Appointment of First Nations Officers

A. Policy

It is Council's policy to make/approve the appointment or removal of the Director of Administration, the and Tax Administrator of Glooscap First Nation.

B. Purpose

The purpose of this policy is to provide guidance on the appointment process and responsibilities of the Director of Administration, Senior Financial Officer and the Tax Administrator.

C. Scope

This policy and procedure applies to Council, the Director of Administration, the Senior Financial Officer and the Tax Administrator of Glooscap First Nation.

D. Responsibilities

- (1) Council is responsible for appointing the Director of Administration, Senior Finance Officer and Tax Administrator, and any other Officer connected with the financial administration of Glooscap First Nation. The employment of the Officers will be mandated by the Glooscap First Nation Human Resource Policy. This includes but does not limit the employment relationship to hiring, termination, disciplinary measures, compensation etc.
- (2) The Director of Administration is responsible for:
 - a. Developing and recommending to the Council for approval, human resources policies and procedures for the hiring, management and dismissal of Officers and employees of Glooscap First Nation;
 - b. Preparing and recommending to the Council for approval, descriptions of the powers, duties and functions of all employees of Glooscap First Nation;
 - c. Hiring the employees of Glooscap First Nation, as the Director of Administration considers necessary, and to set the terms and conditions of their employment;
 - d. Overseeing, supervising and directing the activities of all Officers and employees of Glooscap First Nation;
 - e. Overseeing and administering the contracts of Glooscap First Nation;
 - f. Identifying, assessing, monitoring and reporting on financial risks and fraud risks. The Director may work in cooperation with the Senior Finance Officer to complete this work;
 - g. Monitoring and reporting on the effectiveness of mitigating controls for the financial and fraud risks. The Director may work in cooperation with the Senior Finance Officer to complete this work;

- h. Other duties as required by council that are not contrary to Glooscap First Nations *Fiscal Management Act* (“the *FNFMA*”) or inconsistent with the Director of Administration’s duties under Glooscap First Nation’s Financial Administration Law;
 - i. Reporting directly to Council.
- (3) The Senior Financial Officer is responsible for:
- a. The day to day management of Glooscap First Nation’s financial administration system;
 - b. Other duties as required by the Director of Administration that are not contrary to the *FNFMA* or inconsistent with the senior financial Officer’s duties under Glooscap First Nation’s Financial Administration Law;
 - c. Reporting directly to the Director of Administration; and
 - d. Any other duties as set out in section [19.2] of the Financial Administration Law.
- (4) The Tax Administrator is responsible for:
- a. The day to day management of Glooscap First Nations local revenues system;
 - b. Other duties as required by the Director of Administration that are not contrary to the *FNFMA* or Glooscap First Nation’s local revenue laws or inconsistent with the tax administrator’s duties under Glooscap First Nation’s Financial Administration Law;
 - c. Reporting directly to the Director of Administration.

E. Procedures

- (1) Appointment
- a. See Glooscap First Nation Human Resource Policy Section 3 Hiring for procedures for hiring of employees.

F. References and Related Authorities

- (1) FMB’s Financial Management System Standards
- a. Standard 12.1 – Director of Administration
 - b. Standard 12.2 – Senior Financial Officer
 - c. Standard 12.3 – Tax Administrator
 - d. Standard 12.4 – Functions Documented
- (2) FMB’s Financial Administration Law Standards
- a. Standard 11.1 – Director of Administration
 - b. Standard 11.2 –
 - c. Standard 11.3 – Tax Administrator
 - d. Standard 11.4 – Employees

G. Appendices

None

8. External Audit

A. Policy

A qualified and licensed external auditor will be appointed to render an audit opinion on the annual financial statements (and Special Purpose Reports, as applicable) of Glooscap First Nation in accordance with Public Sector Accounting Standards as established by the Canadian Public Sector Accounting Board the Department of Indigenous Services Canada, Canada Housing and Mortgage Corporation (and any other government department that requires special reports). Glooscap First Nation will appropriately prepare for the audit and ensure that the external auditor has the necessary access and authorities to complete their work.

B. Purpose

The purpose of this policy is to provide guidance on the appointment of an external auditor and the management of the annual audit process within Glooscap First Nation.

C. Scope

This policy applies to Council, the Finance, Audit and Risk Committee, the Director of Administration and the Senior Financial Officer and those personnel providing service within the financial administrative system.

D. Responsibilities

(1) Council is responsible for:

- a. Approving the appointment (re-appointment) of an auditor meeting eligibility requirement and documenting the appointment with a council resolution;
- b. Approving and signing the Engagement Letter which requires the auditor to confirm that the financial statements and the audit comply with Glooscap First Nations Financial Management Board's standards, any relevant funding agreement requirements and all applicable laws;
- c. Approving and reviewing periodically, the policies and procedures related to the external auditor's authority to receive the information and documents required to perform the audit function;
- d. Reviewing and approving the audited annual financial statement within 120 days after fiscal year end, and ensuring they are signed by those required in the Financial Administration Law – Senior Financial Officer, Chief or Council Chairperson, and Chair of the Finance, Audit and Risk Committee;
- e. Ensuring employees act on the recommendations from the Finance, Audit and Risk Committee related to the audit; and
- f. Ensuring First Nation members' access to the audited financial statements and Special Purpose Reports after they have been approved and signed as required in the Financial Administration Law.

(2) The Finance, Audit and Risk Committee is responsible for:

- a. Providing oversight on the external audit and advising the council as required;
- b. Making recommendations to Council on the selection, engagement and performance of an auditor;
- c. Receiving assurances on the independence of a proposed or appointed auditor;
- d. Ensuring that the appropriate action is taken with respect to any communication from the external auditors;
- e. Approving the terms and conditions of the appointment of the auditor as set out in the Engagement Letter and ensuring that it includes the auditor's obligation to confirm that the annual financial statements and the audit of them comply with the Financial Administration Law, Glooscap First Nations *Fiscal Management Act* and Glooscap First Nations Financial Management Board's Standards and any relevant funding agreements;
- f. Reviewing the draft annual financial statement from the senior financial officer and presenting the statements to council within sixty days following the end of the fiscal year for which they were prepared;
- g. Reviewing and making recommendations to council on the planning, conduct and results of audit activities; and
- h. Reviewing and making recommendations to the Council on the audited annual financial statements, including [the audited local revenue account financial statements and] any Special Purpose Reports.

(3) The Director of Administration is responsible for:

- a. Reviewing, in cooperation with the Senior Finance Officer, the audit engagement process and the Engagement Letter to ensure they meet the specifications outlined in the Glooscap First Nation Financial Administration Law;
- b. Directing and facilitating any notices regarding meetings concerning the annual audit or audited financial statements; and
- c. Preparing the auditor's performance evaluation report with the input of the Senior Financial Officer;
- d. Coordinating communications between the auditor, the Finance Audit and Risk Committee and the Council to ensure that all parties have the information they require to make informed decisions.

(4) The Senior Financial Officer is responsible for:

- a. Overseeing, supervising, directing and facilitating requests for any information required by the auditor to carry out its audit responsibilities;
- b. Preparing and providing to the Finance, Audit and Risk Committee within forty-five days of the fiscal year end the annual financial statements and Special Purpose Reports for the fiscal year in accordance with PSAS and any funding agreements;

- c. Facilitating the flow of account and other information and acting on auditor's requests during the audit;
- d. Ensuring the accounts are properly updated to reflect audit adjustments, the account balances are reconciled to the audit statements and schedules, and a proper year end closing of the accounts is completed; and
- e. Providing feedback on the auditor's performance to the Director of Administration.

E. Procedures

(1) Auditor selection, engagement and performance

- a. The Director of Administration and the Senior Financial Officer will establish evaluation criteria to be included in a Request for Proposal ("RFP") for the external audit which will be approved by the Finance, Audit and Risk Committee and include, at a minimum:
 - i. Independence from Glooscap First Nation, its related bodies, Councillors and officers and members;
 - ii. In good standing with regulatory bodies (Chartered Professional Accountants of Canada, Canadian Institute of Chartered Accountants, Certified General Accountants Association of Canada, or the Society of Management Accountants of Canada) and/or their respective counterparts in the province or territory in which the firm or accountant is practising;
 - iii. License to practice public accounting;
 - iv. Depth of experience serving First Nations and other public sector entities;
 - v. Other considerations as appropriate (i.e. funding agreement requirements).
- b. The Finance, Audit and Risk Committee will review and approve the RFP before it is made public.
- c. The Finance, Audit and Risk Committee will review Management's evaluation of the proposals and their recommendation. The Finance, Audit and Risk Committee may approve the recommendation or may ask for additional information, including an in-camera (i.e. without management) interview with the recommended auditor.
- d. Upon approval, the Finance, Audit and Risk Committee will recommend the engagement of the selected auditor and the Engagement Letter to Council.
- e. The Director of Administration and the Senior Finance Officer will review the Engagement Letter with the auditor selected to ensure it contains the content required by the Financial Administration Law and any other applicable requirements
- f. The Council will be presented with the letter during a duly convened meeting, have time to offer suggestions and will then proceed to sign the letter in accordance with the Glooscap First Nations approved signing authorities and ensure that it is delivered to the auditor.

- g. Annually at the conclusion of the audit, the Director of Administration and Senior Financial Officer will prepare a performance evaluation report of the auditor's activities, along with any management recommendations, and present the report to the Finance, Audit and Risk Committee.
- h. The Finance, Audit and Risk Committee will review the auditor's performance evaluation and recommendations and take necessary steps as appropriate.
- i. On a periodic basis, the Finance, Audit and Risk Committee and Council will review the engagement of the external auditor and determine whether an RFP should be initiated for the appointment of a new auditor.

(2) Auditor Independence

- a. The Finance, Audit and Risk Committee will ensure that Glooscap First Nation has received a letter from the auditor, before the audit is finalized, in which the auditor confirms their continued Independence.

(3) Audit planning

- a. The Finance, Audit and Risk Committee will meet with the auditor before commencement of the annual audit to review the proposed audit plan, to make any requests or to provide any feedback that the auditor should consider when finalizing the plan and conducting the audit.
- b. The Finance, Audit and Risk Committee will submit the finalized audit plan along with any recommendations, to Council for approval.
- c. Council will approve the plan at their next scheduled meeting and with a resolution of Council, recorded in the minutes.

(4) Preparations for the audit

- a. The Senior Financial Officer will keep the auditor apprised and discuss in advance of the audit of any significant accounting issues, developments or changes for Glooscap First Nation that could have an impact on the audit and the audit report.
- b. Prior to fiscal year end, the Senior Financial Officer will issue instructions to the finance and accounting staff concerning fiscal year end procedures to help ensure the accuracy and completeness of Glooscap First Nation's financial statements and disclosures.
- c. Additionally, finance staff, under the direction of the Senior Financial Officer, will commence preparation before fiscal year end of necessary schedules and working papers for audit according to the audit work plan. This will also include preparation of third-party accounts receivable or accounts payable confirmation letters, financial institution account confirmations, and account balance reconciliations.
- d. Issues arising or communicated in a mid-year review by the auditor will be discussed with the Finance, Audit and Risk Committee for recommended resolution. The instructions for preparation of Glooscap First Nation's financial statements will take into account any such resolutions.

- e. The Finance, Audit and Risk Committee will be informed of any issues that could affect the audit (e.g. where the auditor believes a change in the terms of the engagement may be warranted).

(5) Audited annual financial statements

- a. The Finance, Audit and Risk Committee will receive and review the draft audited annual financial statements, including any Special Purpose Reports and the Local Revenue Account financial statements.
- b. The Committee will satisfy itself that:
 - i. The audit has been completed according to the plan;
 - ii. The financial statements are fairly presented according to PSAS;
 - iii. The auditors have provided an opinion on the financial statements and an opinion over any Special Purpose Reports as required by Glooscap First Nation's Financial Administration Law; and
 - iv. There are no significant unresolved issues.
- c. The Committee will meet with the Auditor to review the draft audited financial statements. To ensure sound governance, the committee will meet with the auditor 'in camera' (without Glooscap First Nation's management team) for a part of the meeting.
- d. When satisfied with its review of the draft audited financial statements and the resolution of any audit issues, the Finance, Audit and Risk Committee will recommend the draft audited financial statements to Council for approval.
- e. Before publishing the audited financial statements, the following approvals are required:
 - i. Approval of council through a council resolution;
 - ii. Approval by signature from all of the following:
 - a) The Chief or the Chairperson of the Council of Glooscap First Nation;
 - b) The Chairperson of the Finance, Audit and Risk Committee;
 - c) The Director of Administration and Senior Financial Officer.

F. References and Related Authorities

(1) FMB's Financial Management System Standards

- a. Standard 21.0 Audits

(2) FMB's Financial Administration Law Standards

- a. Standard 10.5.2 Audit Functions
- b. Standard 19.0 Audits

G. Appendices

- (1) Appendix L – Glooscap First Nation Audit Performance Evaluation Template
- (2) Appendix M – Glooscap First Nation Audit Calendar and Checklist

9. Reporting of Compensation, Benefits and Contracts

A. Policy

It is Council's policy and a requirement of Glooscap First Nation's Financial Administration Law to annually disclose for each councillor the remuneration paid and expenses reimbursed by Glooscap First Nation, and by any entity that is consolidated by Glooscap First Nation, whether such amounts are paid to the councillor while acting as councillor or in any other capacity.

B. Purpose

The purpose of this policy is to establish accountability, transparency and full disclosure for each councillor's remuneration and expenses paid by Glooscap First Nation and by its consolidated entities. It is intended that this policy meets the disclosure and reporting requirements under both Glooscap First Nation's Financial Administration Law and Glooscap First Nations Financial Transparency Act. It is expected that a single Special Purpose Report be prepared on an annual basis that meets the requirements under both laws.

C. Scope

This policy and procedure apply to each member of Council.

This policy and procedure does not apply to remuneration or expenses received:

- (1) In common by all First Nation members;
- (2) Under a program or service universally accessible to First Nation members on published terms and conditions; or
- (3) From a trust agreement, according to the terms of the trust.

D. Responsibilities

- (1) Council is responsible for:
 - a. Ensuring that each Councillor annually report to the Senior Financial Officer all remuneration paid and all expenses reimbursed by Glooscap First Nation and by any entity that is consolidated by Glooscap First Nation.
- (2) The Senior Financial Officer is responsible for:
 - a. Preparing an annual report separately listing the remuneration paid and expenses reimbursed by Glooscap First Nation, and by any entity consolidated by Glooscap First Nation, to each councillor whether such amounts are paid to them while acting as councillor, or in any other capacity;
 - b. Including the annual report as a Special Purpose Report in Glooscap First Nation's annual report; and
 - c. Making the Special Purpose Report available on Glooscap First Nation website or other repository for official documents to which membership has access.

E. Procedures

- (1) Within 30 days after each fiscal year end, each Councillor will declare to Glooscap First Nation in writing a listing of each of their remuneration and expenses paid by Glooscap First Nation and by any entity in the most recent completed fiscal year. Councillors will make this declaration by completing a 'Disclosure Statement' as attached in Appendix L.
- (2) The Senior Financial Officer will collect all Disclosure Statements no later than the commencement of the annual audit of Glooscap First Nation for the most recent completed fiscal year.
- (3) Based on the information in the Disclosure Statements, the Senior Financial Officer or a designate will extract amounts from the general ledger to complete the Special Disclosure Report (see Appendix M). Tables and columns should be used to present full aspects of the disclosures and at minimum must include remuneration paid and expense claims reimbursed by Glooscap First Nation for each Councillor.
- (4) Commentary or footnotes can be used to provide explanations of remuneration paid and expenses reimbursed to allow a reader to understand the disclosure.
- (5) The Special Purpose Report must include any Councillor that left prior to the end of the fiscal year.
- (6) If a Councillor worked in another capacity for Glooscap First Nation during part of a fiscal year that is being disclosed, the remuneration earned, and any other expenses paid in the other position must be included. For greater clarity a footnote will be included to explain which amounts relate to the respective roles.
- (7) The Senior Financial Officer will engage Glooscap First Nation's independent auditor to review the Special Purpose Report and to issue a report in accordance with the terms of the engagement.
- (8) The Senior Financial Officer will submit the Special Purpose Report along with the draft unsigned report from Glooscap First Nation's auditor to the Finance, Audit and Risk Committee for review and recommendation for approval to Council.
- (9) Once the Special Purpose Report is approved by Council the Senior Financial Officer will obtain the auditor's signed report and arrange for it to be attached to the final Special Purpose Report. The Special Purpose Report will be formatted in a manner suitable for electronic publication.
- (10) The Senior Financial Officer or a designate will publish on Glooscap First Nation's website the Special Purpose Report together with the signed report from Glooscap First Nation's auditor.

F. References and Related Authorities

- (1) FMB's Financial Management System Standards
 - a. Standard 10.0 – Reporting of remuneration and expenses
- (2) FMB's Financial Administration Law Standards

- a. Standard 9.0 – Reporting of remuneration and expenses
- b. Standard 18.6 – Special Purpose Reports

G. Appendices

- (1) Appendix N – Glooscap First Nation Disclosure Statement Template
- (2) Appendix O – Glooscap First Nation Special Purpose Report Template – Reporting of Remuneration and Expenses

10. Internal and External Roles and Responsibilities of Council

A. Policy

It is the Council's policy that the roles of Council both internally and externally be clearly defined and outlined to allow for good governance. The Council, as per the Glooscap First Nation By-Laws, is the lead of the Glooscap First Nation government. As a collective, the Council is responsible for the planning, implementation and monitoring of programming, budgeting, financial controls and service delivery to members. The Council will be available to all members and commits to regular working hours that coincide with Band Office hours of operation.

B. Purpose

The purpose of this policy is to outline the various roles and responsibilities that are specific to the Council and allow for good governance.

C. Scope

This policy applies to the Councillors of Glooscap First Nation.

D. Responsibilities

- (1) The Council are responsible for:
 - a. Reviewing, and where necessary making changes to the *Council Leadership: Duties and Responsibilities as Band Councillor* and *Council Leadership: Duties and Responsibilities of Band Chief* annually to ensure relevance.
 - b. Review annually the Glooscap First Nation Oath of Office.
 - c. Abide by the documents outlined in this policy to ensure the good governance of Glooscap First Nation.
 - d. Not holding an employment position within the band or any consolidated entities.

E. Procedures

- (1) Legislative Responsibilities of Councillors
 - a. Implement responsible financial management policies that ensure accountability and meet all requirements under the Glooscap First Nation Financial Administration Law;
 - b. Take corrective action to avoid a deficit position for the Band.
 - c. Direct employees to develop and/or amend and implement government policies and procedures and codes. Ensure that all policies, procedures and codes are reviewed by Council and approved with a resolution of Council.
 - d. Direct employees to develop, enact, repeal by-laws and regulations as required. Ensure that all by-laws and regulations are reviewed by Council and approved with a resolution of Council.
 - e. Respond to matters of concern from the constituents and/or general public declaring any potential conflicts of interest and ensuring confidentially in accordance with the Glooscap First Nation Code of Conduct Declaration, Disclosure of Conflict of Interest and Governance Policy procedures.

- f. Represent the Glooscap First Nation government and community at local, provincial, national and international meetings and events with appropriateness and integrity.
- g. Be familiar with and understand the program and service program deliverables and direct employees to administer all programs and services in accordance with those deliverables and outcomes.
- h. Ensure programs and services are delivered within budget unless specified by Council and recorded in the meeting minutes of Council.
- i. Take reasonable action for an in the best interest of Glooscap First Nation, its membership and its assets, with the objective of *Good and Lawful* government.

(2) Portfolio Responsibilities of Councillors

- a. Work cooperatively with employees and Managers responsible for the relevant department(s) to oversee at a macro level, the deliverables of the portfolio. Councillors will not become involved in the day to day administration of the program or service. The Councillors will advise the Council and community on the mandate, deliverables, performance, issues and status.
- b. Act as a portfolio liaison in terms of bringing appropriate matter to Council for consideration.
- c. Report to the Council monthly on the portfolios the Council member is responsible for. This is not meant to replicate the employee report but to outline the ways in which the Councillor has advanced the work of the portfolio and resolved any issues.
- d. Direct the appropriate employee or Manager to develop programs, policies and procedures associated with the portfolio, with final approval by Council.
- e. Direct the appropriate employee or Manager to develop terms and conditions of contracts or tenders to be awarded related to that specific portfolio, in accordance with the Glooscap First Nation Financial Administration Law and associated policies.
- f. Work with the manager, Band Finance and Administration team to monitor programs and services for efficiency, effectiveness, budget adherence and overall compliance within funding agreements and the Glooscap First Nation Financial Administration Law. Any recommendations made by the portfolio holder must be approved by the Council as a whole.
- g. Directs and works with the employee and Manager to identify, make application and follow up on any funding opportunities and partnerships.
- h. Directs and works with the employee or Manager to develop new programs and services for members, including deliverables and budgets. The portfolio holder will make recommendations with respect to the above with final approval from Council.
- i. Act as the official political representative for Glooscap First Nation in the specific portfolio area for community purposes unless Council advice otherwise.
- j. Will not interfere with the duties of another portfolio holder but will redirect as appropriate inquires and questions.

(3) Individual Responsibilities of Councillors

- a. Comply with all the by-laws, codes, policies and procedures, and band regulations of Glooscap First Nation specifically the Glooscap First Nation Financial Administration Law and its associated policies and procedures.
- b. Maintain and respect the separation of the political position from the administrative requirements and from personal gain.
- c. Be a positive role model for the Glooscap First Nation community.
- d. Preserve, protect and follow Mi'kmaq culture and traditions.
- e. Encourage and foster community spirit within the administration, governance and community at large.

(4) Political Responsibilities of the Chief

- a. Act as the official spokesperson for all internal and external matters
- b. Act as the official representative for all external matters, committees and organizations including but not limited to all federal, provincial and municipal governments; national, provincial, regional and local First Nation organizations
- c. Act as the official representative at ceremonial, special functions and events
- d. Negotiate with government, authorities and other agencies in relation to the rights, interests, claims and other matters to the extent authorized by the Council and/or the membership.

(5) Legislative Responsibilities of the Chief

- a. Call and chair (or appoint a designate) all Council meetings. The Chief votes only to break a tie in the voting process.
- b. Call, Chair (or appoint a designate) and provide reports to the membership at the Annual General Meeting (AGM)
- c. Call, Chair (or appoint a designate) all staff meetings.
- d. Ensure the Council, as a collective including the Chief, carries out the legislative duties outlines in Section E(1)

(6) Management Responsibilities of the Chief

- a. Act as the liaison and provide direction to the Management Team as per the collective decisions of the Council
- b. Act as the employer contact person for the Director of Administration.

(7) Portfolio Responsibilities of the Chief

- a. Provide direction and oversight to councillors related to specific portfolios
- b. Communicate relevant information, trends and contacts to councillors related to specific portfolios
- c. Oversee the portfolio system to ensure the portfolio holders perform their designated functions, meet deliverables within budget, and adhere to policies, procedures and reporting requirements.

- d. Be an ex-officio member of each portfolio and associated committees.

(8) Individual Responsibilities of the Chief

- a. Comply with all the by-laws, codes, policies and procedures, and band regulations of Glooscap First Nation specifically the Glooscap First Nation Financial Administration Law and its associated policies and procedures.
- b. Maintain and respect the separation of the political position from the administrative requirements and from personal gain.
- c. Be a positive role model for the Glooscap First Nation community.
- d. Preserve, protect and follow Mi'kmaq culture and traditions.
- e. Encourage and foster community spirit within the administration, governance and community at large.

F. References and Related Authorities

None

G. Appendices

- (1) Appendix P – Glooscap First Nation Oath of Office
- (2) Appendix Q – Glooscap First Nation List of Portfolios