

Guide Dogs.

Fundraising, Marketing and Innovation Charter

Effective Date: November 2025

The Charter is to be reviewed at least every three years

This Charter applies to:

All members of Guide Dogs Victoria Board and Fundraising, Marketing and Innovation Committee

1. Purpose

The Fundraising, Marketing and Innovation Committee (the Committee) is a standing Committee of the Guide Dogs Victoria Board (the Board). This Charter sets out the purpose, authority, composition, responsibilities, meeting procedures, reporting requirements, and review mechanisms for the Committee.

2. Roles and responsibilities

The Committee is established to provide strategic oversight, advice, and support to strengthen GDV's performance across fundraising, marketing and innovation, ensuring that GDV:

- Grows, diversifies, and sustains income streams, including philanthropy and government funding.
- Evaluates, prioritises and supports the development of new services, models and technologies.
- Enhances brand visibility, trust, and community engagement.
- Fosters a culture of innovation and continuous improvement.

3. Definitions

Fundraising: All activities aimed at generating philanthropic support, including bequests, major gifts, corporate partnerships, events, and community fundraising. It also relates to government funding opportunities

Marketing: Activities that relate to communication and promotion of GDV's services, impact, brand reputation, and engagement with Clients, stakeholders, donors, and the community.

Innovation: The intentional development, testing, and implementation of new ideas, services, models, or technologies that improve Client outcomes, financial sustainability, and organisational performance.

4. Authority

The Committee has authority to:

- Seek, through the CEO, any information it requires from any staff member.
- Obtain external legal, financial, marketing, fundraising, or other independent advice considered necessary, subject to prior approval of the Board Chair.
- Conduct or authorise investigations into any matters within its scope.

5. Membership

The Committee consists of:

- Up to five (5) members, the majority of whom will be Board Directors.
- Members and the Committee Chair appointed by the Board.
- Members of management, including the CEO, COO, Executive Assistant to the CEO, and relevant Fundraising and Marketing Executive Leaders, however, are not Committee members but will attend by standing invitation.
- Other members of management, consultants, or staff attending meetings by invitation.

6. Responsibilities

The Committee is responsible for advising the Board on:

Fundraising

- Provide strategic advice on philanthropy, fundraising campaigns, partnerships, and donor engagement.
- Support the development of strategies for government funding.
- Monitor performance against fundraising strategies, targets, and KPIs.
- Review and support pipeline development for bequests, major gifts, corporate partnerships, events, and community fundraising.
- Identify opportunities for revenue diversity and sustainable growth
- Ensure fundraising practices align with ethical, regulatory, and industry standards.
- Demonstrate active engagement in fundraising by championing GDV's efforts, supporting key initiatives and events, and leveraging personal and professional networks to create meaningful connections and opportunities that strengthen organisational partnerships and revenue.

Marketing

- Provide strategic advice on marketing, brand, and communications.
- Ensure marketing and brand activities align with GDV's mission, values, and strategic plan.
- Data and insights that support acquisition and retention of clients and donors, as optimising revenue.
- Review performance of marketing campaigns, brand strategy, community engagement, and digital presence.
- Provide advice on crisis communication issues and reputational risks as required.
- Oversee measurement of marketing effectiveness and brand strength.

Innovation

- Promote a culture of innovation across GDV.
- Draw on extensive networks to capture and share relevant insights.
- Oversee the innovation framework, including prioritisation and governance of innovation initiatives.

- Provide a sounding board for new ideas to ensure Client focus and strategic alignment.
- Oversee strategy for new services, including social enterprise initiatives.
- Monitor trends, risks, and opportunities related to innovation and emerging technologies.

7. Meetings

The Committee will meet at least three times per year, with additional meetings as required.

- Members are expected to attend in person or via teleconference.
- A quorum is three (3) members, with the majority being Board Directors.
- Standing invitations include the CEO, CFO, Executive Assistant to the CEO, and Executive Leads for Fundraising and Marketing.
- The Executive Assistant to the CEO will act as Committee Secretary.
- Agendas and papers will be circulated at least one week prior to meetings.
- Minutes will be provided to the Chair within one week following each meeting.
- Minutes will be endorsed at the next meeting and signed by the Chair.

8. Reporting

The Committee minutes will be included in the Board agenda for the next Board meeting.

The Committee Chair will brief the Board on significant matters discussed, including recommendations requiring Board decision.

9. Review

The Committee will:

- Evaluate its performance annually.
- Seek feedback from the Board on its effectiveness.
- Review this Charter at least every three years and recommend any changes to the Board for approval or re-approval.

- Provide a written annual report to the Board summarising the Committee's activities, findings, and progress against its responsibilities.

10. Change History

Version number	Date	Author	Summary of change
4.0	November 2025	Chief Operating Officer	Expanded scope of Committee to include Fundraising and Marketing
3.0	November 2023	CFO	
2.0	October 2022	CEO	
1.0	November 2020	CEO	