

Stepping up to Governance

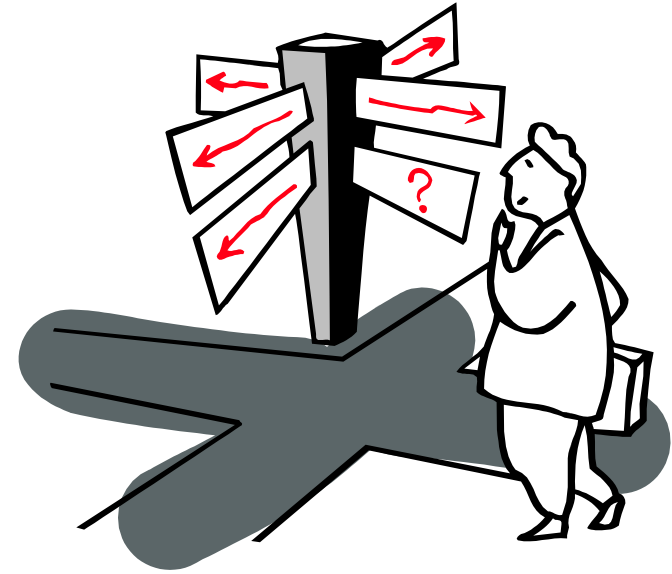
- ▶ *What does this mean?*
- ▶ *What is Governance?*



“Steering a safe course to a desirable destination.”

What do you think Bowls in Auckland will look like in 10 years time?

More importantly what you would like it to look like at your Club?



The role of the Board

In essence the Board's role is to ensure the Club is well managed, **but not to do the managing.**

You are Trustees exercising a stewardship responsibility on behalf of the Club Members.

The Board is responsible for:

- ▶ The achievement of appropriate outcomes.
- ▶ The financial security of the Club.
- ▶ The expression of a moral and social responsibility



Board people who add value

- ▶ Hats off - overview perspective
- ▶ Strategic thinkers - take the long-term view
- ▶ Open doors and make introductions
- ▶ May offer specialist business expertise
- ▶ Balance often achieved by elected plus appointed
- ▶ Outstanding Chairmanship required



Governance Boards work...

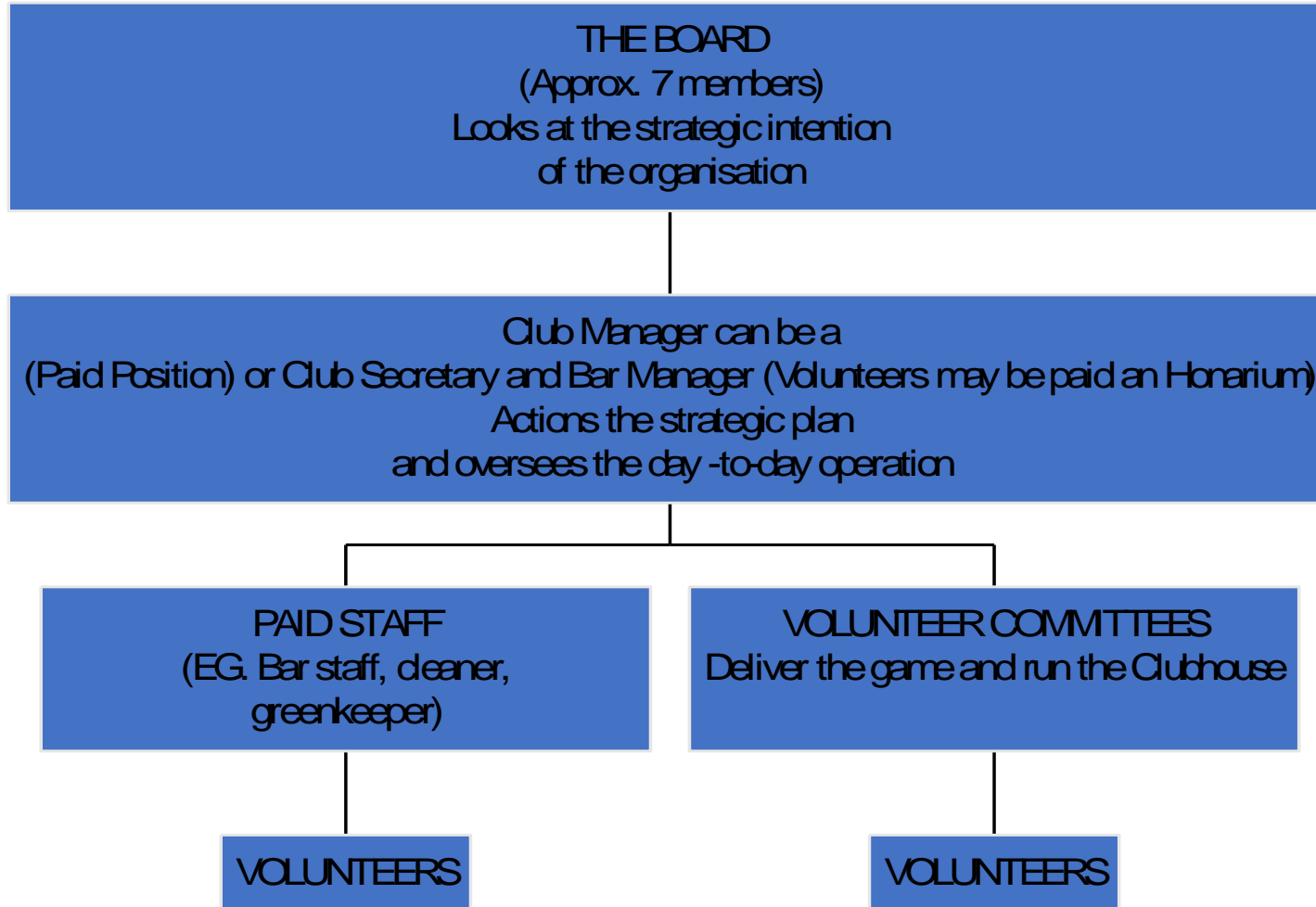
“ON” the business

not

“IN” the business



A typical Board Structure



Effective Governance and Management

- ▶ Structural separation of governance and management
- ▶ Board members “helping out” are operational volunteers under/reporting to the Manager/CEO
- ▶ Policy framework
- ▶ Plans signed off and used as the Board’s guiding document and measure
- ▶ Empowering the Manager/CEO to get on with the day to day business - implementing plans to budget
- ▶ Reporting to the Board via reports through the Manager/CEO



What does a Board member do?

- Determine the organisation's mission and purpose
- Ensure effective organisation planning
- Determine and monitor programmes
- Provide financial oversight
- Ensure adequate resources
- Ensure legal and ethical integrity and accountability
- Select, support and assess the Manager/CEO
- Recruit, induct and assess board members and board performance



Board Responsibilities

Part One - “duty of care”

- ▶ Prudent supervision of the finances - an Audit Committee
- ▶ Supervision of the Manager/CEO
- ▶ Preserving the organisations integrity, institutional knowledge
- ▶ Awareness of “state of health” of the organisation
- ▶ Dealing with issues of the moment



Board Responsibilities

Part Two - “ensuring a good tomorrow”

- ▶ Strategic thinking with purposeful discussions
- ▶ Strategic agenda
- ▶ Setting priorities (BHAGs)

“Big Hairy Audacious Goals” or the Big Picture.



What is Board Protocol?

- ▶ Committing to collective responsibility
- ▶ Declaring conflicts of interest
- ▶ Keeping confidentiality
- ▶ Being loyal and responsible eg. media
- ▶ Being accountable for organisational matters
- ▶ Attending to board business
- ▶ Respecting the rights of others around the table
- ▶ Having an appropriate relationship with Management
- ▶ Abiding by Board policies



An Effective Board - Manager relationship

- ▶ Role clarity - both parties
- ▶ Reporting and information requirements - defined
- ▶ Managers role at meetings - agreed
- ▶ A fair and ethical process for performance management - both parties
- ▶ Good/regular Manager / Chairman relationship
- ▶ Board regularly appraised of risks faced by the organisation



9 Steps to Effective Governance

- ▶ **1. Get the right people on the Board.** Balance achieved by elected plus appointed (approx. 7 members) with specialist business expertise.
- ▶ **2. Define and agree the Board's role.** Develop Board Work Plan and Strategic Plan.
- ▶ **3. Employ/Recruit and Support.** The Club Manager or Club Volunteers- Club Secretary, Bar Manager, Club Captain.
- ▶ **4. Provide Strategic Leadership.** – Strategic Plan and Board Work Plan.
- ▶ **5. Make Board meetings count.**
- ▶ **6. Stay on top of the Governance Role.** – Monitor and Evaluate- utilise tools for Strategic thinking- Performance measures.
- ▶ **7. Develop the Annual Work Plan.**
- ▶ **8. Regularly Review the Board's Performance.**
- ▶ **9. Provide purposeful Director Induction.** –effective Induction Processes



Steve's hints for effective meetings

- ▶ Start and finish on time
- ▶ Prior preparation with reading and research
- ▶ Committee reports received in advance
- ▶ Agenda check/levels of operation
- ▶ Consent agenda
- ▶ Strategy first
- ▶ Working parties
- ▶ Conflicts of interest register



Good is the enemy of Great



Training

- how to learn new ways of doing things?

- ▶ Go to Auckland Bowls website www.aucklandbowls.co.nz
- ▶ Contact Auckland Bowls General Manager or Club Support Manager.
- ▶ Sport New Zealand resource - 9 STEPS TO GOOD GOVERNANCE
www.sportnz.org.nz
- ▶ Your local Regional Sports Trust (RST)
- ▶ Sport Auckland or Sport Waitakere.
- ▶ NZ Institute of Directors

