

# Good Governance



# What will we cover?

1. What is good governance?
2. Why is it so important?
3. Principles and Practices
4. Where are you now? What do you need to do next?

# What stage is your Club at?

Beginning	Up and running	Established
If your club is in the very early stages of it's set up, it is likely that you may need additional support from the BMC.	You'll need to continue to review your existing policies and procedures to ensure they are still appropriate and relevant to the size and structure of your club.	Even if your club is established, you will need to ensure that your policies remain up to date with new legislation, for example fraud prevention. Additionally, it will be essential to consider succession planning in your club.

# What does good governance in your Club look like?

- “ Monthly board/committee meetings
- “ Reviewing the club’s management accounts
- “ Ensuring there are up to date financial policies and procedures
- “ Regularly reviewing your club’s aims and objectives against activities
- “ Taking care that all club leaders have “job descriptions” – agreed roles and responsibilities
- “ Robust procedures for approving invoices/expense claims, signing cheques and entering contracts
- “ Working together for a common cause
- “ Taking the club minutes
- “ Risk management – operational and reputational

# Definitions of good governance?

## **Sport England**

“Put simply, we consider governance to be the collective **process and systems** employed by an organisation to ensure delivery of their objectives.

Good governance is therefore establishing sufficiently robust and thorough processes to ensure that not only can these objectives be delivered but that they are delivered in an efficient, effective and transparent way.”

# Definitions of good governance?

## **Good Governance: A Code for the Voluntary and Community Sector**

“Governance is about the leadership, direction and supervision of an organisation. It means making sure that the organisation is well run (or ‘governed’) and carries out the work it was set up to do.

This involves planning for the future, safeguarding the organisation’s values and reputation, looking after the money and people and being accountable for the organisation’s actions and decisions.”

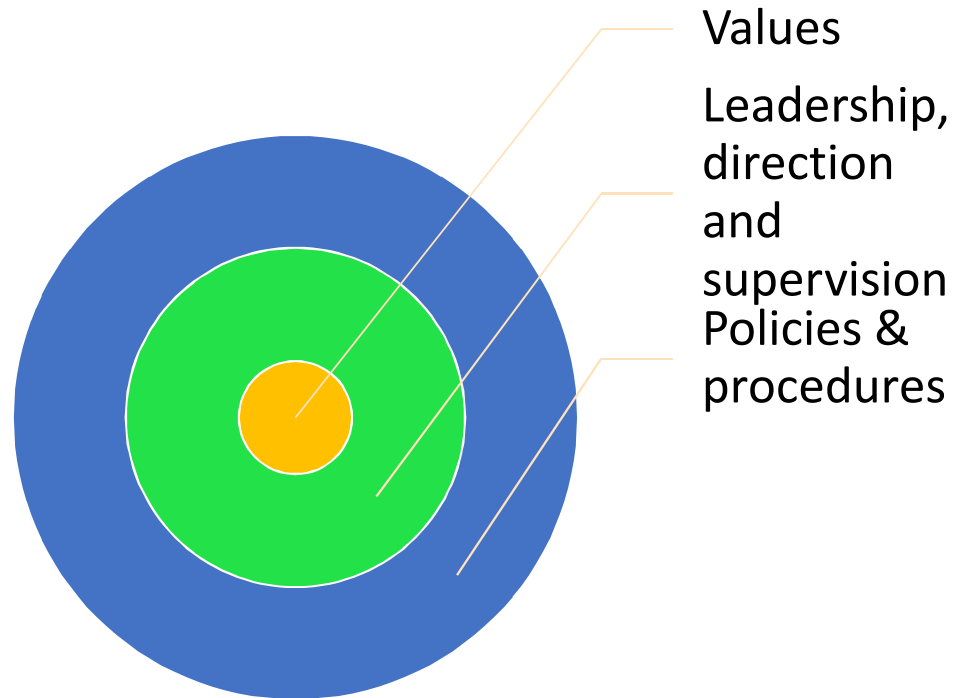
# Definitions of good governance?

## **The Charity Commission**

“The central importance of good governance to all sectors of the economy is now clearer than ever...Truly good governance has to be lived.

Each and every trustee and board member needs to embrace its values and apply them to the particular needs and circumstances of their organisations.”

# A model of good governance



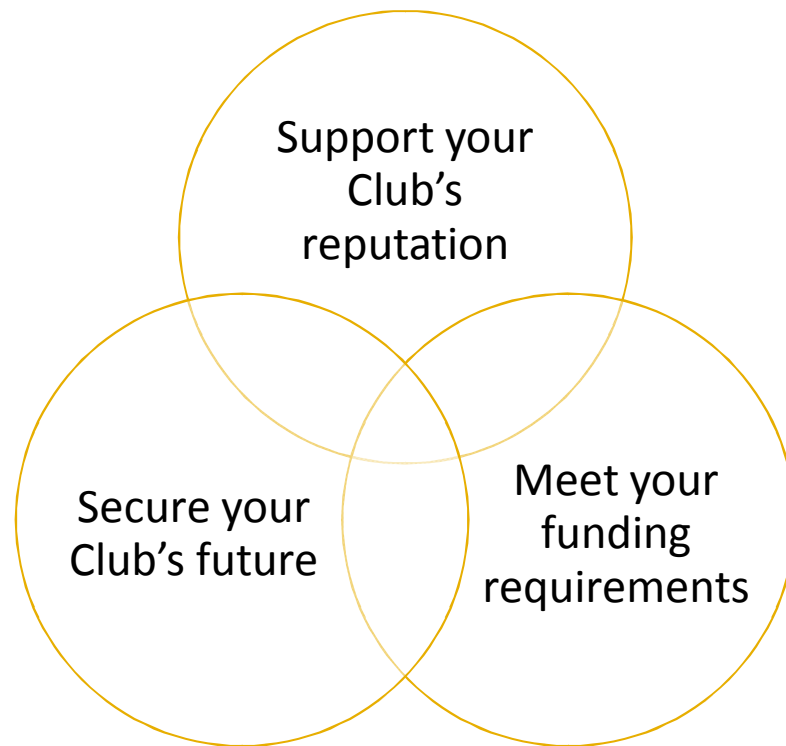


# What does Good Governance actually look like?

Indicators of Good Governance	Indicators of Weak Governance
Use the BMC for support	Old, out of date constitution
Have an up to date constitution	Lack of direction – no collective vision or plan
One set of good governance principles	Limited understanding of the role of the committee members
Look to other clubs for support and share best practice	No Annual General Meeting (AGM)
Leverage funding contracts	Lack of continuity in volunteers – succession planning not addressed
Succession planning	
Gives volunteers adequate support and reassurance	
Standards around legal requirements	

# Why is Good Governance important?

Good Governance helps to:



# Benefits of Good Governance

## **Secure your Club's future**

*“Good governance is about making sure an organisation is well run”*

*“Good governance plays an essential part in securing the future of an organisation”*

Source – Good Governance: A code for the Voluntary and Community Sector

# Benefits of Good Governance

**Support your Club's reputation**



# Benefits of Good Governance

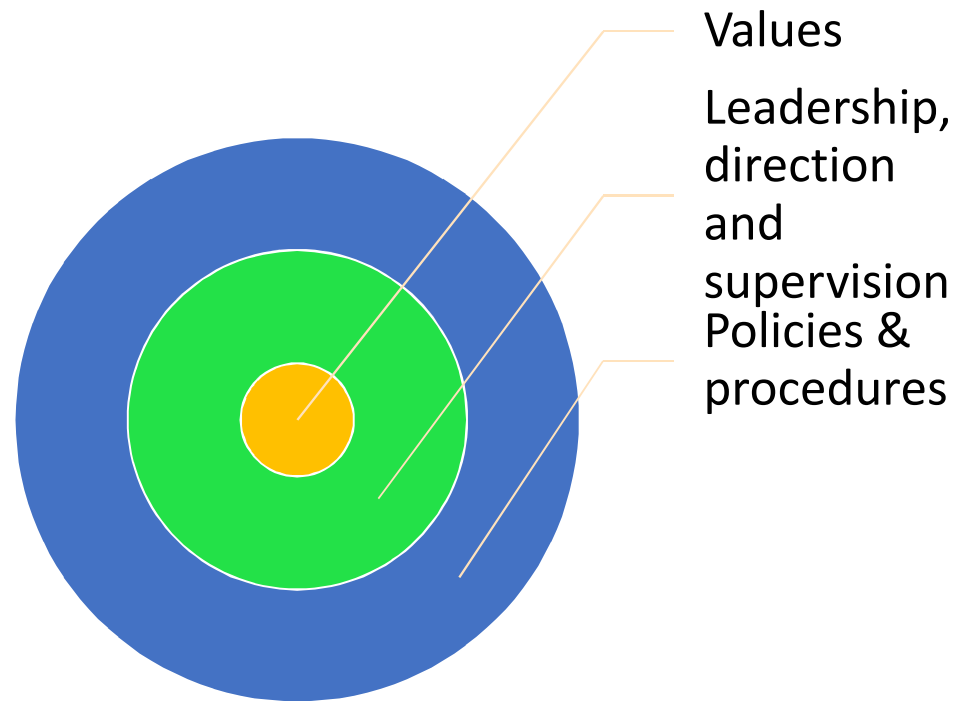
## **Meet your funding requirements**

“Our aim as investors of public funds is to invest in organisations that are well-governed and managed, as they will be in a stronger position to deliver our sporting outcomes.”

Source – Sport England Chair, Richard Lewis – Governance Strategy document

# Principles and Practices

[www.sportengland.org/our-work/governance/things-to-think-about/about-the-ttta-tool/](http://www.sportengland.org/our-work/governance/things-to-think-about/about-the-ttta-tool/)



# Values

A club leader should keep the integrity and interest of the club as a first priority. They should act reasonably at all times in the interests of the club, its reputation and of its present and future members, employees and volunteers.

They should maintain high ethical standards and ensure conflicts of interest are properly dealt with.

# The 3 concepts of values

- “ Duty of care
- “ Duty of prudence
- “ Being accountable

Sport England recommend you consider if you have:

1. [A code of conduct policy](#)
2. [A code of practice](#)
3. [A conflict of interest policy](#)



# Leadership, direction and supervision

## **Directing and supervising**

It is about ensuring the club is well managed – not actually managing it.

## **Delegation**

It needs:

1. Detailed terms of reference
2. Regular monitoring

*You can delegate the task but not the legal responsibility.*

# Skills and experience

Good governance is brought to life by leadership, direction and supervision by people, who have the **right skills and experience for their role.**

1. Set committee/working group structures in place
2. Maintain a skills matrix
3. Ensure all board/committee members have undertaken an induction process
4. Ensure a system for annual evaluation of the board, committees and individual board members is in place

# Policies and procedures

The management committee/board have ultimate responsibility for maintaining your club's systems of policies and procedures

- ” Different types of policies and procedures
- ” Develop and review
- ” Communication and understanding

# Different types of policies and procedures

- “ Child protection – BMC guidance & [thecpsu.org.uk](http://thecpsu.org.uk)
- “ Data protection - [ico.org.uk/for-organisations/register/self-assessment](http://ico.org.uk/for-organisations/register/self-assessment) or [sportandrecreation.org.uk/smart-sport/communication/marketing/data-protection](http://sportandrecreation.org.uk/smart-sport/communication/marketing/data-protection)
- “ Insurance – BMC/Perkins Slade
- “ Equality & diversity – [equalityhumanrights.com/publication/what-equality-law-means-your-association-club-or-society](http://equalityhumanrights.com/publication/what-equality-law-means-your-association-club-or-society)
- “ Health & safety – [hse.gov.uk/voluntary](http://hse.gov.uk/voluntary)
- “ Complaints process – Usually part of club rules/constitution
- “ Fraud prevention & financial policies
- “ Licensing agreements

# Development and review

1. Consider your Club's requirements
2. Create/update your Constitution and additional list of policies to be developed/updated
3. Finalise and approve the constitution and policies at a committee meeting
4. Implement the policies of the club – make them become part of the day to day ways of working
5. Keep on Monitoring, Reviewing and Upgrading the club constitution and policies on a regular basis

# Communication and understanding

Have policies and procedures been communicated to, and are they understood and followed by relevant staff and volunteers?

# Where are you now?

# What do you need to do next?

- “ Do you have a copy of your Club constitution and detailed policies and procedures documents?
- “ Do you know what the written aims and objectives of your club are?
- “ Do committee members each take responsibility for learning one or more aspects of governance?
- “ If you are on a subcommittee, are you clear on what delegated powers you have?
- “ Do you understand your voting rights within your committee or board?
- “ Do you receive, review and maintain minutes of all club meetings?
- “ Do you have a copy of the clubs strategic plan to govern in line with?
- “ Do you understand reports from employees/volunteers about the clubs work, finances etc?
- “ Do you keep confidential all sensitive information?
- “ Do you have your own committee or board member job description?

# Summary

“ Always remember – Good governance is not just one person’s responsibility, it is a collective responsibility for the whole Club.

