

Governance Framework

for the New Zealand Sport and Recreation Sector



The Why

Confidence and security

Reputational and legal risks are valid concerns for any director in any organisation.

Working within an agreed framework provides comfort for directors operating on a largely voluntary basis in a complex sector.

Better results

Better outcomes from efficient utilisation of scarce resources.

A disciplined strategic framework assists with good decisions based on relevant information, aligning resources to outcomes sought.

Stakeholder confidence

Prudent application of others money and respectful use of time gifted.

Confidence for stakeholders that resources are being managed in an ethical, efficient and transparent manner.

It's actually both easier and more enjoyable

A good governance framework makes the job simpler and ultimately more satisfying increasing the chances of attracting and retaining good people.

Nobody volunteers for stress and grief so why not do everything to minimise it.



The Evidence

The need for good governance is widely accepted and actively promoted by a range of professional and government organisations.

Thoughts from people active in our sector:

"If you don't know where you are going how can you measure success?"

Nigel Muir
Sport Tasman

"Strong governance is about having clarity of what you are aiming for to enable and inspire organisational growth."

Michelle Hollands
Badminton New Zealand

"A good governance framework ensures those guiding the entity can focus on the real drivers of success"

Peter Fitzsimmons
Patron Triathlon New Zealand

"Board culture is hugely important – just like staff culture, we work hard on this"

Chris Biddles
Sport Northland

"Passion alone is not enough to be a board member you need to be able to see the big picture now and into the future."

Annie Dignan
Education Outdoors New Zealand

"We have plenty of passion within the game so getting the right skilled people engaged is essential to ensure we don't end up talking to ourselves."

Phil Holden
New Zealand Rugby League

"Having a good clear governance model is essential to get the right inputs from a board, ensuring it is supportive and appropriately engaged with management"

Michael Smith
Tauranga Golf Club

"Board recruitment and succession planning is vital - spend time getting the right people around the table - your organisation depends on it"

Paula Tesoriero
Sport Wellington



PEOPLE	CLARITY & COHESION	INSIDE THE BOARDROOM	INTEGRITY & ACCOUNTABILITY
KEY FRAMEWORK ELEMENTS			
The key elements and the associated documents below form the essential components of the governance framework. Detail and links to resources are in the associated text.			
<p>Clear organisational purpose</p> <p>Outcomes-based strategic framework</p> <p>Agreed and ongoing process of strategy development, evaluation and refinement</p> <p>Board operates with a predominantly future focus</p> <p>The constitution/trust deed aids good governance</p>	<p>Open recruitment processes attract the best possible people</p> <p>Structured tenure and rotation</p> <p>Role and expectations understood and agreed</p> <p>Directors are inducted, supported and offered development</p> <p>Mix of elected and appointed directors</p>	<p>Meetings are based on dialogue and constructive inquiry</p> <p>Board papers are set in a strategic context and relevant to the governance conversation</p> <p>Clear and agreed processes for making significant decisions</p> <p>Relationship with Chief Executive is explicit, documented and understood.</p> <p>The Chief Executive is an essential advisor to the board</p>	<p>Duties and obligations of directors understood</p> <p>Directors' interests recorded and conflicts addressed in a transparent manner</p> <p>All directors adhere to ethical behaviour</p> <p>Primary accountability is to the organisation</p> <p>Board and organisational performance is provided to stakeholders</p>
DOCUMENTED ELEMENTS			
<p>Appointment panel with terms of reference</p> <p>Skills matrix</p> <p>Role descriptions and letters of appointment</p> <p>Induction programme</p> <p>Specified tenure and rotation</p>	<p>Good practice strategic plan</p> <p>Clear statement of organisational purpose</p> <p>Operational plan developed by management</p> <p>Clear linkage between strategy and allocation of resource</p> <p>Constitution or trust deed is up to date and in plain English.</p>	<p>Board charter with planned cycle of policy review</p> <p>Terms of reference for governance committees</p> <p>Annual board work plan</p> <p>Delegation framework</p> <p>Chief Executive performance agreement and performance process</p> <p>Strategically focussed agenda set by the chair</p>	<p>Obligations and duties laid out in the board charter</p> <p>Governance section in the annual report</p> <p>Stakeholder communications plan</p> <p>Financial reporting is understood by everyone and tracks all relevant risks</p> <p>An updated risk report is provided every meeting</p> <p>Policies covering areas of ethics (doping, match fixing etc.)</p> <p>Documented commitment to board evaluation</p>
ADDITIONAL GOOD PRACTICE			
<p>Development policy and plan</p> <p>Recruitment material professionally reviewed</p> <p>Independent representation on appointment panels</p>	<p>Agreements as required across the wider structure - whole of sport plans, service level agreements or memoranda of understanding</p> <p>Governance level statement of strategic intent</p> <p>Planned annual strategic session independently facilitated</p>	<p>Emergency plan for management continuity</p> <p>Documented understanding of the role variance when directors act as volunteers</p> <p>Mechanism for seeking clarification around board papers ahead of meetings</p> <p>Meeting review process</p>	<p>Register of applicable Acts and brief summary of relevant legal matters.</p> <p>Meeting summary provided to key stakeholders</p> <p>Governance evaluation extends to individual directors, chair and management's perception of the board</p> <p>Audit and Risk Committee</p> <p>"Whistleblowing" policy</p>