

Effective Governance Evaluation for Play, Active Recreation and Sport Organisation's Guide

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Overview

Sport New Zealand's (Sport NZ's) governance evaluation and development programmes recognise good governance practices in sports organisations.

Organisations that choose to undertake the evaluation programmes will align with Sport NZ's good-practice governance framework for play, active recreation, and sport organisations in New Zealand.

They are useful programmes to help Boards identify their governance-development needs and put in place Development Plans to enhance their governance capabilities. It is particularly useful at certain stages in the life of a Board – for example, it is helpful for a newly appointed Chair in reviewing and resetting the standard of governance in their organisation and the way their Board operates.

A key aim is to help good governance become sustainable beyond key individuals on a Board, so that good governance is enduring in play, active recreation, and sport organisations over time.

Redevelopment of the Governance Evaluation and Development Programme

We have learned much from the initial launch of Governance Mark. We know what challenges Boards and we now have a deeper understanding of the building blocks of good governance relevant to our context in the play, active recreation, and sport organisation system.

Using feedback from people in organisations who have been through Governance Mark, input from our Facilitator team and advice from our external advisers, we have revised the Governance Mark process.

We have moved on from taking a lengthy, audit-based approach to governance (utilising only a document review and a Board self-evaluation survey) to using a more nuanced and principles-based development approach, with a wider range of inputs to assessments. We now offer four programme options:

- 1. The Accreditation Programme.** This is for organisations that wish to undergo comprehensive assessments against all 37 good governance standards and implement Development Plans that lead to the awarding of Governance Mark.
- 2. The Mid Term Evaluation Programme.** This is for organisations that have previously been awarded Governance Mark and wish to check that they are on track for renewal. It includes assessments against the 18 foundational or essential standards of good governance, and the preparation of Development Plans, which prepare organisations for their next full Accreditation Programme Evaluation.
- 3. The Foundational Development Programme.** This is for organisations that have not been through the Governance Mark Programme and wish to have an initial assessment against the 18 foundational standards of good governance. They receive help preparing their Development Plans to enhance their governance capabilities.
- 4. The Individual Director Development Programme.** This is run separately from or alongside the above programmes. It is a useful programme for Board members to identify their development needs and where they add value to their Boards and organisations and develop their longer-term governance career aspirations.

Key Aspects of the Governance Evaluation Process

Governance 101

Governance 101 is an online training tool that has been endorsed by the sector as a very useful tutorial on governance. It takes about three hours to completed. You can save as you go and complete it in stages if you prefer. Feedback has confirmed this is as relevant for seasoned directors as it is for new directors. Ideally it is completed by all directors before the Governance Evaluation Programme commences, with Board discussions to capture learnings. To complete the module, follow this link to [Governance 101](#) and click on the 'get started' button to register yourself if you do not already have an account.

Governance Evaluation System

The Governance Evaluation System (GES) is an online platform used for the evaluation and development of Boards. It offers a range of surveys. Organisations have just one login and one password on the [GES](#).

Please contact an administrator at support@brilliantassessments.com if:

- you are registering as a new administrator for an existing organisation, and you have not been provided with the existing organisational password required to do so. They can verify your role and set this up for you.
- you are experiencing any problems with the GES or have any questions. They will be able to provide support.

Development Plan

This is a summary of partially achieved and not achieved at all areas identified during the evaluation process. Each plan is owned by the Board. It can also be viewed by Governance Evaluation Facilitators and the Sport NZ personnel managing the Governance programmes. The Sport NZ Partnership Manager and Governance and Planning Consultant are committed to supporting partners with time, advice and investment where needed. Boards are encouraged to use the Board agenda and Board calendars to plan and phase in the work to be completed.

The Boards' Statements of Strategic Direction

Strategic planning is a key element of the Governance Evaluation Framework, and therefore forms a key part of the evaluations. For some Boards it is one of the more difficult areas of assessment and can cause delays in completing Development Plans. If, following an evaluation, strategic planning is identified as an area for development, support may be available from Sport NZ. This should be discussed with the Partner Manager as early as possible.

Key Timeframes

The following are guidelines for Boards considering the Evaluation Programmes for the first time. Note that Phase Three onward is only relevant for The Accreditation Programme:

- **Phase One (two-six months):** from initiating the survey to the receipt of the Facilitator's draft report.
- **Phase Two (12-20 months):** for the completion of the Development Plan.
- **Phase Three (four months):** to achieve reassessment and the award of Governance Mark Accreditation.
- **Mark awarded for three years:** The Board is encouraged to work on a Development Plan between assessments. Support may be available from Sport New Zealand for a mid-term check-in in preparation for Mark renewal.

Key Roles

There is a range of support available throughout the Governance Evaluation process, but the Board will own and lead the process.

Within the organisation

Board Chair: Leads the Board and its commitment to the programme, contributes to the assessment, receives the report, and contributes to the development process.

Board Liaison: Is a Board member who is the key liaison with the Lead Facilitator and Board members, assists with setting up the evaluation process and leads the subsequent Board-development process.

Board Member: Contributes to the assessment and development processes.

Chief Executive: Contributes to the Management Evaluation and the development process. Note that, recognising varying organisational developmental stages, it is common in the non-profit sector for an executive officer to not be in place.

Senior Management: Contributes to the Management Evaluation.

Administration Liaison: A crucial person from your organisation, who sources and makes documents accessible to the Lead Facilitator and schedules the necessary meetings.

Within Sport NZ

Lead Facilitator: An independent governance expert appointed by Sport NZ.

Peer Reviewer: An independent governance expert appointed by Sport NZ to peer review the Lead Facilitator's report and act as a sounding board for the Lead Facilitator on key matters.

Partnership Manager: The assigned person who manages the relationships between Sport NZ and other organisations. The Partnership Manager is the main point of contact for issues or concerns throughout the Governance Mark process. They work with the Governance and Planning Consultant to monitor and support the boards throughout the process, particularly in the Development Plan stage.

External Expertise: Depending on the requirements set out in a board's Development Plan, Sport NZ may offer to fund, or co-fund, support from external experts. The decision will depend on a board's specific requirements and will be agreed by the Partnership Manager and Sport NZ's Governance and Planning Consultant.

Costing Model for Facilitator Invoicing

The Facilitator must invoice the organisation directly for the assessment processes, based on a fixed fee structure arrangement between the Facilitators and Sport NZ. Any Sport NZ investment to the Organisation will align with the fixed fee structure.

For **The Accreditation Programme**, Lead Facilitators can invoice up to \$13,250 (excl. GST) for facilitating the end-to-end process, and Peer Review Facilitators can invoice up to \$2,000 (excl. GST) for their work during an assessment.

For **The Mid Term Evaluation Programme** and the **Governance Mark Foundational Development Programme**, the Lead Facilitator can invoice up to \$7,000 (excl. GST). There is no Peer Reviewer for this programme.

For **The Individual Director Development Programme**, the cost will depend on the number of Board members.

Additional investments beyond the fixed fee structure will only be considered in extraordinary circumstances. These circumstances should be clearly defined and agreed upon by all parties involved. It is crucial to note that exceptions will be evaluated on a case-by-case basis and must be well justified and documented.

Governance Evaluation Standards

The Governance Evaluation Standards are organised into four sections that align with the play, active recreation, and sport framework. The sections cover the five focus areas detailed below.

The four sections are:

1. Clarity and Cohesion
2. People
3. Inside the Boardroom
4. Integrity and Accountability.

Within these four sections, there are now 37 standards (previously 70) that form the basis of the Lead Facilitator's evaluation. These comprise:

- 18 foundational standards. These are mandatory and must **all** be achieved.
- 19 core standards: 16 of the 19 standards need to be achieved for Governance Mark to be awarded.

Principles of Good Governance and the Standards

Governance is a human process. It needs groups of people with diverse views, but there must be anchor points or the groups will drift without focus. Having all the necessary documents, policies, and artefacts of governance in place is insufficient to drive good governance. Ultimately it is how all the pieces work together and how the people work as a team that define a good Board.

The following principles may not pick up every aspect of governance, but they are solid starting points. We believe that if these five areas of focus are active within an organisation there is a reasonable chance that the Board is on the right track. If not, they form a useful basis for development.

The five principles are summarised as:

1. Being focused
2. Being clear about roles
3. Being the right team
4. Being intentional
5. Being better.

Being Focused

Without clarity on an organisation's purpose and outcomes, all bets are off. It is the role of the Board, on behalf of the owners (or members), to deliver on the organisation's purpose and set the outcomes against which it will monitor performance. But what will success look like and how will it be known? This is the Board's job, nobody else's. Of course, others will have input, but the Board cannot delegate this core responsibility.

What the Lead Facilitator will look for:

The Board Liaisons and owns the creation of a long-term Statement of Strategic Direction that includes the measurable long-term outcomes it aims to achieve for the organisation.

- The Board has an outcomes-measurement framework and related reporting in place, so it can measure its achievement (or not) of these outcomes.
- Information to the Board is set in the context of those outcomes – strategy and performance can be assessed.
- The Chief Executive's performance agreement is aligned with these outcomes.
- The constitution is current and up to date, and the organisation's purpose is clear and aligned with the strategic direction.

Being Clear About Roles

A Board is a part-time group with full-time accountability. Only when it is together can a Board issue direction to management. Therefore, the Board must be clear about its role, management's role, and the connections between the two.

How the Board adds value and on what matters should be understood by both Boards and Management teams. Having made clear what is to be achieved, the Board then outlines any guidance to management that limits the choices (means) available to management.

Above all the Board must avoid becoming another layer of management, either rehashing work already done or getting into the weeds.

What the Lead Facilitator will look for:

- Clarity within the Board charter, including role descriptions for the Board and directors, and the polices and delegations that guide management.
- Evidence that irrelevant material is not coming to the table (already delegated) or is 'for information' purposes only.

- Board committees that focus on governance matters and are not operational committees that duplicate management functions and take accountability away from the Chief Executives.
- A Board that owns strategy and partners with management in the development of strategy.
- A Management team that owns the means-related documents – the business plan and budget are aligned with the strategy.

Being the Right Team

A great Board starts with the right people around the table who work as a great team.

A Board needs to be diverse. A diverse range of backgrounds, skills, experiences, and insights is the reason behind having a Board. Gender, age, sector experience, background and ethnicity are all possible factors in forming a Board.

A Board should be on top on its people requirements, which should be discussed and updated on a regular basis. These will be reflected in a skills and competencies matrix that looks to the future. The recruitment process will be appropriate to the context, preferably involving independent perspectives and expertise.

What the Lead Facilitator will look for:

- Evidence of regular attention to succession planning.
- Regular reviews of the Board and individual directors to inform the process.
- A skills and competency matrix that is a living document.
- The existence of a Board Appointments Panel that leads a good-practice process.
- Directors who are clear about their roles and obligations and the expectations placed on them.
- A sound and regularly used induction process.

Being Intentional

The Board plans and controls its agenda and workplan, and these need to demonstrate that the Board's central role of influencing the future is understood and in effect. Too many Boards sweat the past, but the past cannot be changed, only learnt from.

What the Lead Facilitator will look for:

- An annual work plan that includes a strategic focus.
- Strategically focused meeting agendas.
- Clarity on the challenges ahead and a process for learning about and addressing them.
- Evidence that the Board has made clear the information it needs and in what form.
- Quality and content in Board packs.
- A Board that is fulfilling its obligation to provide effective oversight of both conformance (managing risks and complying with laws, regulations, and codes) and performance, and this is done in a manner that allows time for future-focused thought.

Being Better

Good Boards are committed to being better at what they do. Hence, they welcome processes that advance their aspirations. They are learning entities at the collective and individual levels.

There is agreement on accountability and transparency, and acceptance that the standards they expect of management apply equally in the boardroom.

This is also about a strong sense of accountability for both organisational achievements and the work of the Board itself. Boards own, model, and maintain oversight of organisation culture and ethical standards.

What the Lead Facilitator will look for:

- Governance review and reflection that is planned and adhered to.
- Evidence of a commitment to learning and development.
- A Chair who guides the group, not only in agenda planning but also in overseeing the boardroom culture, behaviour, and processes, ensuring full and valuable contributions from all members.
- Leadership and oversight of culture and ethics.
- Accountability to stakeholders/members/funders/resource providers that is implicit and acted on.
- A Board that is transparent in its work and how it adds value through an annual governance report (most likely in the organisation's annual report).
- A Statement of Service Performance or similar that makes clear the benefits delivered from the resources provided in good faith by others.

Governance Evaluation Programme Options

The Accreditation Programme

The Accreditation Programme includes a comprehensive assessment programme with the full range of inputs. The programme is facilitated by an independent governance expert known as the Lead Facilitator, who takes a structured approach to assessing the quality of governance in place against standards of good governance. The Lead Facilitator uses several inputs to undertake the assessment. These include:

- the Board's self-evaluation against the standards, via online survey
- interviews with the Chair and Chief Executive
- a review of the main governance-related documents
- a Board Observation, to see the Board in action through a Board meeting
- management's evaluation of the Board, via online survey.

Based on the outcome of the evaluation, a comprehensive Development Plan is prepared with support from the Lead Facilitator. When the Development Plan has been implemented, the organisation undergoes a reassessment if the Board wish to achieve Governance Mark Accreditation. The awarding of Governance Mark Accreditation is based on the organisation achieving an assessed level of good governance practice against the standards.

Timing and Process

Governance Mark is awarded for a three-year period. For organisations undergoing renewal, the process usually takes around six months. For those participating in the programme for the first time, it can take up to two years to complete the Development Plan (noting that two years is the maximum period allowed between the onset of the assessment and the completion of the reassessment).

Step One – Set-up

1. Sport NZ and your organisation develop and sign an agreement outlining the expectations and obligations of both parties. It includes a strong commitment to confidentiality.
2. A Sport NZ representative presents the Accreditation Programme to your Board, outlining the process, the thinking behind it and the steps involved. This is a good time to ask questions.
3. If members of your Board have not undertaken Sport NZ's online governance training – Governance 101 – we recommend that this be completed.
4. Sport NZ assigns a Lead Facilitator and a supporting Peer Reviewer.

Step Two – Assessment

1. The Board Liaison confirms participating Board members (with email addresses) for the Whole of Board Evaluation against all The Accreditation Programme standards and provides these to the Lead Facilitator.
2. The online survey for the Whole of Board Evaluation with The Accreditation Programme standards is initiated by the Lead Facilitator.
3. The Lead Facilitator interviews the Chair.
4. The Lead Facilitator meets with the Chief Executive, interviews them and outlines the process for and confidentiality of the Management Evaluation.
5. The Chief Executive confirms who will undertake the Management Evaluation (and provides the participants' email addresses to the Lead Facilitator).
6. The online survey, Management's view of the Board, is initiated by the Lead Facilitator.
7. The required documents are provided by the organisation (usually by the Administration Liaison) and reviewed by the Lead Facilitator.
8. A Board meeting observation is undertaken by the Lead Facilitator, and a written report back is provided to the Chair and the Board Liaison.
9. The key themes and recommendations from the Management Evaluation are discussed and reviewed with the Chief Executive. The Chief Executive may wish to work through these with the Management team. Sometimes comments are moderated.
10. The key themes and proposed actions from the Management Evaluation are discussed with the Chair and Board Liaison (with the Chief Executive present).
The key themes from the Management Evaluation are integrated with the evaluation.

Step Three – Report Back

1. A draft report is prepared by the Lead Facilitator. This is reviewed and validated by the Peer Reviewer.
2. The draft report is provided to the Chair and Board Liaison for comment, with feedback usually provided by way of a meeting.
3. The final report is provided for circulation to the Board, prior to the next Board meeting.
4. The Lead Facilitator attends a Board meeting to present key findings from the assessment and recommendations for development.

5. The Board accepts the report.

Step Four – Development

1. A Development Plan based on the findings and recommendations of the report is created in consultation with the Chair and Board Liaison. This occurs even if organisations achieve the Mark on the first assessment, or the renewal process is successful.
2. The plan is discussed with the Partnership Manager, Chair, Board Liaison and Chief Executive, and any areas of possible Sport NZ capability support are identified.
3. For those striving to achieve the Mark, the Sport NZ Partnership Manager serves as the liaison for communication with Sport NZ.
4. Sport NZ supports the Development Plan as agreed by the parties.
5. The Lead Facilitator provides the organisation with access to any relevant Sport NZ templates and guidance on best practice for relevant areas of development.
6. The Lead Facilitator maintains and records progress against the Development Plan.
7. The Board should maintain the Development Plan as an agenda item, and regularly review progress against it.
8. Quarterly review meetings to check on progress are set up by the Lead Facilitator with the Board Liaison (and as required the Chair and Chief Executive).

Step Five – Reassessment

1. When the Board believes it has made sufficient progress against the Development Plan and the Lead Facilitator agrees, a reassessment is initiated.
2. The reassessment includes:
 - a. confirmation of the achievement of the Development Plan items – advised by the Board Liaison, Chair and Chief Executive to the Lead Facilitator, usually by way of a meeting/meetings
 - b. the provision and review of developed/amended documentation as requested by the Lead Facilitator
 - c. the Whole of Board Re-Assessment of the standards that were not achieved or partially achieved in the initial assessment
 - d. an assessment by the Lead Facilitator of those outstanding standards, using the developed/amended documentation and Whole of Board Re-Assessment
 - e. the production of the Reassessment Report and its provision to the Chair and Board Liaison.

Step Six – Awarding of Governance Mark

1. The Lead Facilitator makes a recommendation to Sport NZ to award the Governance Mark, noting any points for future guidance and focus.
2. Sport NZ formally advises the Chair that the Governance Mark has been awarded.
3. The Mark is issued as physical and digital certificates that can be used in stakeholder communications.

The Mid Term Evaluation Programme

The Mid Term Evaluation Programme includes evaluation of the programme with the 18 foundational standards of the Governance Framework. Each evaluation includes:

- a Whole of Board self-evaluation with the foundational standards – the Foundational Governance Survey
- the Lead Facilitator’s document review
- a Board meeting observation
- a Management Evaluation of the Board – useful but not mandatory
- Lead Facilitator interviews with the Chair and Chief Executive.

The programme usually takes up to four months to complete, depending on the timing of Board meetings and the availability of documentation and key people.

Timing and Process

Step One – Set-up

1. Sport NZ and your organisation establish an agreement outlining the expectations and obligations of both parties. It includes a strong commitment to confidentiality.
2. A Sport NZ representative presents to your Board, outlining the process, the thinking behind it and the steps involved. This is a good time to ask questions.
3. If members of your Board have not undertaken Sport NZ’s online governance training – Governance 101 – we recommend that this be completed.
4. Sport NZ assigns a Lead Facilitator.

Step Two – Assessment

1. The Board Liaison confirms participating Board members (with email addresses) for the self-evaluation with the Foundational Governance Survey and provides this information to the Lead Facilitator.
2. The online survey is initiated by the Lead Facilitator for individual Board members.
3. The Lead Facilitator interviews the Chair.
4. The Lead Facilitator meets the Chief Executive, interviews them, and outlines the process for and confidentiality requirements of the Management Evaluation, if this is being undertaken.
5. The Chief Executive confirms who will undertake the Management Evaluation (and provides the participants’ email addresses to the Lead Facilitator).
6. The online survey, Management’s view of the Board, is initiated by the Lead Facilitator.
7. The required documents are provided by the organisation (usually the Administration Liaison) and reviewed by the Lead Facilitator.
8. A Board meeting observation is undertaken by the Lead Facilitator, and a written report back is provided to the Chair and the Board Liaison.
9. The key themes and recommendations from the Management Evaluation are discussed and reviewed with the Chief Executive. The Chief Executive may wish to

work through these with the Management team. Sometimes comments are moderated.

10. The key themes and proposed actions from the Management Evaluation are discussed with the Chair and the Board Liaison (with the Chief Executive present).
11. The key themes from the Management Evaluation are integrated with the assessment.

Step Three - Report Back

1. A draft report is prepared by the Lead Facilitator.
2. The draft report is provided to the Chair and Board Liaison for comment, with feedback usually provided by way of a meeting.
3. The final report is provided for circulation to the Board, prior to the next Board meeting.
4. The Lead Facilitator attends a Board meeting to present key findings from the assessment and recommendations for development.
5. The Board accepts the report.

Step Four - Development

1. A Development Plan based on the findings and recommendations of the report is created in consultation with the Chair and Board Liaison.
2. The plan is discussed with the Partnership Manager, Chair, Board Liaison and Chief Executive, and any areas of possible Sport NZ capability support are identified.
3. Sport NZ supports the Development Plan as agreed between the parties.
4. The Lead Facilitator will provide the organisation with access to any relevant Sport NZ templates and guidance on best practice for relevant areas of development.
5. The Board should maintain the Development Plan as an agenda item, and regularly review progress against the Development Plan.

The Foundational Development Programme

The Foundational Development Programme includes assessments with the 18 foundational standards of Governance Mark. These are undertaken through:

- the Whole of Board's self-evaluation against the foundational elements – the Foundational Governance Survey
- the Lead Facilitator's document review
- a Board meeting observation
- management's evaluation of the Board – useful but not mandatory
- the Lead Facilitator's interviews with the Chair and Chief Executive.

Timing and Process

The programme usually takes up to four months to complete, depending on the timing of Board meetings and the availability of documentation and key people.

Step One – Set-up

1. You and Sport NZ develop and sign an agreement outlining the expectations and obligations of both parties. It includes a strong commitment to confidentiality.
2. A Sport NZ representative presents the evaluation programme to your Board, outlining the process, the thinking behind it and the steps involved. This is a good time to ask questions.
3. If members of your Board have not undertaken Sport NZ’s online governance training – Governance 101, we recommend that this be completed.
4. Sport NZ assigns a Lead Facilitator.

Step Two – Assessment

1. The Board Liaison confirms the participating Board members (with email addresses) for the self-evaluation against the Foundational Governance Survey and provides these to the Lead Facilitator.
2. The online survey is initiated for individual Board members by the Lead Facilitator.
3. The Lead Facilitator interviews the Chair.
4. The Lead Facilitator meets with the Chief Executive, interviews them, and outlines the process and confidentiality around the Management Evaluation, if this is being undertaken.
5. The Chief Executive confirms who will undertake the Management Evaluation (and provides the participants’ email addresses to the Lead Facilitator).
6. The online survey, Management’s view of the Board, is initiated by the Lead Facilitator.
7. The required documents are provided by the organisation (usually by the Administration Liaison) and reviewed by the Lead Facilitator.
8. The key themes and recommendations from the Management Evaluation are discussed and reviewed with the Chief Executive. The Chief Executive may wish to work through these with the Management team. Sometimes comments are moderated.
9. The key themes and proposed actions from the Management Evaluation are discussed with the Chair and Board Liaison (with the Chief Executive present).
10. The key themes from the Management Evaluation are integrated with the assessment by the Lead Assessor.

Step Three – Report Back

1. A draft report is prepared by the Lead Facilitator.
2. The draft report is provided to the Chair and Board Liaison for comment, with feedback usually provided by way of a meeting.
3. The final report is provided for circulation to the Board prior to the next Board meeting.
4. The Lead Facilitator attends a Board meeting to present key findings from the assessment and recommendations for development.
5. The Board accepts the report.

Step Four – Development

1. A Development Plan based on the findings and recommendations of the report is created in consultation with the Chair and Board Liaison.
2. The Development Plan is discussed with the Partnership Manager, Chair, Board Liaison and Chief Executive, and any areas possibly requiring Sport NZ capability support are identified.
3. Sport NZ supports the Development Plan as agreed between the parties.
4. The Lead Facilitator provides the organisation with access to any relevant Sport NZ templates and guidance on best practice for relevant areas of development.
5. The Board should maintain the Development Plan as an agenda item, and regularly review progress against it.

Documentation Required

The following material needs to be provided by the Administration Liaison to the Lead Facilitator for each of the Accreditation, Mid-Term Evaluation and Foundational Development programmes.

Clarity and cohesion

- Constitution or trust deed.
- Statement of Strategic Direction or similar high-level summary of the Board's intent.
- Current strategic plan, in full.
- Outcomes measurement framework, and associated Board reporting.
- Current operational plan, in full.
- Annual operating budget. If the budget is not organised by outcomes or Key Result Areas, is there another report that demonstrates the linkage?

People

- Terms of reference for the governance committee of the Board and/or Board appointment panel (likely to be in the charter and/or the constitution).
- Up-to-date skills matrix for the current Board.
- Position descriptions for Directors and the Chair.
- Template letter of appointment for Directors.
- Outline of the induction programme for new Directors.
- Names and tenure details of current Directors.
- Development Plan for the whole Board.

Inside the boardroom

- Board charter or governance policies, including terms of reference for other Board committees.

- Board code of conduct if not within the charter.
- Annual Board work plan.
- Two recent sets of Board papers.
- Delegation framework.
- Chief Executive's performance agreement and outline of the performance process.

Integrity and accountability

- Most recent annual report.
- Stakeholder communications plan.
- Schedule of policies regularly monitored and approved by the Board.
- Financial and organisational risk reports.
- Policies for doping, match fixing, ethics, vulnerable participants, whistle blowing etc if they are relevant to the organisation.
- Framework for ethics and standards that outlines expected behaviour within the organisation. For a National Sporting Organisation, also a code of conduct for the sport. A separate statement of organisational values if not within that framework.
- Any documentation related to a recent Board discussion, review, or oversight of organisational culture.
- Business continuity plan.
- Register of applicable Acts and legal issues relevant to your organisation.

The Individual Director Development Programme

At any stage in the Board's development process, it may be valuable to initiate the Individual Director Development Programme.

This is a useful tool when developing individual Board members' governance capabilities and helping them to clarify and focus on the value they add to the Board and organisation. It can help to inform Board successions and provides a process for the Chair to gain commitment from each Board member to their contribution and performance.

This process is facilitated by a Lead Facilitator and involves all Board members. Depending on the availability of key people, the programme will likely take six to eight weeks to complete.

Timing and Process

This programme is facilitated by a Lead Facilitator and involves all Board members. Depending on the availability of people, the programme will likely take six to eight weeks to complete. This list outlines a comprehensive process for board member development and improvement:

1. A confidential online survey for each Board member identifying their strengths and areas of development.
2. A review of the survey results by the Lead Facilitator.

3. A one-on-one discussion on the findings of the evaluation between the Lead Facilitator and each Board member.
4. Board members' self-reflection on their development needs and their focus on adding value, along with their longer-term governance career development aspirations.
5. The documentation of Individual Board Member Commitment and Development Plans by the Lead Facilitator, for review by and agreement with each Board member.
7. A confidential discussion on these plans between each Board member and their Chair, and agreement on commitments and any development support required.
8. Sharing of individual Board member commitments with their fellow Board members, should they choose to do so.