

**Review of Board Member Capabilities Template**

**April 2018**

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PURPOSE OF THIS TEMPLATE

This document has been prepared by the NSW Office of Sport as a guide for New South Wales State Sporting Organisations (**SSOs**) to assist with an SSO’s governance. IT IS A TEMPLATE ONLY. This document should be read in context with the NSW Office of Sport’s Sports Governance Capability Framework and in particular paragraph 5.3.

INSTRUCTIONS

The document has been designed specifically for sport and seeks to take into account the issues which an SSO might need to consider; for example, Sport must deal with the impact of drugs; Sport is affected by child protection legislation; and Sport operates under a national system where the national body can make rulings and set policy that will flow through the Sport and affect those playing at Club level.

All levels of an SSO and all persons within a Sport should work together for the advancement of the Sport and the SSO through sharing common purposes, structures, policies and procedures. This will hopefully improve the governance and delivery of a Sport and hopefully make it easier to address issues of joint concern, to share information and to maximise the sport’s marketability.

Finally, with the increasing amount of legislation affecting sport, Sports must enact consistent and complementary policies and strategies that address areas of governance and common risk that flow through the organisation.

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Review of Board member capabilities

Planning and Organising

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| **Capability** | **Descriptor** |
| Establishes the vision  | Creates a clear and inspiring vision for the future and demonstrates understanding of, and commitment to, the primary purpose of the organisation |
| Designs the strategy | Contributes to the development of a sound strategic plan so that staff and members can work to achieve identified outcomes and vision |
| Is informed | Understands the big picture and emerging issues that will impact the organisation; reads papers prior to meetings and obtains good information to actively participate in discussion and decision-making |
| Plans for sustainability of Board | Plans for organisational sustainability and financial viability; recruits new Board members with relevant and diverse skills and experience; supports induction; undertakes Board reviews and Board development activities |
| Focuses on key issues | Works together with fellow Board members to prioritise the Board’s work, focus on outcomes and address issues that impact on the organisational sustainability |

**Monitoring and Reviewing**

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| **Capability** | **Descriptor** |
| Reviews budgets and financial reports | Ensures solvency of the organisation and that the organisation is protected against fraud and theft; interprets regular financial reports; monitors and reviews financial performance; ensures expenditure aligns with objectives and priorities |
| Ensures compliance | Ensures that the organisation is accountable and meeting reporting requirements of funding bodies, employment and other legislative responsibilities; has adequate insurances and provides a safe environment for staff and Board members |
| Manages risk | Establishes a risk management framework to review and prioritise risks to the organisation; and develops strategies to control or mitigate risks that could threaten the organisation |
| Critically reviews reports | Critically reviews CEO and other reports on the activities and financial position of the organisation to ensure the organisation remains viable and working to its strategic vision |
| Monitors strategy and reviews achievements | Working with the CEO, monitors progress against strategic plan; revises strategy as required; and celebrates organisational achievements with staff and other stakeholders |

**Working together**

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| **Capability** | **Descriptor** |
| Contributes to meetings | Regularly attends meetings; works to meeting protocols; listens actively; focuses on the presenting issue; and provides relevant and succinct contributions that assist the meeting to efficiently work through the agenda |
| Engages with community / members | Builds and maintains relationships that will ensure decisions are informed by community’s /members’ best interests; promotes the organisation through various networks; and supports fundraising initiatives |
| Works to a sound policy framework | Establishes Board policies to address financial management, terms for officeholders, conflict of interest, relations with CEO and code of conduct for Board; establishes other policies as required; ensures decisions are guided by agreed policies |
| Fosters stakeholder engagement  | Communicates with stakeholders; ensures that appropriate mechanisms are in place to inform and engage with stakeholders to further the achievement of organisational objectives |
| Provides leadership and works collaboratively | Works together to provide organisational leadership; respects differences and values diversity; supports the Chair and CEO to meet their obligations; and commits to agreed decisions |

**Being effective and accountable**

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| **Capability** | **Descriptor** |
| Clarifies roles and responsibilities | Establishes appropriate Board and sub-committee structures; ensures that roles and responsibilities are clearly defined; is clear about the distinction between governance and management; critically reviews Board performance |
| Behaves ethically | Ensures Board independence; acts in the best interests of the organisation; avoids conflicts of interest; does not use position as a Board member to obtain advantages for self or others |
| Makes clear and timely decisions  | Makes timely and transparent decisions that reflect a commitment to organisational sustainability and strategic vision; acts in good faith, and publicly stands by agreed Board position |
| Operates within constitutional requirements | Ensures that the requirements and obligations of the constitution are met |
| Respects confidentiality | Maintains confidentiality about decision-making and ensures that information is not misused |

Additional capabilities for the Office Bearers

Chair

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| **Capability** | **Descriptor** |
| Leads the Board | Demonstrates leadership; inspires trust and confidence in Board members; creates an inclusive environment; fosters collaborative processes; provides a positive public face to the organisation; demonstrates commitment to organisational values; resolves disputes; fosters development of Board and ensures regular review of Board performance |
| Establishes a dynamic and productive relationship with the CEO | Establishes clarity about the role of Board and role of CEO; delegates management to CEO; encourages trust and regular communication; provides direction to the CEO in line with Board decisions; ensures that the Board engages constructively and honestly with the CEO to evaluate performance against stated objectives |
| Chairs regular and focused meetings | Adheres to clear agendas and timeframes for discussion, supports and focuses discussion, manages differences of opinion and ensures that clear outcomes are agreed; promotes Board engagement; calls special meetings of the Board or subcommittees as required |

Secretary

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| **Capability** | **Descriptor** |
| Meets reporting requirements | Oversees the timely and accurate preparation and lodging of statements to meet compliance reporting requirements |
| Develops agenda and minutes of Board meetings | Consults the Chair and other relevant people to develop agenda; circulates agenda and meeting papers prior to meetings; creates minutes that are timely, true and accurate |
| Handles correspondence and records | Maintains membership records and ensures all necessary records are accessible for reports, elections and other votes; deals with correspondence and disseminates information promptly |

Treasurer

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| **Capability** | **Descriptor** |
| Ensures solvency and financial sustainability | Monitors financial position, including cash flow and estimates of future financial performance; oversees financial systems, and takes appropriate actions to ensure that the organisation has necessary resources to meet its obligations |
| Manages financial risk | Monitors financial systems to identify errors and discrepancies; ensures that the finances are protected against theft and criminal activities; arranges regular audits and supports the audit process |
| Controls finances | Ensures budget and expenditure reflect strategic intent of Board; assists in the preparation of the budget and presents it to the Board for approval; establishes financial processes and delegations; oversees all financial transactions and signs cheques within limits of authority |