



Good governance workshop for affiliated Equestrian Queensland clubs

November 2019



What is governance?



Governance refers to the systems, structures, culture and process for making and implementing (or not implementing) decisions.



What is good governance?



Good governance is about doing the right thing:

- Conforming with legal requirements.
- Performing on behalf of the club's members.

Commissioner Hayne's six fundamental principles:

1. Obey the law
2. Do not mislead or deceive
3. Act fairly
4. Provide services that are fit for purpose
5. Deliver services with reasonable care and skill
6. When acting for another, act in the best interests of that other.

What is good governance?

One of the advantages of being incorporated is that personal liability is limited. However, management committee members still have a duty to the incorporated association. This means they may be held accountable if they:

- deliberately fail to act in the best interests of the incorporated association
- abuse their powers as committee members
- fail to avoid conflict of interests
- fail to exercise due care, skill and diligence.

If a management committee does not fulfil its reporting requirements, OFT may issue a show cause notice asking the incorporated association to provide reasons why its registration should not be cancelled.



What is good governance?



Good governance does not imply that only ‘correct’ decisions are made, but rather it is about ensuring the best possible environment for making decisions.

Good decision-making processes and therefore, good governance, has a positive effect on all aspects of an organisation’s operations including policies and practices, meeting procedures, service quality, volunteer and staff conduct, role clarification and stakeholder engagement.

Good governance enables organisations to plan and monitor sustainable delivery of their activities, providing safe facilities and managing the activities of their volunteers.



Legislation, policies and rules



All committee members should make sure they have read and understand their obligations according to:

- Associations Incorporation Act 1981.
- Associations Incorporation Regulations 1999.
- FEI, EA, EQ constitutions, rules, policies and by-laws.
- Club constitution and rules.
- Committee role descriptions.



Some common issues for clubs



SAGACITY ASSOCIATES

- Resolving conflict.
- Roles of office bearers.
- Roles of volunteers.
- Induction and succession planning.
- Meetings and minutes.
- Managing projects and budgets.
- Strategic planning and work plans.

Tips for avoiding common traps

Ensure all cash is accounted for.

Keep receipts.

Use a cash register if you can.

Monitor project/event budgets frequently.

Don't be afraid to ask questions.

Make sure you understand any variances between the forecast budget and actual expenditure.

Require all invoices to be submitted (and paid) within an agreed period of time.



Tips for avoiding common traps

Chatham House rules at meetings.

Even if you disagree with the decision,
the majority decision applies.

Keep good minutes that are a summary of
committee decisions, not a transcript of discussion.

At committee meetings ask the chair to summarise decisions.

If in any doubt ask the minute taker to read out the decision that is being recorded.

Committees should distribute the minutes as soon as possible after a meeting.

Members should read minutes as soon as you receive them and notify the whole committee of any
changes you are seeking.

Keep a record of outstanding actions and review at each meeting.



Tips for avoiding common traps



Try to resolve complaints from members as quickly as possible.

If you can't resolve the matter, advise the complainant how to escalate it. (Member Protection Policy)

Remember you will never keep everyone happy, but you can agree to disagree.

Keep a register of complaints and discuss at committee meetings.

Look for any patterns and learn from them.

Encourage members to give constructive feedback to the committee.

Tips for avoiding common traps

No one is indispensable!

Ensure there is an accurate position description for each committee role.

Use work plans to share the load equitably across the committee.

Volunteers are the lifeblood of any club.

Create accurate position descriptions for all volunteer roles.

Plan for succession and help new people transition into their roles.

Provide induction training for new committee members before their first meeting.



Tips for avoiding common traps

Remember that committees are elected by members to represent their interests.

Be open and transparent with members about committee decisions.

Share minutes with members.

Invite members to be part of strategic and event planning.





Resources



The screenshot shows a web browser window with the URL www.qld.gov.au. The page title is "Better business practices | Recreation, sport and arts | Queensland Government". The header includes the Queensland Government logo, a "Contact us" link, and a search bar. A breadcrumb trail reads: "Queensland Government home > For Queenslanders > Recreation, sport and arts > Sport > Support and development for clubs > Better business practices".

Support and development for clubs

- > Running and promoting a club
- > Rules, regulations and rights
- > **Better business practices**
- > Funding and grants
- > Increasing participation
- > Supporting volunteers
- > Junior sport
- > Drugs and sport
- > Food for Sport

Better business practices

This section of the website provides tips and resources to help with the day-to-day operation of sport and recreation organisations. It also has a range of information to assist with the ongoing development of the industry.

- [Governance](#)
- [Facilities](#)
- [Club Health Check](#)
- [GST](#)
- [Related information](#)

Governance

Governance refers to the systems, structures, culture and process for making and implementing (or not implementing) decisions. Good governance has eight major characteristics. It is:

- participatory
- consensus oriented
- accountable
- transparent

<https://www.qld.gov.au/recreation/sports/club-support/better-business#governance>



Templates



Position descriptions

003-President/chairperson

007-Treasurer

004-Secretary

001-Committee member

Meetings

002-Meeting minutes

012-Committee standing orders

Plans

006-Strategic plan

011-Committee member work plan

013-Communication plan

EQ plans

Project/event plan

Project/event budget

Risk management plan

Biosecurity plan



Templates



GENERAL COMMITTEE MEMBER - Position Description

Click or tap to enter a date.

Position Purpose

The primary purpose of a General Committee Member is to provide organisational governance to ensure the efficient operation of the club.

Objective

To serve the members of the association and support the executive committee in delivering the outcomes of the club's strategic plan by participating actively and constructively in committee meetings.

Key Duties/Responsibilities

- *Active participation in discussions and decisions-making processes of the committee*
- *Ensure compliance and legislative obligations are met*
- *Regularly review and monitor the organisation's finances ensuring all activities are delivered and decision-making is made within the financial capacity of the organisation*
- *Assist members of the executive committee in their duties if required*
- *Undertake a specific portfolio (Marketing, Sponsorship, Events etc.)*
- *Provide regular report on allocated portfolio*
- *Implement the tasks and actions as determined by the ratified strategic and operational plans*
- *Assist with the development, management and implementation of all rules and regulations, policies, procedures and administrative tasks*
- *Assist with the development and delivery of all communication procedures*
- *Contribute to the preparation of an annual report for distribution to members.*

Compliance Responsibilities

- *ensuring an annual general meeting is held within five months after the end of the association's financial year*
- *submitting a financial statement that covers the full financial year, which gives a 'true and fair' view of the association's financial affairs, to members at the annual general meeting*
- *overseeing the association's financial affairs. This includes making sure the association does not continue to operate if it is insolvent*
- *disclose any 'material personal interest' to the committee as soon as*
- *appointing a new secretary within 14 days, if the position becomes vacant*
- *returning all documents that belong to the association within 28 days of ceasing to be a committee member.*

Relationships

• Reports to Chair Person/Executive Committee, Club Committee and the broader club memberships

Estimated Time Commitment Required

• Attendance at monthly committee meetings

Knowledge, Skills and Experience

- *Business acumen and strong strategic thinking capabilities*
- *Effective communicator*
- *Sound organisational skills*
- *Can work effectively in a team environment*
- *Maintains confidentiality*
- *Is committed to the club philosophy*
- *Working knowledge of the club's Constitution, rules and duties of office bearers*
- *Awareness of club's purpose and strategic objectives*
- *General computer skills, including email*

Desirable Attributes

- *Commitment to the ethos, values and purpose of club*
- *Financial literacy – ability to monitor, analyse, and interpret financial reports*
- *Independence of mind and action*
- *Undoubted integrity, honesty, humility*
- *Well-developed interpersonal skills*
- *Motivation and interest in the club's activities*
- *Great judgement*
- *Ability to accept decisions they may not agree with*

Resources

- *Computer with email address*
- *Copy of current strategic/operational plan*

Committee induction process

Model rules

018-Organisational chart

101-Committee member handbook content list

005-Self assessment committee member financial literacy

Club health check

