

# NETBALL CENTRE FORUM



# Agenda

- Setting the Scene: Having a Vision, Values and a Plan
- Leadership and Boards and Committees – Having the Right People
- Planning – why, what, when and how?
- Short Break
- Protocols for Successful Relationships
- Effective Meetings
- Kai break
- Stakeholder management and risk management, including financial risk, fraud, and health and safety
- Conclusion

# 1. Setting the Scene: Having a Vision, Values and a Plan



Vision



Values



Plan

## Being in Charge: Having a Vision and a Plan

What are your hopes for the organisation?

Where are you going?

Do you think about preparing the organisation for 5 or 10 or more years ahead?

Do you have a Plan? Does the Plan have measures and a budget?

Do you check performance against the Plan?

# Values

Leadership role means  
“setting the tone from the  
top”

Values set tone - “this is the  
way we do things around  
here”



## 2. Leadership and Boards and Committees – Having the Right People

# Boards and Committees

## Similarities

- Groups of people who come together to collectively make decisions
- Meetings include AGMs and may include SGMs
- Bring different views, skills and experience to decision making
- Meet regularly, have chairperson, call for vote after discussion, make decisions, take minutes or written record of the meeting
- Meetings include an Annual General Meetings and may include Special General Meetings

## Differences

- Boards tend to be more formal in their composition and modus operandi
- Boards are lead by a Chair and may have a Deputy Chair and board committee chairs / Committees have a Chair or President, Vice Chair or President, Secretary and Treasurer positions
- Both boards and committees may have board secretaries

# Leadership Characteristics

- Know yourself
- Unite a team with a plan & values
- Make goals, check progress
- Communicate
- Be aware of external factors
- Keep a strategic future focus





# What is Governance

Governance is the system by which organisations are directed and controlled.

*Institute of Directors in NZ Inc.*

## System of 5 P's



People



Plans



Policies



Processes



Probity

# Boardroom Leadership



When I give a minister an order, I leave it to him to find the means to carry it out.

Napoleon Bonaparte



The key to successful leadership today is influence, not authority.

Kenneth Blanchard

# Boardroom Leadership

- Have a Vision, Values and a Plan
- Have the Right People
- Manage risk
- Be Accountable
- Communicate, including managing stakeholder relationships

*My own definition of leadership is this: The **capacity** and the **will** to rally men and women to a **common purpose** and the **character** which inspires **confidence**.” General Montgomery*

# Who are the Right People?

- Undertake due diligence, induction
- Possess honesty, integrity, values
- Bring suitable skills and experience
- Understand governance
- Are committed – prepare, participate
- Think analytically, strategically
- Combine independent thought with ability to work in a team

# Elements of Effective Boards/Committees

- Elements of Effective Boards or Committees include:
- Number of people
- Balance of skills and experience
- Diversity
- Guided by policy and process framework eg position descriptions, conflicts of interest

# Role of Board/Committees

1. Bring additional skills, experience, insights, diversity to decision making
2. Provide oversight
3. Are accountable
4. Monitor performance (e.g. financial soundness, effective use of resources)
5. External relationships

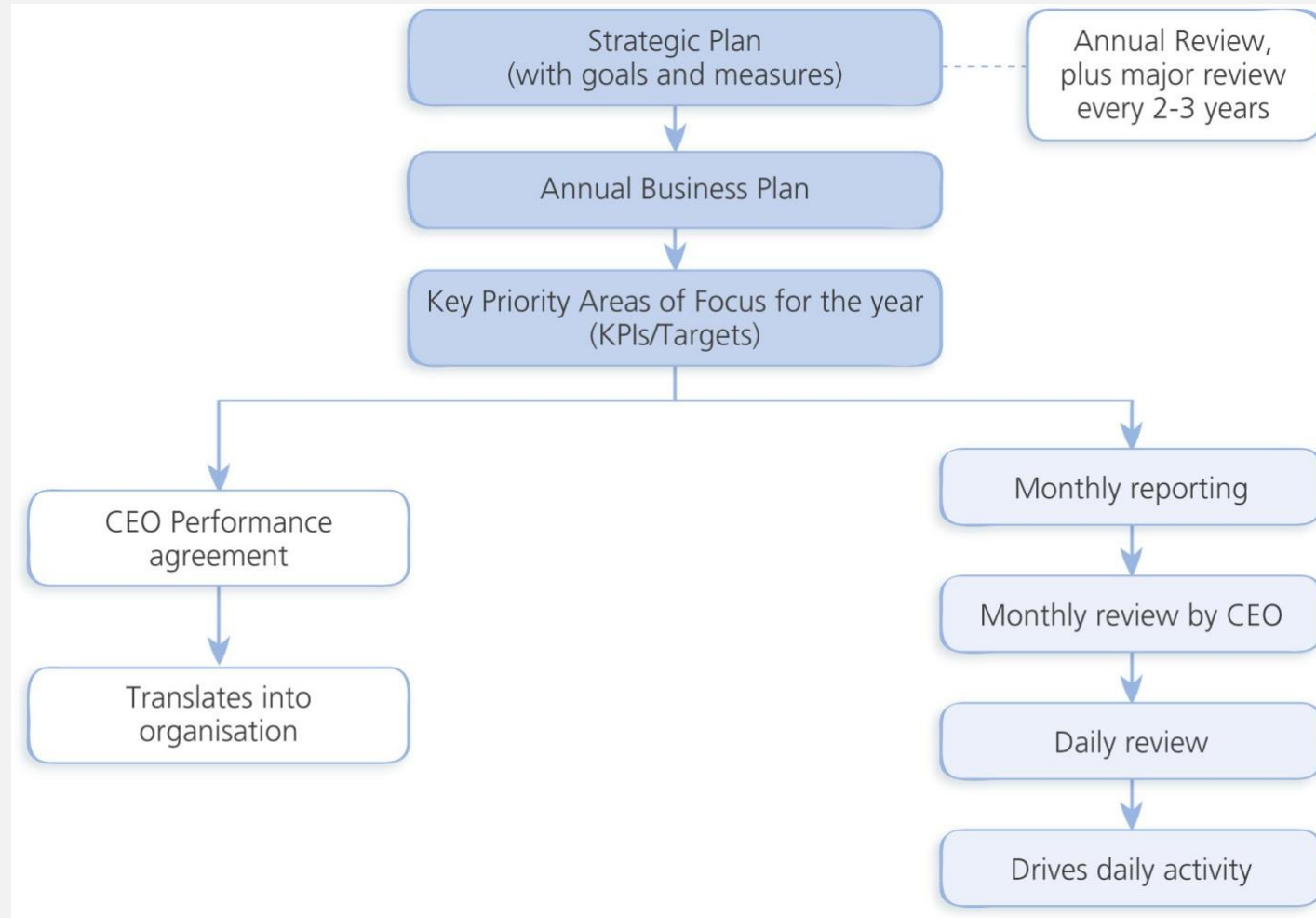
### 3. Planning – Why, What, When and How?

# What's our Plan?

- Agreed 3-5 year strategic plan, with annual plans, underpins all organisational activity, reporting, is focus for use of resources
- Plans are translated into board reporting measures and CEO annual performance agreement (KPIs)



# How it Works



# 4. Protocols for Successful Relationships

# Important Governance Protocols

- Collective responsibility
- Consensus decision making
- Confidentiality
- Transparency
- No Surprises
- Preparedness and participation
- Management of conflicts of interest

# 5. Effective Meetings

# Effective Meetings Basic

Annual work plan, meeting dates

Annual timetable or work plan can include:

board, committee and AGM meeting dates; strategic planning retreat; stakeholder functions; approval of 6 month, annual accounts; CEO performance evaluation; strategic discussion topics; review of risk; board evaluation

Duration, venue

# Effective Meetings Basic continued

Quorum for decisions

Agenda

Preparation, participation

Minutes

Board understands their role

Skilled chairing

Confidentiality

## 6. Stakeholder Management and Risk Management.

Including Financial Risk, Fraud, Health and Safety.

# The Boards Guardianship Role

- Ensuring stakeholder relationships are managed
- Effective use of limited resources
- Long term sustainability
- Risk management – Financial, Fraud, Health and Safety



# 5 Steps to Stakeholder Management

- Identify
- Prioritise
- Understand
- Engage and communicate
- Review

# Risks: Financial

- Cash flow
- Solvency
- Be realistic about expected revenue and costs
- What is Plan B?

# Risk: Fraud

## Common SFO indicators

- Audit finds irregularities, incomplete information
- Transactions for services not delivered
- Limited, vague controls around discretionary ability to make payments
- Missing documents / only photocopies available
- Missing inventory or physical assets
- Inexplicably complex transactions
- Undocumented or incompletely documented transactions

## Be wary of

- Employee controls a process start to finish with no segregation of duties
- A person has debts or appears to be living beyond their means
- Staff with financial responsibility reluctant to take leave or accept assistance
- Remote operation not effectively monitored



# PWC 2011 Report

- Perpetration of fraud is more likely to be *internal* to the organisation
- Look to internal and financial controls, particularly in relation to receipt of revenues, payroll and accounts payable

## Fraud the good news

- Profiling...

The more you are aware about the likelihood of fraud, research proves the incidence and quantum of fraud reduce

Awareness = improved internal controls

## Risk: Health and Safety

- Proposed new legislation 2015
- Likely impact: increased responsibility and penalties
- Culture change - “Everyone Home Safe Every Night”



# Health and safety changes

## Focus on **culture change**

- Increasing safety awareness, understanding
- H&S training, improved safety processes
- Safety specific expertise
- Increased frequency and prominence of reporting (incidents and near misses)
- Being accountable and holding to account



END

