



Informal Governance Session

Topics to be covered

- Our mission, vision and values
- Constitution, Governance and the Board's role
- Board structure
- Code of Conduct
- Committees roles and terms of reference
- Finances (Poppy Crouch)
- The new build (Jim Pearson)

Our Mission (what are we here for)

To prevent drowning and injury on Papamoa Beach.

The Club's Vision

Deliver excellence in lifeguarding, surf sports and leadership programs through strong membership and community engagement.

We do this by:

- Promoting lifeguarding as an essential service for the Papamoa community and its visitors.
- Providing club members with an environment that is safe, fun, goal focused and disciplined thereby enabling members to achieve their full potential.
- Identifying and supporting high performance athletes to develop their goals and reach their full potential.
- Effective governance that models, teaches and develops leadership.
- Providing opportunities for club members to come together to recognise it's leaders, celebrate it's success and socialise in a safe family environment.
- Promoting the club through the schooling network as a fun and exciting place to be with pathways to enrich their education.
- Promoting the club through business and community groups such as Lions, Rotary, Papamoa Progressive Association, Tamapahore Trust as an organisation with a strong membership worthy of their support.
- Effective risk management and identification of hazards.

Which leads to outcomes of:

- The Club's lifeguards being acknowledged as providing an essential service to the Papamoa community and its visitors.
- The Club's high performance athletes achieving success on the national and international stage.
- Members who become tomorrow's sporting, community and business leaders.
- The Club being recognised as a leading water safety organisation that delivers an essential service through operational best practice.
- Financial sustainability and ongoing engagement with community and business partners.
- Being an organisation who's members are passionate about giving back to the community they live in.
- Vibrant, active members who come together to have fun with family and friends and who enjoy the beach lifestyle.

- Papamoa Domain being recognised as the safe community hub for water based activities.

Our Values

Excellence – Encouragement – Respect – Commitment – Fun

Constitution

Our constitution is the Club's founding document and is effectively the legal rule book for the Club. Among other things it gives the board a mandate to govern the club by saying....

“The Board is responsible for governance matters and ensuring the Club meets its legal and financial requirements to deliver the Club's objectives.”

So what is governance and what is the Board's role?

The Board provides strategic leadership. In order to do this, the Board:

- Looks to the future and keeps informed of issues and trends that may affect the Club's mission and organisational health.
- Makes decisions based on knowledge of community needs and best practices and in accordance with the mission.
- Is proactive and visionary in its thinking.
- Encourages thoughtful deliberation, incorporating a diversity of viewpoints.
- Works together as colleagues, encouraging mutual support and good humour.
- Has the courage to lead and make difficult decisions.
- Commits to “best practice” in governance, including regularly monitoring, assessing and improving its own performance.
- Monitors and holds the Club's committees to account.

The consequences of a Board member breaching their duties can be significant. The legal responsibility of the Board is determined by the following legislation:

- Incorporated Societies Act 1908
- Charities Act 2005
- Companies Act 1993
- Income Tax Act 2007
- Goods and Services Tax Act 1985
- Employment Relations Act 2000
- Health & Safety at Work Act 2015
- Privacy Act 1993

The Board's role

The Board's role is to ensure it achieves its mission, vision and strategic goals whilst meeting all the legal and financial responsibilities and requirements. The Board is expected to:

- Set the strategic direction and long-term plans and monitor the Board's progress against them.
- Protect the surf life saving brand.
- Monitor financial management of the Club and approve the financial budgets and policies.
- Effectively manage risk.
- Ensure all areas of the Club complies with current legislation.
- Hold regular Board meetings and report to the membership.
- Approve major policies and programme initiatives.
- Act as good employers.
- Appoint, assess the performance of and nurture staff.
- Deal with disputes and conflicts referred to the Board.

- Represent the membership in a positive, appropriate manner.
- Oversee, conserve and enhance the resource base.
- Hand over governance to a new Board at the Annual General Meeting and oversee the induction process.

The governance/management split is a common challenge that all Not for Profits share. “It is important that people serving on boards of NFPs, and are involved with management, be aware of their different roles and responsibilities and which “hat” they are wearing in carrying out their functions. They need to take a step back from the day-to-day operational matters and devote themselves to the bigger picture governance issues relevant to ensuring the longterm sustainability of their organisation. That is, they need to take time to work “on” the organisation, rather than “in” the organisation.” – The Four Pillars of Governance Best Practice for New Zealand Directors, Institute of Directors.

Current Board and Operating Structure

We have 8 Directors on the Board with portfolios as follows:

- Andrew Hitchfield – Chair
- Poppy Crouch – Finance
- Hamish Smith – Lifeguarding
- Robynne Cabosao – Junior Surf
- Marg Cosgriff – Surf Sports
- Andrew King – Health & Safety
- Jim Pearson – New Build
- Angela Hayden – Governance & Policy

Employees – Finance & Administration Manager, Head Coach and Cleaner

Code of Conduct

As part of the Board’s commitment to ethical conduct in all areas of its responsibility and authority the Directors have an agreed code of conduct. Board members shall:

- Maintain and understand the values and goals of the Club.
- Regardless of what other areas of the Club a Board member is involved with, their duty as a Board Member will always be paramount.
- Be loyal to the Club and its mission.
- Publicly represent the Club in a positive manner.
- Respect the integrity of the employees of the Club.
- Observe the confidentiality of non-public information acquired in their roles as Board members and not disclose to any other persons such information.
- Be diligent and attend Board meetings prepared for full and appropriate participation in decision making.
- Ensure that individual Board members do not act independently of the Board’s decisions.
- Speak with one voice through its adopted policies and ensure that any disagreements with the Board’s stance are resolved within the Board.
- Avoid any conflicts of interest with respect to their fiduciary responsibility between their position as a Board member and their personal and professional life.
- Recognise the lack of authority in any individual Board member, or subgroup of the Board, in any interaction with employees of the Club.
- Recognise that only the chairperson can speak publically for the Board.
- Continually self-monitor their individual performance as Board members against policies and against any other current Board evaluation tools.
- Be available to undertake appropriate professional development.
- Maintain a conflicts of interest register.

Committees and Terms of Reference

Committees have terms of reference which clearly define their role, procedures and functions and the boundaries of their authority. They can't exercise authority over staff or delegate tasks to any staff member unless specifically agreed to by the Board.

The following committees are currently in place:

1. Junior Surf
2. Surf Sports
3. Lifeguarding
4. Health & Safety
5. Communication & Recognition

The Committees each come with a bunch of jobs for it to operate effectively. At the moment there are a few people on each Committee doing the full gambet of jobs or there are jobs simply not being done. If you want to get involved with a Committee or want to do a job for the Committee without actually being on the Committee talk to the current Committee Chair and they'll give you the information you'll need to get started.

If you're thinking of joining the Board then I've given you lots of information to process. The next couple of years are going to be really interesting as we embark on community fundraising and the new build. There are lots of areas where, by being involved at the board level, you can make a huge difference – both for the surf club and the community at large.