

Governance



Why?

- EGM 18th September
 - Finances
 - Structure
 - Governance




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What is the reason for the Governance Project?

It came out of the EGM of 18th Sept where the Independent Report into the Mane Event was presented. That report highlighted issues with governance and tasked the committee to report back to the membership in December on Finances, Structure and Governance. That is the reason for this meeting and presentation.

Corporate?

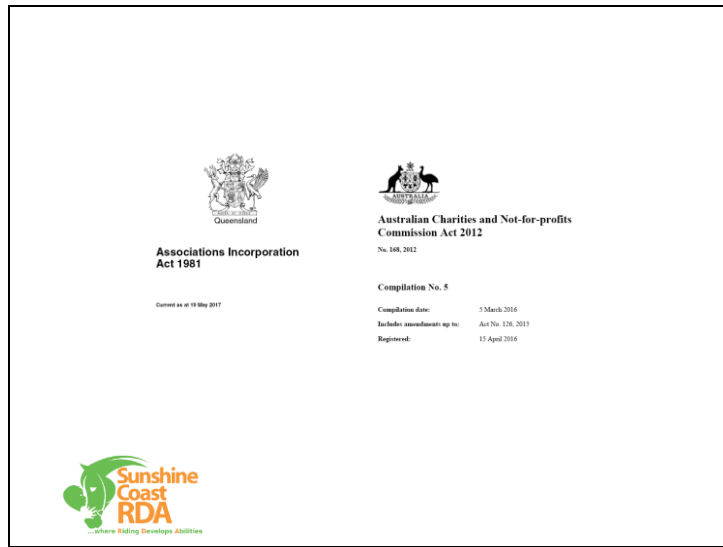
What's required under the law?



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There is a school of thought that this governance is unnecessarily applying corporate standards to a community organization and it is inappropriate. In determining what is appropriate we must examine what is required under the law.

Slide 4



SCRDA is covered by 2 sets of laws, one State and the other Federal.



The Australian Charities and Not-for-Profits Commission is the Federal regulator for organisations such as SCRDA.

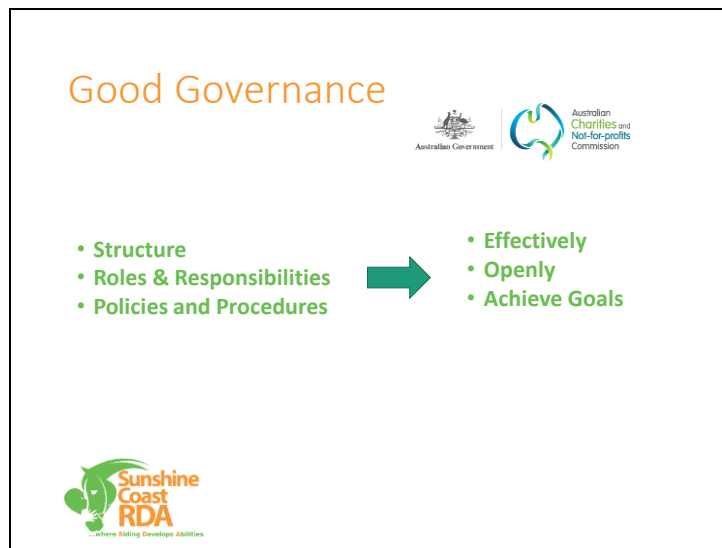
The ACNC Act and Regulations require charities to meet defined Governance Standards and that “responsible persons”, i.e. the committee, act in certain ways.

Responsible Persons

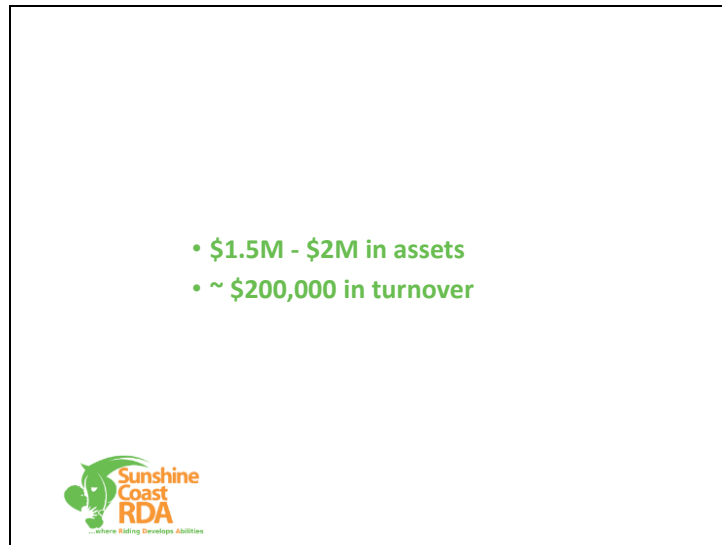


- Act with reasonable care and diligence
- Act honestly in the best interests of the charity and for its purposes
- Not misuse the position of responsible person
- Not to misuse information obtained in performing duties
- Ensure that the charity's financial affairs are managed responsibly
- Not allow a charity to operate while insolvent






Good Governance is when the organisation has the appropriate structure, appropriately defined Roles and Responsibilities and well written Policies and Procedures. This will in turn ensure that it is run effectively, openly and in manner that achieves it goals.



Just to put matters into perspective for SCRDA. We currently have assets in the order of \$1.5M-\$2M and an annual turnover of approximately \$200,000. These are large amounts and our benefactors expect their money to be managed responsibly and in the best interest of the organisation.

Structure

- Historical – workshops (Rachel Bridger)
- Oversight vs operational
- Flat vs hierarchical

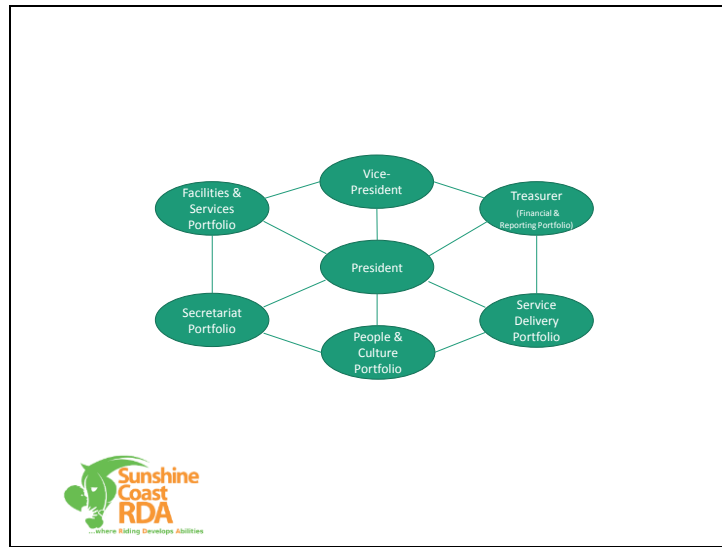


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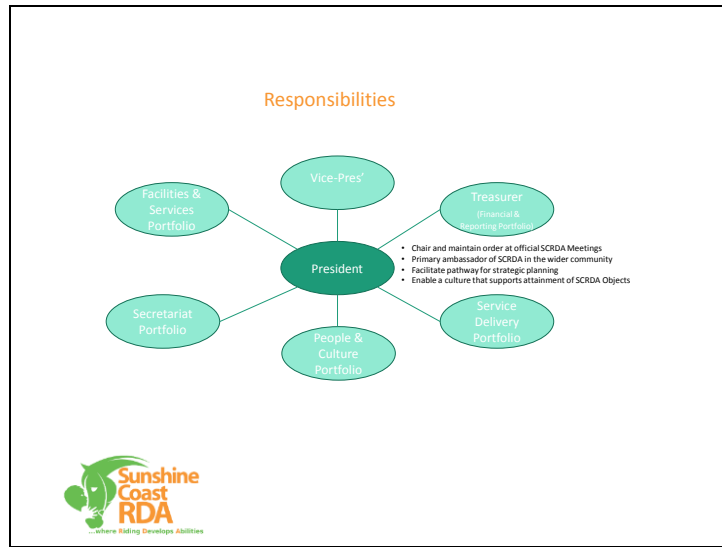
Workshops to review the structure were run in the past by Rachel Bridger but the recommendations were not implemented. (see next slide for part of the reason.) The proposed structure attempts to move from the current one where the committee members are very much the doing most of the work to one where the committee members provide oversight of a team of volunteers. An important aspect is the lack of a hierarchy, all committee members, including the president are equal.



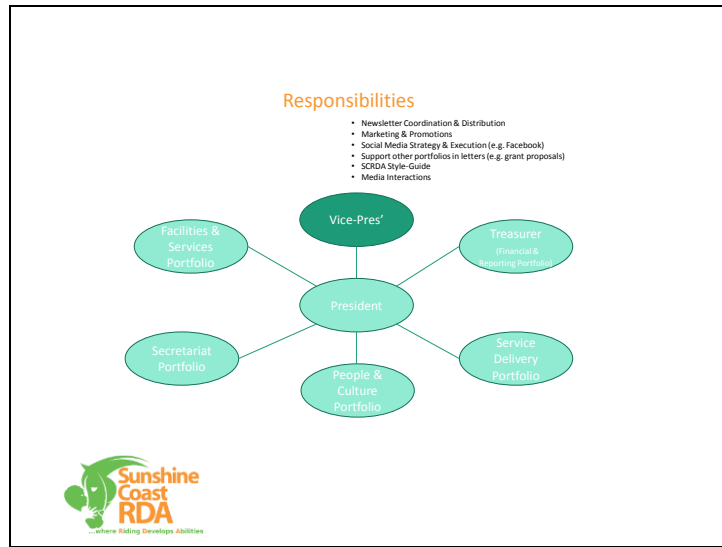
The organisation has grown but the same people are still doing most of the work. In the high workload it is easy to be too busy to accept a better way of doing things!

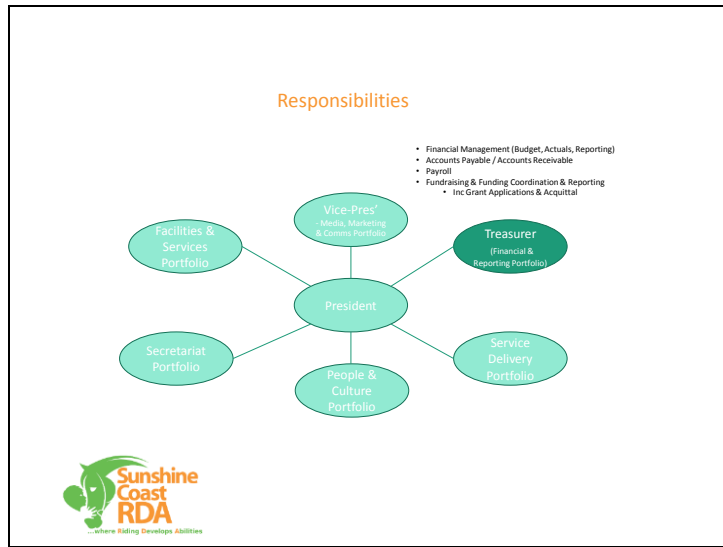


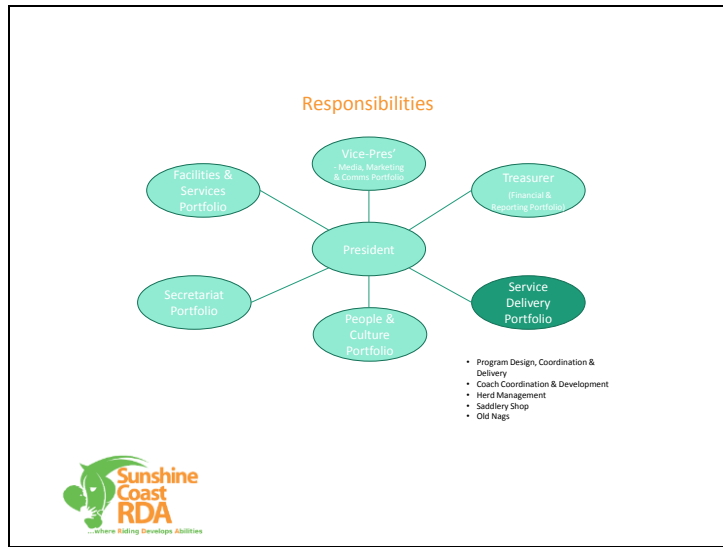
The proposed structure. This is consistent with the current constitution committee requirements.

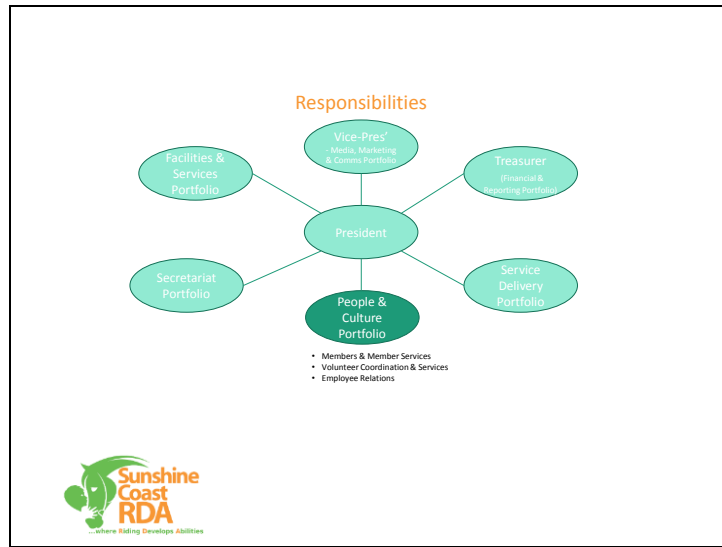


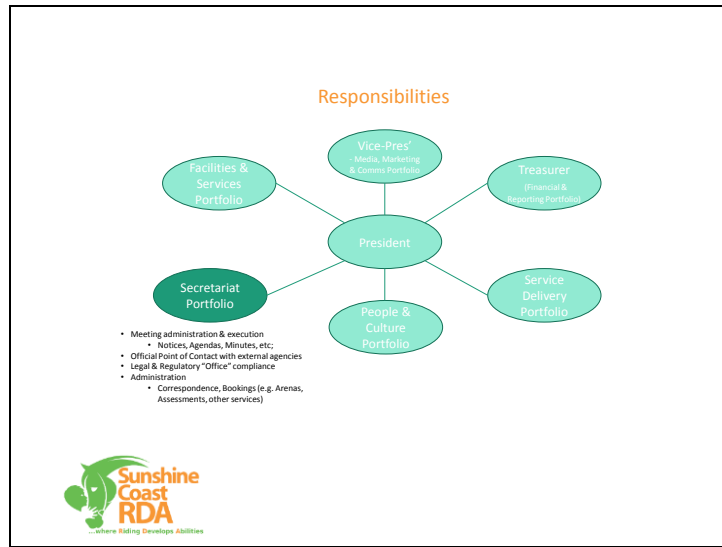
The next seven slides lists the responsibilities of each position.

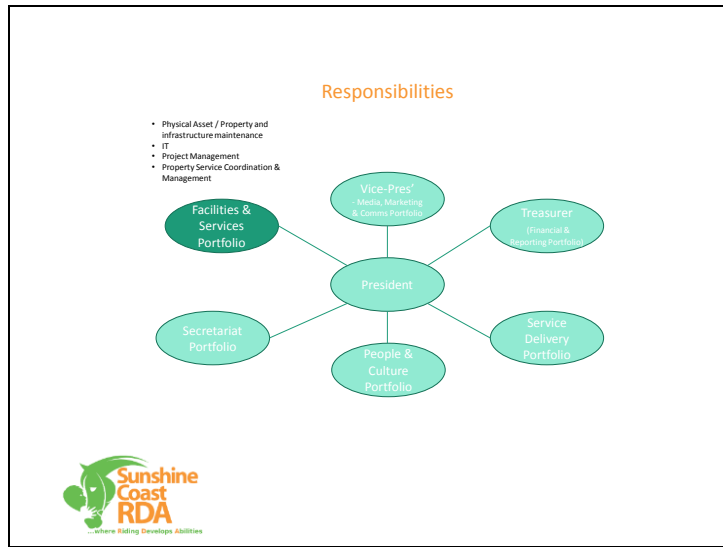


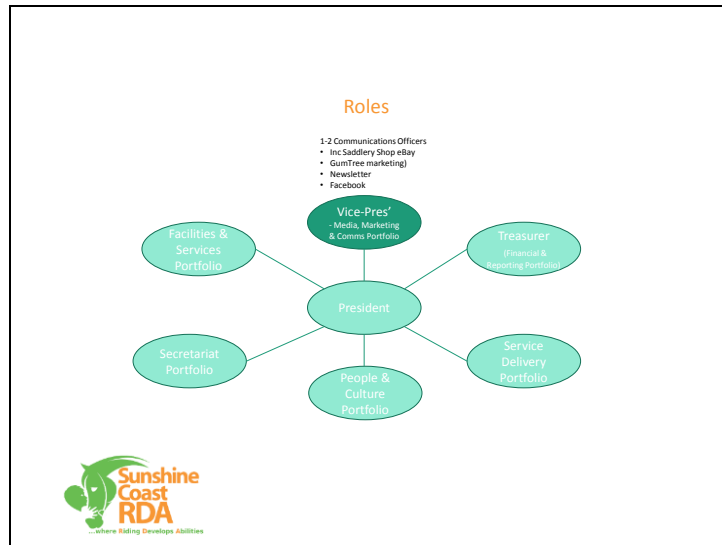




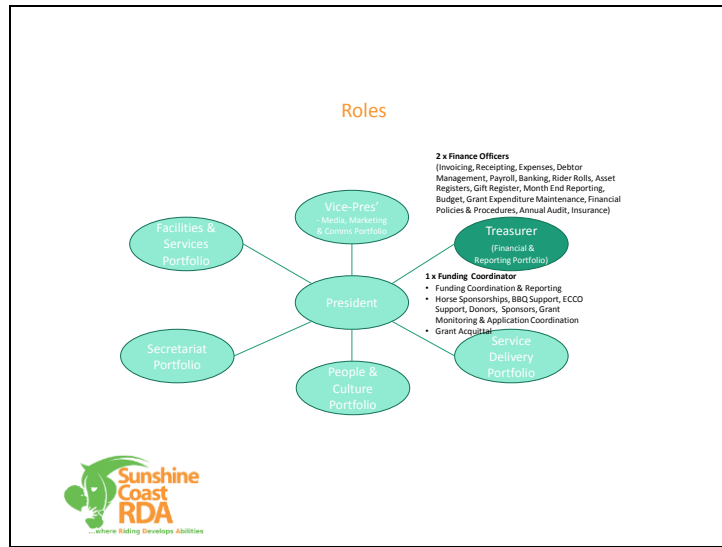


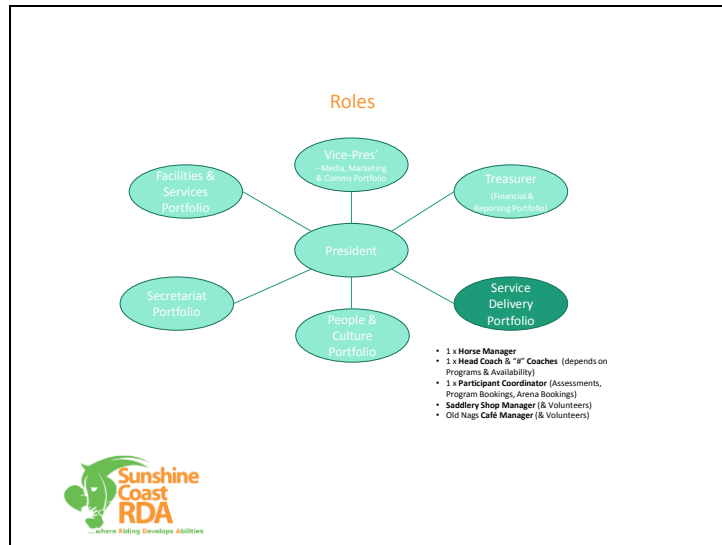


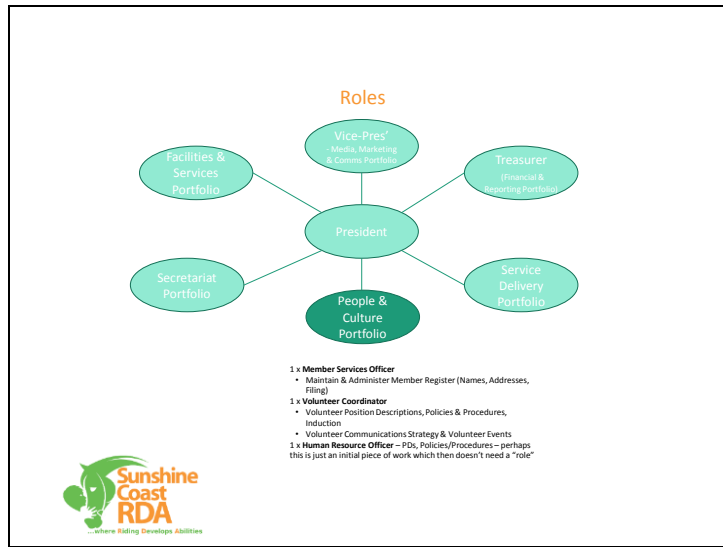


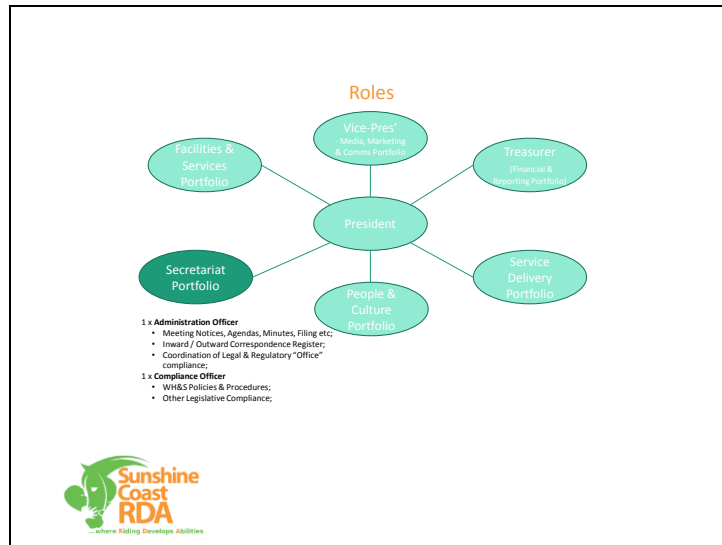


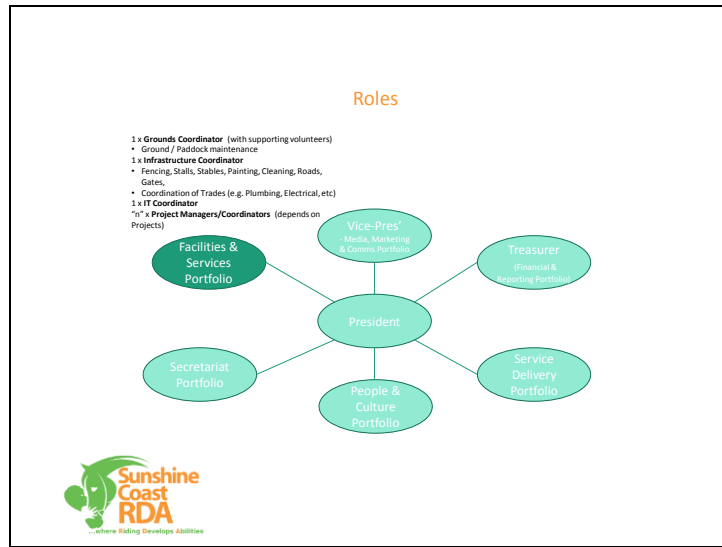
The following slides cover the roles of the positions and the subordinate, non committee, positions that are intended to reduce the workload of the committee.











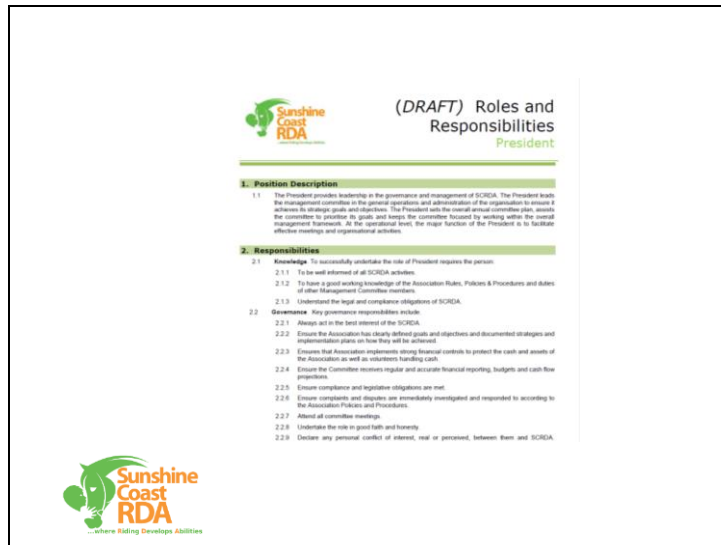
Roles & Responsibilities Documents

- **Position Description**
- **Responsibilities**
 - General
 - Specific to role
- **Skills & Qualities Required**
- **Handover**




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Each committee position will have a formal Roles and Responsibilities definition. These are the sections of the draft documents.



An example of the Roles and Responsibilities document for the President.



(DRAFT) Roles and Responsibilities President

1. Position Description

1.1 The President oversees leadership in the governance and management of SCRC. The President leads the President's committee in the pursuit of the vision and implementation of the strategic plan for SCRC and the delivery of programs and services. The President also has overall control of the association's financial management. The President is also responsible for the association's compliance with the annual management agreement to the Queensland Government, the major funder of the President to facilitate efficient delivery and performance of services.

2. Responsibilities

2.1 Knowledge: The incumbent understands the role of President requires the person:

- 2.1.1 Have an understanding of SCRC's activities
- 2.1.2 To have a good working knowledge of the Association's Vision, Policies & Procedures and Rules of the Association, Committee Members
- 2.1.3 Understand the legal and compliance obligations of SCRC.

2.2 Governance: The incumbent understands SCRC's:

- 2.2.1 Vision and the current strategy of SCRC.
- 2.2.2 Objectives that the Association has clearly defined goals and objectives and documented strategies and performance goals and an effective budgeting cycle.
- 2.2.3 Ensure that Association implements strategy for the activities to control the cost and assets of the Association as well as a robust financial plan.
- 2.2.4 Ensure the Committee members regular and accurate financial reporting, budgets and cash flow forecasts.

2.3 Efficient Operations and operations regulations are met:


- 2.3.1 Review compliance and ensure an immediate investigation and response to according to the Association Rules and Procedures.
- 2.3.2 Attend all committee meetings.
- 2.3.3 Coordinate the work program and human resources.
- 2.3.4 Develop any personal conflict of interest, real or potential, between them and SCRC, including SCRC's financial plan, and report the details to the Registrar of Companies and ASIC in their annual returns.

2.4 Tasks specific to the role:

- 2.4.1 Chair and convene meetings of SCRC's meetings.
- 2.4.2 Act as the primary ambassador of SCRC in the wider community.
- 2.4.3 Facilitate relations with strategic partners.
- 2.4.4 Ensure a culture that supports achievement of SCRC's Objectives.

3. Skills and Qualities Required

3.1 Be a team player with good people skills, being able to inspire others to work towards SCRC's vision and objectives.



Roles and Responsibilities President continued

3.2 Be a good listener, be able to understand the views of others from the general membership or management and be able to take action to address the suggestions or concerns. Be able to effectively coach the appropriate people accordingly to SCRC's vision and objectives.

3.3 Good communication skills both verbal and written.

3.4 Good understanding of financial and budgeting processes.

3.5 A general understanding of program management.

3.6 A strong understanding of governing structures with the ability to read & financial report.

3.7 Be able to understand the financial position.


3.8 Be receptive to change.

4. Reporting

4.1 Reporting Key Documents: This is a role under the Roles and Responsibilities document to ensure a consistent approach to the reporting of the role. Current key reports to Committee members prior to the AGM.

4.2 Chair of all committees and the requirement of the role. Current key reports to Committee members to ensure the meeting, AGM and the annual and semi-annual reports.

4.3 Selection of incoming President, Trust, member and support for incoming President.




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Sunshine Coast RDA
...where Riding Develops Abilities

Checked/Reviewed By:	Reviewed/Approved/Confirmed By:
Name: _____ Date: _____	Name: _____ Date: _____
Signature: _____	Signature: _____

**Roles & Responsibilities -
President**

Responsibilities

1. **Knowledge.** To successfully undertake the role of President requires the person:
 1. To be well informed of all SCRDA activities.
 2. To have a good working knowledge of the Association Rules, Policies & Procedures and duties of other Management Committee members.
 3. Understand the legal and compliance obligations of SCRDA.
2. **Governance.** Key governance responsibilities include:
 1. Always act in the best interest of the SCRDA.
 2. Ensure the Association has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved.
 3. Ensures that Association implements strong financial controls to protect the cash and assets of the Association as well as volunteers handling cash.
 4. Ensure the Committee receives regular and accurate financial reporting, budgets and cash flow projections.
 5. Ensure compliance and legislative obligations are met.
 6. Ensure complaints and disputes are immediately investigated and responded to according to the Association Policies and Procedures.
 7. Attend all committee meetings.
 8. Undertake the role in good faith and honesty.
 9. Declare any personal conflict of interest, real or perceived, between them and SCRDA, immediately notify the Secretary who will enter the details into the Register of Interests and inform all other Committee Members.



More detail of the R&R for the President. (draft)

Roles & Responsibilities - President

1. **Tasks specific to the role.**
 1. Chair and maintain order at all SCRDA meetings.
 2. Act as the primary ambassador of SCRDA in the wider community.
 3. Facilitate pathway for strategic planning.
 4. Enable a culture that supports attainment of SCRDA Objects.



Roles & Responsibilities - President

Skills and Qualities Required

1. Be a team player with good people skills being able to inspire others to work towards SCRDA's goals and objectives.
2. Be a good listener, so as to understand the team whether it be the general membership or management so as to be able to communicate the appropriate priorities.
3. A good understanding of meetings and how to manage them to efficiently reach the appropriate decisions.
4. Good communication skills both verbal and written.
5. Sound knowledge of the constitution and meeting procedure.
6. An general understanding of project management.
7. A general understanding of accounting practices with the ability to read a financial report.
8. Maintain confidentiality on relevant matters.
9. Be receptive to change.


Handover

1. **Updating Key Documents.** Prior to the AGM review this Roles and Responsibilities document to ensure it continues to reflect the requirements of the role. Submit any updates for Committee approval prior to the AGM.
2. Ensure all other Committee members have reviewed their Roles and Responsibilities documents to ensure the incoming Committee has a relevant and current documents.
3. **Induction of Incoming President.** Train, mentor and support the incoming President.



Roles & Responsibilities - Timeline

- All drafted by Committee Meeting 11th December
- Approved before calling for nominations for the 2018 AGM




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Timeline for R&R documents.


Policies and Procedures

- Policy – What we do
- Procedure – How it's done
- Day to Day way of doing things
- Ensure we satisfy the legal obligations
- Easy reference



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Policies and procedures detail what we do and how it's done. Well defined P&P contribute to consistent and open activities in managing the organisation.



Policy Use of Images

1. Introduction

1.1 The policy provides the authority of members and volunteers by providing an environment where images (including photographs) can be taken and distributed with the aim of raising awareness of the RDA's activities.

1.2 Images can be used for a wide range of purposes and can be used in a variety of ways. It is the responsibility of members and volunteers to ensure that images are used in a way that is appropriate to the RDA's activities and that they do not cause any harm or embarrassment to any individual or group.

1.3 Images and photos can also be used for a wide range of purposes, including for marketing, and can be used in a variety of ways.

1.4 This policy provides the authority of members and volunteers to take and distribute images in accordance with the RDA's activities.

2. Scope

2.1 This policy applies to all members, volunteers, participants and visitors to RDA's activities.

2.2 This policy applies to all members, volunteers and participants when taking and using images related to RDA's activities.

2.3 This policy applies when used in the RDA's activities to photographs, video and audio recordings.

3. Policy

3.1 Capturing Images

3.1.1 Capturing images of members, volunteers and participants requires their approval in the approval of the member, volunteer or participant.


3.1.2 Young children and vulnerable adults cannot give consent to the capturing or use of their images without approval from a parent, guardian or guardian. Obtaining a child or the guardian's consent is required in all instances.

3.1.3 Sunshine Coast RDA will not allow any photographs, audiovisual or similar, access to a child or vulnerable adult for promotional or marketing purposes.

3.1.4 Consents, including consent photos, will not be used inside changing areas, showers and toilets in RDA's premises.

3.1.5 Publishing Images

3.1.6 Parents or guardians must give free and informed consent for the publishing of any images. They are also advised of the RDA's copyright policy, its image storage, website or social media.



Policy Use of Images (continued)

3.2 Members and volunteers who agree to the capturing of their images will agree to their being distributed and stored in a secure RDA's database and will be used in the RDA's activities.

3.3 Images of members and volunteers are to be used internally, e.g. media releases, website or social media, and externally in support of marketing purposes to support the RDA's activities.

3.4 The RDA's members and volunteers will be asked to provide their consent to the capturing of their images and to the distribution of their images. These photos are considered internal and have not been distributed to the public.

3.5 Images and participants will be expected to be made available and made public on 'Open Days' where RDA's activities are being conducted and where there is a need for images. Members and participants will be advised of their rights and given the option to not participate.

4. Procedure

4.1 Capturing Images

4.1.1 In capturing, including participants, have the approval of those capturing the images and the participant's consent to give permission to have images taken of them. The participant's information will be maintained as part of the RDA's activities.

4.1.2 The RDA will provide an equipment, list of photo permissions, consent or the necessary information to the participants to be captured in a safe manner. The RDA will have the ability to delete or remove any images.

4.2 Publishing Images

4.2.1 When publishing images in support of marketing or other purposes the author (owner) will obtain the photo permission of a subject in the image.

4.2.2 When publishing images in support of marketing or other purposes the author (owner) will obtain the photo permission of a subject in the image.

4.2.3 RDA will only use images which are not likely to be used to offend or cause embarrassment to any individual or group. Images will be used in a way that is appropriate to the RDA's activities and that they do not cause any harm or embarrassment to any individual or group.

4.3 Public Events

4.3.1 When RDA's activities are conducted in public areas or open spaces the RDA will have the ability to delete or remove any images.


4.4 Breaching

4.4.1 Breaching of this policy will be subject to the RDA's Complaints & Discipline Procedure.

4.4.2 Where necessary, a member or volunteer who is found to be in breach of this policy will be subject to the RDA's Complaints & Discipline Procedure.

CONTROLLED DOCUMENT	Information Management Committee
Doc No. 100-1-001	Page 1 of 1
Version 1.0	Issue Date: 15/06/2011
Approved by: [Signature]	Date: 15/06/2011

CONTROLLED DOCUMENT	Information Management Committee
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An example of a Policy and Procedure Document.



Policy Use of Images continued



Form
Permission to Photograph and Record

5. Responsibilities

5.1 Table 1 - Responsibilities

Role	Responsibilities
All (Essential) SCSDA Members	<ul style="list-style-type: none"> Ensure compliance with this Policy;
Management Committee Members	<ul style="list-style-type: none"> Monitor compliance with the policy being particularly vigilant that members that risk-averse do not breach the policy with the lack of willingness to maintain the list of photo permissions as part of the Membership Register; Actively monitor the use of images and ensure the necessary permissions are obtained and kept.
Authors / Editors / Writers / Social Media Managers	<ul style="list-style-type: none"> Actively monitor the use of images and ensure the necessary permissions are obtained and kept.

6. Related Documents

6.1 Membership Register for photo permission

6.2 Authority to Issue Form

7. Capture of Photographs, Video and Audio Recordings

This permission is for:

(First Name) _____

I am the person named above and am over 18 years old

I am the parent/guardian of the person named above

I give permission for photographs, video and audio recordings to be taken of the above named person in SCSDA premises or vehicles

8. Publishing of Photographs, Video and Audio Recordings

I give permission for photographs, video and audio recordings to be used in the following media:

Online (web, email and social media)

Newsletters

Website

Social Media

Print Materials

Other as approved by the Management Committee

This permission is valid for:

Until revoked (Revocation is to be in written notification to SCSDA)

For the following period only _____

Person _____

I give permission for the capture and publication of photographs, video and audio recordings with the limitations above.

Signature: _____ Date: _____

CONTROLLED DOCUMENT

This document is controlled by Sunshine Coast RDA

Version: 001

Approved by: Management Committee

Date: 15/06/2018

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This document is controlled by Sunshine Coast RDA

Version: 001

Approved by: Management Committee

Date: 15/06/2018



...where Riding Develops Abilities


Policies and Procedures -Timeline

- The major part of the governance project
- 3 already approved (plus Code of Conduct)
- 5 Financial in final draft
- More under development
- Aiming for core of ~20 by the AGM
 - Financial management
 - Meeting management
- Overall 12 month project



Incoming Committee

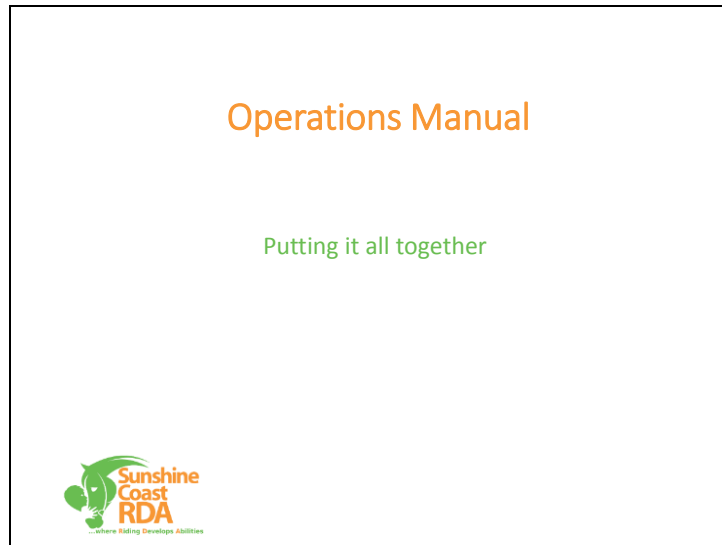
- Manageable workload
- Managing vs doing
- Informed



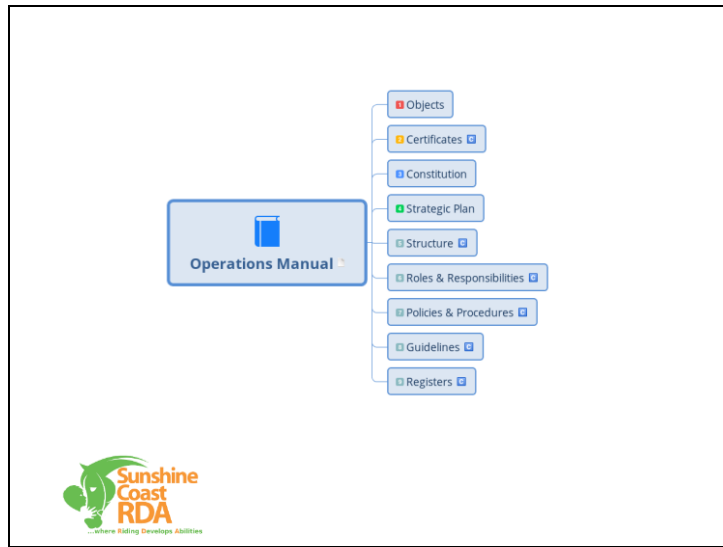
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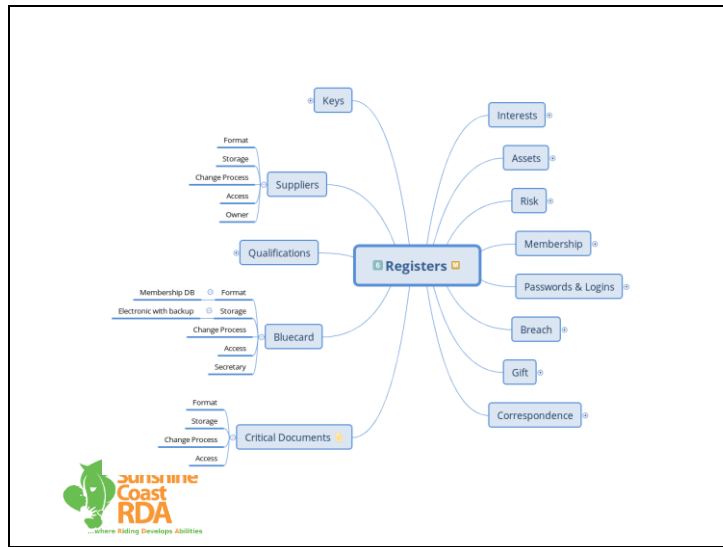
If this is implemented effectively then the incoming committee will have a supporting framework within which to work and this in turn should reduce workload. It is very much about delegating to supporting volunteers and providing oversight.

If members are well informed about the expectations of being a committee member, both the workload and the actual tasks they will be more open to stepping forward.



It's all very well having a pile of documentation but it has to be accessible and referenced on a day to day basis. I propose putting it all together into an Operations Manual. The following slides are a proposed structure for such an Operations Manual.





Current, accurate information is important and must be easily accessible to the appropriate people. Much of this information will be included in registers, some of which will be in the Ops Manual physically while others are structurally part of the manual but physically stored elsewhere, e.g. Register of Password.

Conclusion





SCRDA has grown and the management structure has not grown with it. The same people cannot continue to do the same jobs as they get larger and larger. The committee needs volunteers to assist with some of the management tasks. Many of us join to work with the horses and clients but we probably know others with skills and interests outside horses who could help. Please keep them in mind and suggest that they step forward. In the coming weeks the committee will contact the membership asking for assistance in different areas.