



Governance Policy

Governance is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision, and accountability of an organisation.

Board Members take ultimate responsibility for the governance of their organisations.

However, governance is not a role for Boards and Board members alone. Governance is also concerned with the way Boards work with staff, volunteers, service users, members, and other stakeholders to ensure the organisation is effectively and properly run and meets the needs for which the organisation was set up.

The Governance Policy is intended to clarify the content of the organisation's constitution by making explicit the underlying principles of governance approved by the organisation. This policy does not cover legal or ethical issues concerning the role of the Board or its members.

Policy

The Board is an elective, representative, and collective body.

- It is **elective**, in that the determination of the majority of Board member positions is the prerogative of members through the election process.
- It is **representative**, in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the organisation. Whatever the constituency of any member, all members are committed to acting **selflessly** and making decisions and voting on governance decisions solely in the best interests of the organisation.
- It is **collective**, in that while each member should put the point of view of their constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken Board members are required to support that decision.

The function of the Board of Barwon Grove Golf Club is to collectively ensure the delivery of the organisation's objects, to set its strategic direction, and to uphold its values. The Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations.

The responsibilities of the Board that cannot be delegated to any other person or body include:

- Compliance monitoring – ensuring compliance with the objects, purposes, and values of the organisation, and with its constitution
- Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
- Strategic planning – reviewing and approving strategic direction and initiatives
- Regulatory monitoring – ensuring that the organisation complies with all relevant laws, regulations, and regulatory requirements
- Financial monitoring – reviewing the organisation's budget, monitoring management and financial performance to ensure the solvency, financial strength, and good performance of the organisation



- Financial reporting – considering and approving annual financial statements and required reports to government
- Organisational structure – setting and maintaining a framework of delegation and internal control
- Succession planning for the Board.
- Risk management – reviewing and monitoring the effectiveness of risk management and compliance in the organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
- Dispute management – dealing with and managing conflicts that may arise within the organisation, including conflicts arising between Board members, staff, members, volunteers, or service users
- Social responsibility – considering the social, ethical, and environmental impact of all activities and operations and ensuring that these are acceptable
- Board performance and composition – evaluating and improving the performance of the Board

Responsibilities

It shall be the responsibility of the Board to establish and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting.

It shall be the responsibility of the Board to clearly demarcate and delegate the functions of sub-committees, officers and other staff and agents, including.

1. Developing and implementing organisational strategies.
2. Developing the annual budget and managing day-to-day operations within the budget.
3. Maintaining an effective risk management framework.
4. Keeping the regulators informed about any developments with a material impact on the organisation's performance; and
5. Managing day-to-day operations in accordance with agreed standards for social, ethical, and environmental practices.



Procedures

Internal controls

The Board should set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The Board should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.

Managing risk

The Board should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the organisation's exposure to significant risks. The Board must regularly review the risks to which the organisation is subject and take action to mitigate risks identified.

Board review

The Board should ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities.