

Running Your Club

Section: Corporate governance checklists



Introduction to Corporate Governance and Boards

Question	Yes	No	What actions do you need to take to correct the current situation?
1. Does your club or association review at least annually, the structure of your board to ensure that it complies to the principles of best practice corporate governance as specified by both the Australian Sports Commission and the Departments Its Your Business Resource?			
2. Does your club or association record independent v. interested club or association directors?			
3. Does your organisation take into account the membership of your club or association board and does it review that membership?			
4. Does your organisation have a procedure for the appointment and retirement of club association directors and particularly for independent directors?			
5. Are your club or association directors able to seek independent professional advice?			
6. Do you pay your club or association directors compensation?			
7. Does your club or association have a remuneration committee and an audit committee?			
8. If yes to the preceding question, do these committees have clear terms of reference and operation?			
9. Is your club or association board able to identify areas of significant business risk in and for your club or association?			
10. Does your organisation have a policy on appropriate ethical standards for your club or association directors?			

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Section: Corporate governance checklists (continued)



Question	Yes	No	What actions do you need to take to correct the current situation?
11. Does your club or association have a register for declarations of conflicts of interest?			
12. If yes to the preceding question, is it regularly updated and is it made available to members upon request?			
13. Does your club or association board: <ul style="list-style-type: none"> ■ Set objectives, define policy and develop strategy? ■ Interpret and integrate corporate culture, ethical standards and people's reasoning into everyday acts? ■ Specify the authorities of the any paid staff i.e. CEO/Executive Director /General Manager, chairman and the board itself? ■ Ensure the paid staff i.e. CEO/Executive Director (Officer) /General Manager provides satisfactory leadership, planning, organisation, control and succession? ■ Monitor the performance of senior staff and volunteers? ■ Monitor the performance of the organisation against agreed goals? ■ Ensure present plans and actions provide for the organisation's continuity? ■ Manage communications with stakeholders? ■ Manage the organisation's risks? ■ Have clearly stated board and management responsibilities? ■ Focus on future and historical data? ■ Emphasise and concentrate on long-term goals? ■ Monitor the club or associations management? ■ Rely upon professional or expert advice? 			

Running Your Club

Section: Corporate governance checklists (continued)



Question	Yes	No	What actions do you need to take to correct the current situation?
<ul style="list-style-type: none"> ■ Have a general understanding of the organisation's business? ■ Keep it informed about the activities of the club or association? ■ Undertake a regular review of the organisations finances? ■ Convey the image that integrity and effective control cannot be compromised? ■ Have a formal code of conduct which defines acceptable standards of personal behaviour? 			
14. Does your club or association have a corporate governance system?			
15. Are you aware of what your club or association's constitution and/or by-laws say about the governance of the club or association?			
16. Do you have job descriptions and qualification statements for your club or association directors?			
17. Do you have a job description for your club or association board?			
18. Is your club or association board: <ul style="list-style-type: none"> ■ A team that can collectively meet its responsibilities ■ A team that can carry out the essential functions of directing? ■ Representative of special interests? ■ Aware of its legal obligations and to whom those obligations are owed? 			

Running Your Club

Section: Corporate governance checklist system

Question	Yes	No	What actions do you need to take to correct the current situation?
1. Is your club or association board of sufficient size and does it comprise people with an appropriate range of skills to ensure that its responsibilities can be effectively discharged?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Does your club or association board have an independent chairperson?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Is your club or association board skills based?	<input type="checkbox"/>	<input type="checkbox"/>	
4. If no to the preceding question, is your board representative based?	<input type="checkbox"/>	<input type="checkbox"/>	
5. Do you have in place procedures for: <ul style="list-style-type: none"> ■ Devising criteria for club or association directorship? ■ Reviewing membership of the board? ■ Nominating directors? 	<input type="checkbox"/>	<input type="checkbox"/>	
6. Does your club or association have a policy on terms of office of directors? Are you aware of what your constitution says in this regard?	<input type="checkbox"/>	<input type="checkbox"/>	
7. Does your club or association have a formal process to select, reward and replace the CEO/Executive Director (Officer) /General Manager, chairman and directors?	<input type="checkbox"/>	<input type="checkbox"/>	
8. Does your club or association have agreements in place which cover non-competition, confidentiality issues, conflicts of interest and term of office?	<input type="checkbox"/>	<input type="checkbox"/>	
9. Does your club or association acknowledge in writing the appointment of your directors, the chairman and the CEO/Executive Director (Officer) or General Manager.	<input type="checkbox"/>	<input type="checkbox"/>	

Running Your Club

Section: Corporate governance checklist system (continued)



Question	Yes	No	What actions do you need to take to correct the current situation?
10. Does your board: <ul style="list-style-type: none"> ■ Routinely discuss and have a policy in place regarding succession planning or directors, management, volunteers, officials? ■ Take an active interest in getting to know club or association management? ■ Ensure that career paths are defined for club or association managers? 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
11. Does your club or association have board committees?	<input type="checkbox"/>	<input type="checkbox"/>	
12. If yes to the preceding, do your committees: <ul style="list-style-type: none"> ■ Relieve the board of certain tasks? ■ Utilise specialist skills? ■ Assume the role of club or association management? ■ Have a charter setting out their scope of work, roles and responsibilities? ■ Circulate minutes to the board and management? ■ Report at least annually to the club or association board? 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
13. Does your chairperson ensure: <ul style="list-style-type: none"> ■ The board is balanced? ■ Discussion is open? ■ Discussion includes all club or association directors? ■ Relevant issues are included on the agenda? ■ All club or association directors receive timely information for meetings and between meetings? 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
14. Does the chairperson create the mood of the club or association board?	<input type="checkbox"/>	<input type="checkbox"/>	

Running Your Club

Section: Corporate governance checklist review



Reviewing the Corporate Governance System

Question	Yes	No	What actions do you need to take to correct the current situation?
1. Does your club or association board: <ul style="list-style-type: none"> ■ Have a process of assessment of its performance in place? ■ Consider its collective performance? ■ Consider the performance of individual directors? ■ Establish measurements against agreed goals? ■ Take a lead on conflicts of interest? ■ Identify areas of underperformance? ■ Evaluate remedial courses of action? ■ Decide on particular remedies for underperformance? 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
2. Does your club or association board know and report: <ul style="list-style-type: none"> ■ On the effectiveness of the entity's system of internal control? ■ That the business of the club or association is a going concern (qualified as necessary)? 	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	
3. Does your club or association board: <ul style="list-style-type: none"> ■ Ensure that your organisation has identified the principal strategic, operational and financial risks to which it is exposed? ■ Ensure that systems are in place which facilitates the effective monitoring and management of the principal risk to which your club or association organisation is exposed? ■ Determine that your club or association has instituted adequate reporting systems and internal controls (both operational and financial) together with appropriate monitoring of compliance activities? 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

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Section: Corporate governance checklist review (continued)



Question	Yes	No	What actions do you need to take to correct the current situation?
<ul style="list-style-type: none"> ■ Satisfy itself that the systems for managing risk are working properly? ■ Establish and monitor policies directed to ensure that the entity complies with the law and conforms with the highest standards of financial and ethical behaviour? 	<input type="checkbox"/>	<input type="checkbox"/>	
4. Is your club or association board regularly assessed?	<input type="checkbox"/>	<input type="checkbox"/>	
5. Do you have a risk management system for (a) your board and (b) your organisation?	<input type="checkbox"/>	<input type="checkbox"/>	
6. Do you have regular information sessions and training?	<input type="checkbox"/>	<input type="checkbox"/>	
7. Do your staff and members have an understanding of what constitutes harassment and/or a breach of your policy?	<input type="checkbox"/>	<input type="checkbox"/>	
8. Would your staff and members know what to do if faced with an allegation of harassment and/or alleged breach of your policy?	<input type="checkbox"/>	<input type="checkbox"/>	
9. Is your board: <ul style="list-style-type: none"> ■ Sensitive to the environment in which it operates? ■ Alert to commercial, political, technological, legal as well as emerging sporting changes or trends taking place around it? ■ Cohesive with a strong sense of unity? 	<input type="checkbox"/>	<input type="checkbox"/>	
10. Does your club or association board create a community with a distinct persona?	<input type="checkbox"/>	<input type="checkbox"/>	
11. Does your club or association board build constructive relationships with entities around you?	<input type="checkbox"/>	<input type="checkbox"/>	