



**buddle.**

**Leadership**

**and**

**Governance**



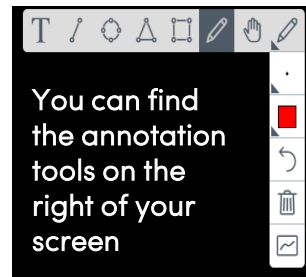
Welcome.

Your session will

begin shortly.

If you are using social media, please tag:  
#Buddle, @SportEngland @SportStructures

Use this doodle box to try the annotation tools whilst you wait.



Before we start, please ensure that:

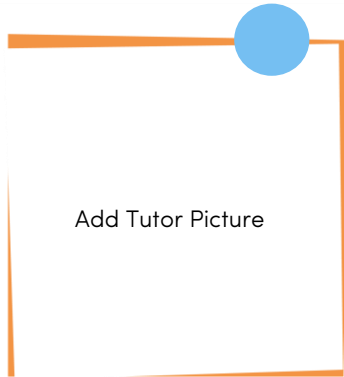


Your microphone is muted



You can see and use the chat box

## A little about me...



- Insert name
- Insert Experience
- My favourite ...

## ... and you!

Add some info about you in the chat box:

- Your Club/Organisation Name
- Where you are based
- What would you like to gain from this workshop?

# Learning Agreement

- Respect everybody
- Participate actively
- Use technology responsibly
- Be engaged
- Challenge each other positively
- Put phones on silent and return calls at an appropriate time
- Avoid sharing any personal/sensitive information outside of the session



# What we'll cover:

By the end of this workshop, you will be able to:

- Review the governance arrangements in your organisation
- Review the leadership and management structure
- Identify methods on how to achieve an effective committee to lead the organisation
- Develop an action plan to improve the organisation leadership and management



# A code for governance for sport and community organisations–tier 1

- Structure
- People
- Communication
- Standards and conduct
- Policies and processes

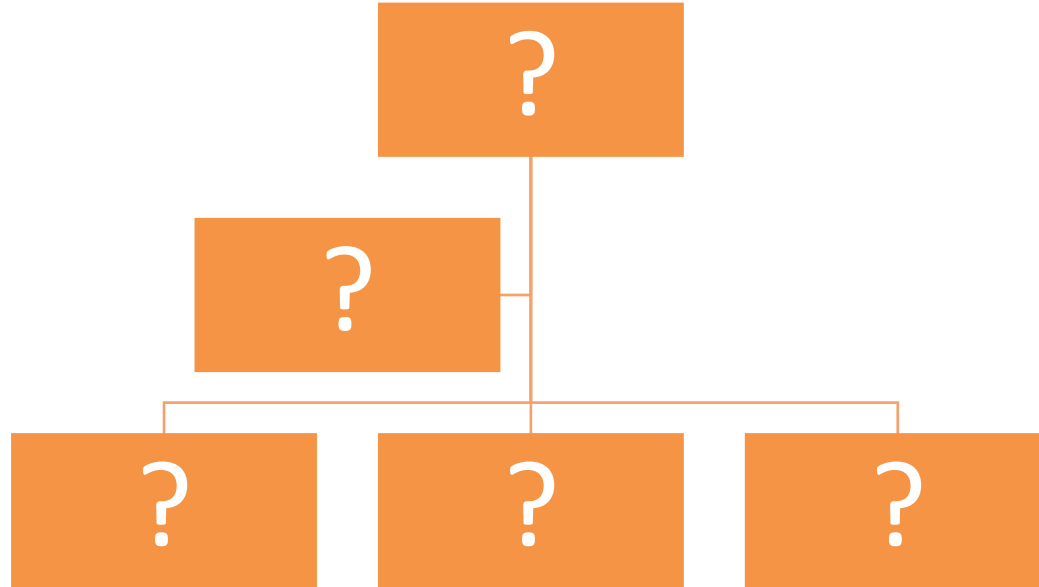
# A code for governance for sport and community organisations

- **Structure** – constituted, clear purpose. A body that meets and records decisions.
- **People** – Diverse viewpoints considered. Decision makers have skills and diversity to operate effectively.
- **Communication** – shares info on governance, finance, activities and structure so stakeholders understand the position
- **Standards and conduct** – Conflicts of interest are recognised, managed by the chair and recorded. At least three of the people on the governing committee are neither related to, nor cohabiting with, other committee members.
- **Policies and processes** – appropriate financial procedures and practices are in place. Risks and liabilities are appropriately assessed.



[https://www.youtube.com/watch?v=3RmKW87\\_KAo](https://www.youtube.com/watch?v=3RmKW87_KAo)

# Your Current Structure

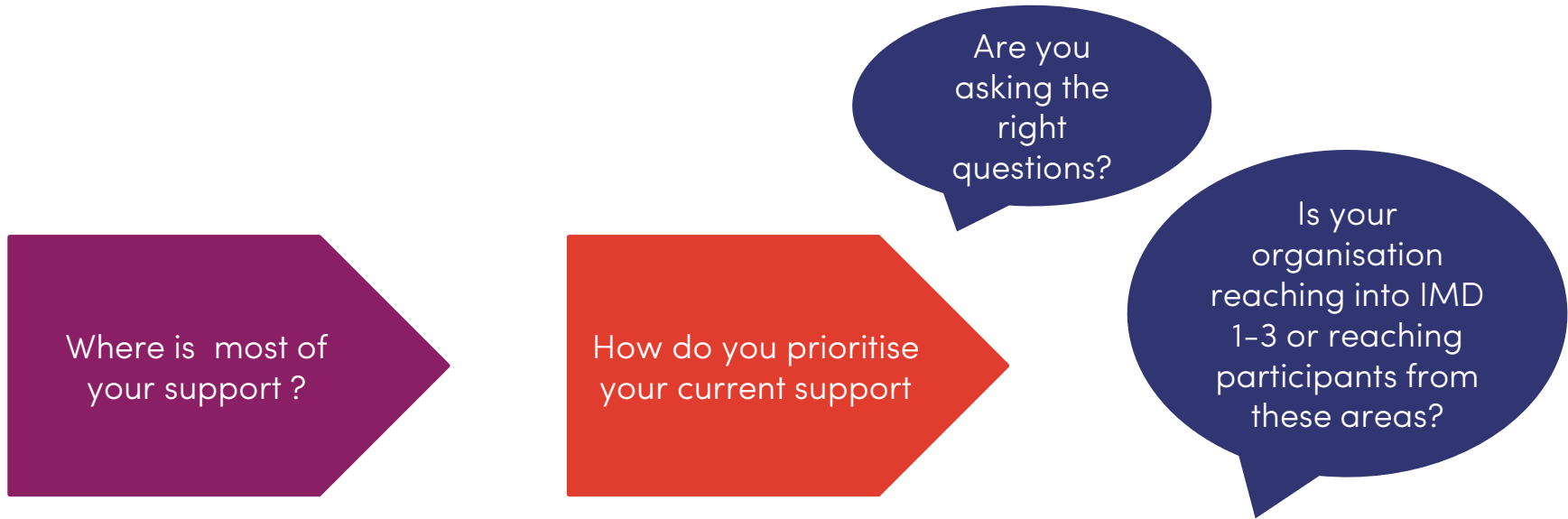


# Current Structure

- Is your organisation's structure effective?
- Are decisions made by your main committee?
- Do you have individuals carrying out multiple roles?
- Do you have a good balance of skills and experience on the committee?
- Does each role/responsibility on the Committee and associated sub-committees have a clear role description that outlines their agreed terms of reference?

# Your support?

The right governance can enable your organisation to achieve its vision, aims and objectives



Organisational  
growth growth  
/ size

Cash reserves

Asset owning

Employing staff

Triggers for  
change

Power invested  
in individuals

Contracts

# Current organisational structure?

Management  
committee

Executive

Board

Leadership team

Other

Trustees

# Reasons to review your structure

- Overload and under load
- Overlaps cause confusion and conflict
- Confused reporting lines
- Uncertainty about responsibilities
- Long-term poor performance
- New priorities and demands
- The structure is blocking your strategy

Alan Lawrie (2000)

# Why?

Committee roles are found to be the hardest roles to fill

Recruitment is often reactive to membership growth or external pressures such as new legislation

75% of organisations feel they do not have enough volunteers to meet current operational demands

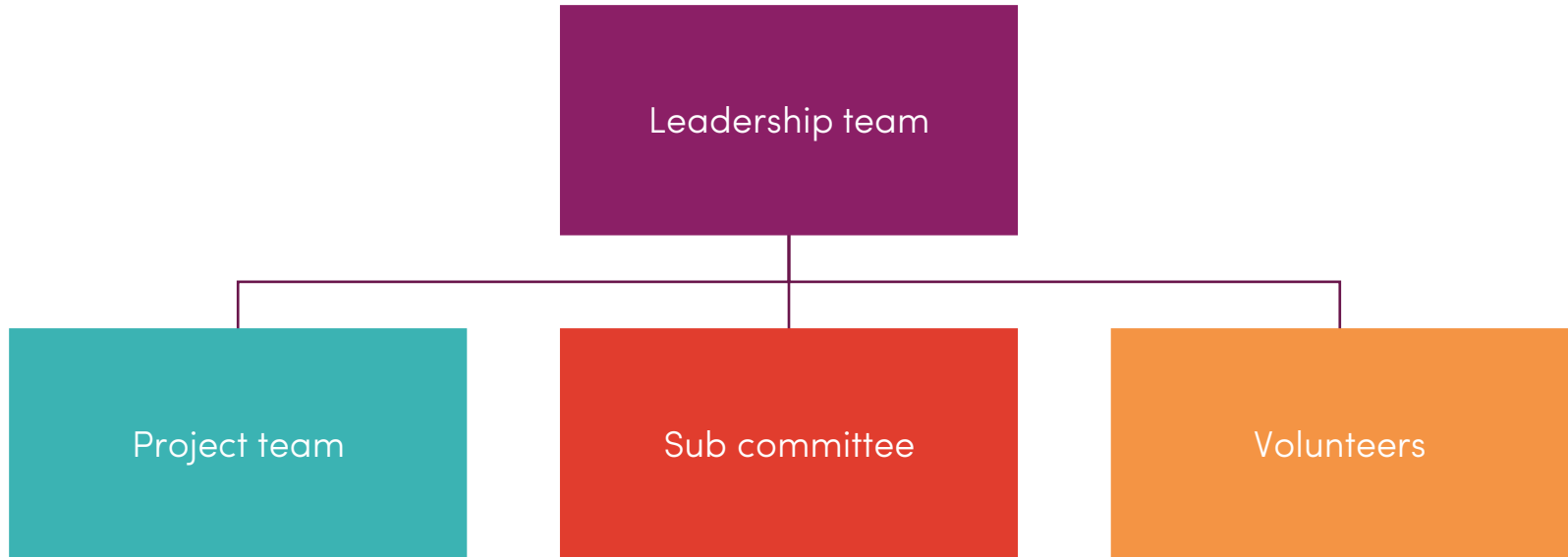
Reasons for volunteers considering withdrawing time:

- Lack of time
- Work commitments
- Family Commitments

Sport England: Volunteering Report (2018)



# Consider



# Strategy before Structure

buddle.



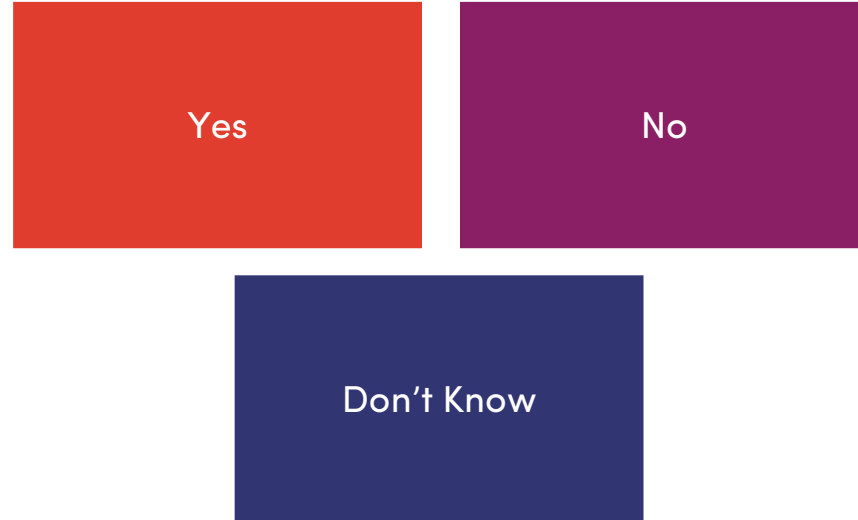
# A simple framework

Form i.e. the structure should follow function i.e. what you want to be as an organisation.

In its simplest form, there are four major areas of focus to consider when developing a business plan:

- 1** **Where are we now?**  
An appraisal of your organisation, internal and environment analysis
- 2** **Where do we want to be?**  
A vision of the future; your organisations objectives
- 3** **How do we want to get there?**  
A framework for action
- 4** **How do we know we are there?**  
Mechanisms for monitoring

# Poll – was your organisation structures put together deliver your strategy/business plan



# The Board's key tasks

- To provide visionary leadership for development
- To develop a strategy for achieving aims.
- To ensure the strategy is implemented.
- To provide continuity of management.
- To promote activity to the community

The Board actively leads its people and its future

# Key roles of the board?

# Key roles of the board are to:

- Agree Purpose, Strategy and policies
- Establish and uphold the organisations values
- Provide representation
- Ensure the organisations viability
- Ensure accountability of the organisation
- Ensure governance is well managed
- Resolve conflicting interests between different stakeholders
- Set risk policy and take legal responsibility for the organisation

(Mike Hudson 2011)

# Consider:





# How diverse is your leadership team?

25%

- Companies in the top 25% for gender or racial and ethnic diversity are more likely to have higher than average financial returns. Mckinsey

95%

- 95% of respondents agreed that their boards need to seek more candidates with diverse skills and perspectives – Deloitte

50%

- 50% of surveyed organisations lack a process for recruiting candidates with diverse skill sets or new perspectives – Deloitte

Where do you gain your board members from?

# Identifying key people

- In identifying your key tasks how does your current leadership team match up to those needs
- Within or outside of the organisation
- Where could you recruit from;
  - Membership
  - Local business
  - Sponsors
  - Local volunteer centre
  - Sports partnerships



# Local community organisation

Pyrford community centre has about 250 regular members participating in a variety of activities indoor and outdoor and a small surplus in the bank. It provides space for yoga, community events and some outdoor events including a local run on a Saturday and a cycling Sunday session.

A retired couple organise the activities and the facility on a voluntary basis and also do the administration for the organisation

The organisation owns its own building. All fees paid go towards general improvements of the building and buying equipment and paying activity or coaching fees.

The organisation owns a bar that does a roaring trade both from the members and wider village community. Members of the public enjoy taking advantage of the favourable prices. The bar is run by volunteer's mid-week and paid staff at the weekends.

**How can you use the governance code to help this organisation to continue to thrive?**

<https://www.youtube.com/watch?v=KCzaALVOBwc>

# Traditional structures



All Elected by the AGM



People elected are good “doers” and popular in the organisation



Elected for short period



No assessment of ability to carry out the role

# Action planning

- What have you learnt from today's session
- What could your organisation do to improve its leadership?
- What are you going to do to change your leadership team?
- When are you going to do this by?

## What will you take away from this session?



Any questions?



Please complete the evaluation



Good luck!

# Feedback

Please take the time to fill in the evaluation survey by scanning the QR code.

Alternatively, the tutor will put the link in the chat box for you.

- Thanks in advance, the Buddle Team.





# Recap:

By the end of this workshop, you will be able to:

- Review the governance arrangements in your organisation
- Review the leadership and management structure
- Identify methods on how to achieve an effective committee to lead the organisation
- Develop an action plan to improve the organisation leadership and management

Getting Organised	Inclusion	Getting Help From People	Money Matters	Develop and Grow
Leadership and Your People	Your Culture and Values In Your Organisation	Maximising Your Volunteers Experience	Raising Money to Sustain Your Organisation	Promoting Your Offer Using Social Media
Exploring Legal Structures	Engaging different People		Financial Management	Creating a Marketing Strategy
Simply Planning	Positive Experiences For All People		Dealing With Increasing Costs	Engaging your community

See future dates at [www.Buddle.co](http://www.Buddle.co)

Thank you!

