



North Launceston Football Club Incorporated

Standard Operating Procedures

Governance Policy

Introduction

Governance in the not for profit and community sector is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of an organisation.

Committee of Management (COM) members take ultimate responsibility for the governance of their organisations. However, governance is not a role for COMs and COM members alone. Governance is also concerned with the way COMs work with Chief Executives, General Managers and staff (where appointed), volunteers, service users, members and other stakeholders to ensure their organisation is effectively and properly run and meets the needs for which the organisation was set up.

Purpose

The NLFC Governance Policy is intended to clarify the content of NLFC's Constitution by making explicit the underlying principles of governance approved by the NLFC COM.

This policy does not cover legal or ethical issues concerning the role of the NLFC COM or its members.

Definitions

"NLFC" refers to North Launceston Football Club Incorporated

"NLFC COM" refers to the North Launceston Football Club Committee of Management.

Policy

1. The NLFC COM is an elective, representative and collective body.

- a) It is elective, in that the determination of NLFC COM members is the prerogative of members through the election process.
- b) 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 NLFC. 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 NLFC.
- c) It is collective, in that while each member should put the point of view of their electoral 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 NLFC COM members are required to support that decision.

2. Function of the NLFC COM

The function of the NLFC COM is to collectively ensure the delivery of its objects, to set its strategic direction and to uphold its values. The NLFC COM shall collectively be responsible and accountable for ensuring and monitoring that NLFC is performing well, is solvent and is complying with all its legal, financial and ethical obligations. The responsibilities of the NLFC COM that cannot be delegated to any other person or body include:

- a) Compliance monitoring – ensuring compliance with the objects, purposes and values of NLFC and with its Constitution,
- b) Organisational governance – setting or approving policies, plans and budgets to achieve those objectives and monitoring performance against them,
- c) Strategic planning – reviewing and approving strategic direction and initiatives,
- d) Regulatory monitoring – ensuring that NLFC complies with all relevant laws, regulations and regulatory requirements including its AFL Tas Licence Agreement,
- e) Financial monitoring – reviewing NLFC’s budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of NLFC on a regular basis,
- f) Financial reporting – considering and approving annual financial statements and required reports to government,
- g) Organisational structure – setting and maintaining a framework of delegation and internal control,
- h) Leadership selection – selecting, evaluating the performance of, and if necessary dismissing NLFC’s General Manager (GM), Football Operations Manager (FOM) or Coaches
- i) Succession and remuneration planning – planning for NLFC COM, and GM executive succession and determining GM, FOM and Coaches’ remuneration,
- j) Risk management – reviewing and monitoring the effectiveness of risk management and compliance within NLFC; agreeing or ratifying all policies and decisions on matters which might create significant risk to NLFC, financial or otherwise,
- k) Dispute management – dealing with and managing conflicts that may arise within NLFC, including conflicts arising between NLFC COM members, GM, FOM, Coaches, members, volunteers, or service users,
- l) Social responsibility – considering the social, ethical and environmental impact of all activities and operations and ensuring that these are acceptable to the community and
- m) NLFC COM performance and composition – evaluating and improving the performance of the NLFC COM.

3. Relationship with management

The NLFC COM shall focus on the strategic direction and the core policies of NLFC and try and avoid becoming involved in day-to-day operational decisions. Where individual NLFC COM members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Procedures

1. **Internal controls**

The NLFC COM shall set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The NLFC COM shall 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.

2. **Managing risk**

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

3. **NLFC COM review**

The NLFC COM shall ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities.

Responsibilities

1. It shall be the responsibility of the **NLFC COM** to establish and maintain standing orders, policies and procedures, and systems of financial control, internal control and performance reporting.
2. It shall be the responsibility of the **NLFC COM** to clearly demarcate and delegate the functions of sub-committees, officers, GM, FOM, Coaches and other staff and agents.
3. It shall be the responsibility of the **President** to address key management and operational issues within the direction and the policies laid down by the NLFC COM, including
 - a) Developing and implementing organisational strategies and making recommendations to the NLFC COM on significant strategic initiatives;
 - b) Making recommendations for the appointment of staff, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff;
 - c) Developing the annual budget and managing day-to-day operations within the budget;
 - d) Maintaining an effective risk management framework;
 - e) Keeping the NLFC COM, applicable regulator (s) and AFL Tas informed about any developments with a material impact on NLFC's performance; and
 - f) Managing day-to-day operations in accordance with agreed standards for social, ethical and environmental practices.

Related Documents

- *NLFC Declaration of Interest Policy Standard Operating Guidelines*
- *NLFC Code of Conduct Policy*
- *NLFC Risk Management Standard Operating Guidelines*
- *NLFC Communication Standard Operating Guidelines*
- *NLFC Life Membership Standard Operating Guidelines*
- *NLFC Committee of Management Handbook*