

FHC Board Charter

1. PURPOSE OF CHARTER

The Board Charter sets out the role, composition and responsibilities of the Board of Directors ("the Board") of the Footscray Hockey Club. The conduct of the Board is also governed by the Constitution of Footscray Hockey Club, a copy of which is located at (<https://footscrayhockey.com.au/>). A number of operational matters relating to the Board such as number of meetings per year, notification of interests, and election of directors are governed by the Constitution and are not reproduced here.

2. PURPOSE OF THE BOARD The Board has two broad purposes, compliance and performance:

COMPLIANCE: conform with or exceed all legal requirements

Legal

- comply with the Footscray Hockey Club Constitution
- update the Footscray Hockey Club Constitution when required
- comply with state government and council laws and regulations (ie liquor license management, food handling certificates, health department requirements)
- negotiate Footscray Hockey Club lease with Maribyrnong Council management
- monitor insurance requirements

Accountability

- monitor financials
- compliance audits

PERFORMANCE: assist the organization to perform to its best potential

Strategy and policy

- refine and approve Vision/mission and ensure it is embedded into the organisations operations
- develop and approve the strategic plan and monitor progress
- develop, refine and approve policies and monitor regularly

Accountability

- overall performance of the organization
 - onfield performance
 - off field performance
- establish regular finance reporting cycles measuring budget performance against actuals

- Board evaluation, set measurable KPI's for each element of the club and assess based on achievements/deliverables at regular cycles through the year
- Board position succession planning
- report outcomes to members and FHC community via half year Bulldog Banter
- manage club announcements in a timely and effective manner
- keep members informed in each section
- represent and participate your nominated Board section
- project a strong and positive image, execute on Board obligations without apparent judgment or negative sentiment
- promote the vision, understand our responsibilities and goals as a board and articulate to member stakeholders when appropriate
- facilitate cohesion to the membership
- protect the interests of FHC members
- speak with one voice regarding Board decisions and ensure that alignment and messaging is consistent and supportive once decisions have been ratified.

Risk management

- Ensure up-to-date and effective risk profile and management strategy is complete
- monitor critical risks

Operating Mantra

- The Board, while meeting its responsibilities, is mindful of the organisation's mission and the objectives of the organisation as embodied in its Constitution.

3. ROLES AND RESPONSIBILITIES

The Board has delegated authority for the operations and administration of the organization to the each of the Directors responsible for specific section within the club, those being; Men's section, Women's section, Masters' section, Juniors' section, Planning and Strategy, Grounds & Facilities, General Secretary administration, Finance (Treasurer) and Canteen and Retail.

The functions of the Board are to:

- Provide effective leadership and facilitate collaboration across the team of Directors
- Articulate the organisation's values, vision, and strategies
- Develop strategic (direction) plans and order strategic priorities

- Maintain open and effective lines of communication within the board and across the FHC Members
- develop and maintain an organisational structure to support the achievement of the agreed strategic objectives
- comply with directors' responsibilities as outlined in the FHC Board Directors Roles and Responsibility document
- Monitor the performance of the Board against agreed performance indicators
- Review and agree on the annual KPI plans and annual budget proposed by the FHC Board
- Monitor the achievement of the strategic and business plans and annual budget outcomes
- Establish such committees, policies and procedures as will facilitate the more effective discharge of the Board's roles and responsibilities (assignment and delegation of tasks to selected member stakeholders as part of sub committees and specialist working groups)
- Ensure, through the Board committees and others as appropriate, compliance obligations and functions are effectively discharged
- Initiate a Board self-evaluation program and follow-up action to deal with issues arising and arrange for directors to attend courses, seminars and participate in development programs as the Board judges appropriate
- Ensure that all significant systems and procedures are in place for the organisation to run effectively, efficiently, and meet all legal and contractual requirements (for example but not limited to membership databases, communication channels and mechanisms, accounting & reporting systems etc. along with an assessment of system implementations that may be required, i.e. CRM etc.)
- Ensure that all significant risks are adequately considered and accounted for by the Board.
- Ensure that the organisation has appropriate corporate governance structures in place including standards of ethical behaviour and promoting a culture of corporate and social responsibility. (establishment of processes and committees pertinent to dispute management and resolution, disciplinary activities, stakeholder wellbeing etc.)

4. MEMBERSHIP AND TERM

The Constitution provides for a minimum of 3 Directors (so that a quorum can be formed to transact business at meetings).

The Board consists only of non-executive Directors, the majority of whom are independent. That is, no member of the Board may be a member of the paid staff of the organization.

Directors are free from any interest and any business or other relationship which could, or could reasonably be perceived to, materially interfere with the director's ability to act in the best interests of the organisation.

Membership of the Board shall be disclosed after the Annual General Meeting and directors will provide an annual report at the following Annual General Meeting.

According to the Constitution, each director's position must be re-elected by the membership after a maximum of 3 years on the Board.

6. BOARD CULTURE

The Board actively seeks to have an 'engaged culture' which is characterised by candour and a willingness to challenge, underpinned by the following principles;

Refocus the board agenda

- The most important and most impactful activities are forward-looking ones: strategic planning, succession planning, and strong risk management

Make debate a top priority

- foster high-quality debate, build trust among the Directors, actively seek different points of view and ensure that everyone is contributing their experience and expertise

Give clear feedback

- There should be an annual assessment of each director's contribution, with the board chair (or independent consultant) responsible for giving clear and actionable feedback and coaching to each Director

Be present and ready to speak up

- Directors need to be present and help keep fellow members focused on the matters at hand. Actively listening, speaking up and encouraging others to do so are all important. Finally, a willingness to speak up and avoid groupthink is essential to making good Board decisions.

Agendas

- The agendas of the Board limit presentation time and maximise discussion time.
- There are lots of opportunities for informal interactions among Board members.

Norms

- Board members are honest yet constructive
- Members are ready to ask questions and willing to challenge leadership
- Members actively seek out other members' views and contributions
- Members spend appropriate time on important issues

Values

- The Board serves the community of stakeholders by actively participating in governance.
- The Board is responsible to member stakeholders, partners and sponsors.
- Board members are personally accountable for what goes on at the organisation.
- The Board is responsible for maintaining and enhancing the organisation's stature in the local and Victorian hockey community.
- Board members respect each other.

7. REPORTING

Minutes of all Board meetings are circulated to directors and approved by the Board at the subsequent meeting.

Resolutions are first put to the Board in draft form (as a "Board Paper") and, once passed, are recorded in the minutes.

8. REVIEW OF CHARTER The Board will review this charter annually to ensure it remains consistent with the Board's objectives and responsibilities.

9. PUBLICATION OF THE CHARTER Key features of the charter are to be outlined in the organisation Annual Report