

## BOARD / OPERATIONS GOOD PRACTICE

This document expands on the VNZ Governance Charter section *1.7 Board committees and Working Groups* by providing a good practice model taken from a number of sports as to how their relationships between CE, Staff and Board works when a committee structure is in place. VNZ also has its own policies which further give instruction on some of the processes required to be followed.

The Board Chair has the key (but not only) relationship with the CE. Any Board member should include the Chair in communications with the CE. The CE should update the Board on a 'no surprises' basis but the Board's role is not to deal with operational business except where expressly asked. This is why a 'committee, advisory group, working group' set up works well.

For strategic areas that the Organisation doesn't have the resources / capability / capacity to fully develop, plan and operationalise, the committee structure enables people outside the operational staff to contribute (including Board members). The committees must have a robust reporting structure where reports are forwarded either directly or cc'd to the CE and all reports / minutes are submitted as part of the 'attachments for noting' in the Board papers. Each group must have agreed terms of reference (ideally standardised).

The organisation should determine priority areas that they wish to add resources / capability / capacity to and that reflect strategic priorities and set up appropriate groups to maximise outcomes. Any agreed operational documents i.e. budgets / plans / frameworks should be heavily utilised in any planning within a committee.

Example

### **High Performance Board Portfolio**

Governance focus

Focus on strategic plan and annual plan. Key overarching questions ensuring execution. Follow up and annual reviews.

CE needs to know these conversations are happening.

### **High Performance Advisory group**

Board member could facilitate / chair (but does not have a governance hat on)

Terms of reference agreed

Group of appropriate personnel identified and added to the committee (should include a staff member)

Advise on HP structure and annual plan considerations, review criteria

Can provide a sounding board

Committee meetings agreed

Minutes written up and / or report submitted to staff member and CE then provided to Board

# VOLLEYBALL NEW ZEALAND

