**Governance and Leadership Behaviours**

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|  **Behaviour** | **Link to Governance Code** | **Minimum Expectations** | **Link to Process Indicators** |
| **Acting with Integrity** Demonstrates sound business ethics; shows consistency with principles, values and behaviour; inspires trust in others through own authenticity and follow-through on commitments. | Principle 1. Integrity: Acting as Guardians of the Sport, Recreation Activity or AreaPrinciple 4: Objectivity: Balanced, Inclusive and Skilled Board.Principle 6. Accountability & Transparency: Open & Accountable; Actions Stand Up to Scrutiny | **Effective Behaviours** | **Ineffective Behaviours** | Policies in place to meet all legal requirements; & reviewed annually.Values are defined.Appropriate Governance Structure.Code of Conduct agreed & implemented.Board roles are clearly defined; balance of elected and non-elected Board members.A transparent competency and skills based recruitment process to the Board.Comprehensive Board induction process exists.Conflict of Interests policy is adhered to.Annual Review process is used.TORs, Minutes, Policies are published on website or alternative. |
| I demonstrate my understanding of my statutory & legal duties as a Director.I act impartially and in the best interests of the organisation.I declare any Conflicts of Interests.I demonstrate the organisations values in what I say and how I act.I show interest in the backgrounds & skills of my Board colleagues.I share my views openly yet with respect for the views of others.I maintain a balanced positive disposition in the face of challenges.I unite behind Board decisions.I champion our collective organisational decisions in a credible way with all of our stakeholders.I reflect on my style in Board meetings; and continually seek to improve my impact.I take a firm position in protecting the principles of good governance agreed in our organisation.I encourage feedback on my own Board performance; and ensure we learn and improve as a collective Board.I ensure we seek external advice as appropriate. | **I do not:**Get inflexibly caught up in promoting my own views.Gossip or act with bias or prejudice towards others.Keep quiet if I have concerns about the organisation.Become complacent about preparing for Board meetings & events.Fail to deliver on my commitments as a Board member. |
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| **Strategic Leadership**Defines the strategic vision and direction of the organisation, anticipating trends and takes responsibilities for decisions. Takes a long-term perspective and maintains a thorough awareness of the organisation’s activities. Ensures values are reflected in all actions.  | Principle 2: Defining and Evaluating the Role of the Board.Principle 3: Delivery of Vision, Mission and Purpose.Principle 4: Objectivity: Balanced, Inclusive and Skilled Board. | **Effective Behaviours** | **Ineffective Behaviours** | Stakeholder consultation processes.Board skills matrix (knowledge).Succession planning.Effective recruitment and management of the CEO.Risk management an integral part of the Board agenda.Agreed levels of delegated authority.Sporting standards. |
| I keep connected to our stakeholder groups and understand their needs and perspectives.I think about emerging trends, future legislation & policy, and Sporting developments in order to contribute ideas to strategic discussions.I ensure we look at issues and opportunities from a number of angles and debate alternative strategies.I demonstrate ambition for our organisation now and for the future.I explore commercial and expansion opportunities for the organisation.I encourage us to question established ways of doing things in order to seek improved solutions.I ensure our KPIs are measurable and will lead to sustainable success.I offer or encourage creative actions to mitigate potential risks.I contribute to robust decision making that concludes with clear actions and ownership.I ensure effective two-way communication between the Board and CEO/staff.I ask probing questions of the CEO/Executive to check and challenge our progress against our vision and strategy.I encourage the empowerment of the CEO/staff to deliver the agreed plans; and encourage celebration of achievements. | **I do not:**Get bogged down in discussing operational detail. Get defensive when my views are not shared by others.Try to reopen agreed decisions.Resist change or new ways of doing things. |
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| **Planning & Organising**Develops plans that are effective in meeting goals and are aligned with the vision and strategy; accurately assesses resource needs; develops contingency plans where necessary; conveys clear goals and expectations when engaging others; actively implements and monitors progress. | Principle 3: Delivery of Vision, Mission and Purpose.Principle 5: Standards, Systems and Controls. | **Effective behaviours** | **Ineffective behaviours** | Clear Articles of Association.Annualised strategic and financial Board agenda.Mechanisms to review regulatory and legal requirements.Budget and resource planning. |
| I attend all Board meetings, and represent the organisation at events.I conduct a detailed review of our Board papers, and any additional organisational data, KPIs and targets, to understand our progress, performance and challenges as an organisation.I ensure I am fully prepared in order to make an active contribution in all Board meetings.I ensure that I present topics for discussion and review in a timely manner.I encourage us to stay focused on the key priorities for the organisation.I encourage us to empower the CEO/Executive so that they can take accountability and responsibility.I hold CEO/Exec/Board colleagues to account for delivering to their commitments.I encourage us to work efficiently and to conclude discussions with clear actions, ownership and follow up mechanisms.I encourage us to mobilise our resources effectively; and look for creative resourcing options to deliver our agreed ambitions.I ensure we openly yet sensitively discuss any areas of underperformance.I encourage opportunities in which we can acknowledge and celebrate progress and successes. | **I do not:**Turn up unprepared for Board meetings.Expect to be briefed on the details of Board papers during the Board meetings.Fail to deliver on the commitments I make at Board meetings. |
| **Behaviour** | **Link to Governance** | **Minimum Expectations** |  | **Link to Process Indicators** |
| **Communicating & Influencing** Ensures that timely and high quality information is exchanged between self and others; conveys information clearly and effectively (written /verbal and formal/informal); adapts communication style to fit the audience and nature of message for maximum impact; asserts own ideas and persuades others, gains support and commitment from others; mobilises people to take action. | Principle 4: Objectivity: Balanced, Inclusive and Skilled Board.Principle 7: Understanding and Engaging with the Sporting Landscape. | **Effective behaviours** | **Ineffective behaviours** | Partnership agreements/contracts.Stakeholder communication and engagement processes.Strategic influencing plan.Effective communication media and channels. |
| I listen actively and sensitively to encourage and understand the contributions and views of my Board colleagues, CEO/staff, and all stakeholders.I ask questions to understand data and others’ perspectives; and to get to the heart of issues and opportunities.I share my views openly and respectfully.I moderate my views based on information and perspectives I hear in Board meetings.I ensure any papers/reports I write are concise and effectively convey the key messages.I make time to build effective relationships with all of my Board colleagues.I behave in a professional way that promotes trust and openness between the Board and Executive.I demonstrate flexibility by adapting my personal style to suit the needs of the situation.I raise difficult issues through a brave and respectful style of dialogue.I adopt a facilitative approach as required to seek win-win outcomes to discussions.I take an active part in effectively engaging and networking with our key stakeholders.I demonstrate a professional demeanour, and speak with impact, to instil confidence with our stakeholders. | **I do not:**Dominate Board meetings with my views.Dismiss the views of others.Allow disagreements or conflicts with others to go unresolved. |