Communities SA
Governance Training - Advanced

Community Centres SA
Strengthening Local Communities

Why Boards Matter

➢ Purpose: Strong governance, strategic oversight.

➢ Supporting Community Centre growth and sustainability.

➢ Creating positive community impact.

Community Centres SA
Strengthening Local Communities

EXCELLENCE IN GOVERNANCE

➢ Directors hold positions of trust and must act in the organisation's best interests at all times.

Legal Obligations & Compliance

➢ Maintain registration and meet annual reporting requirements with ACNC and state regulators.

➢ Ensure compliance with employment law, privacy obligations, and sector-specific transparency requirements.

Financial Oversight

➢ Understand and actively monitor key financial statements and organisational health indicators.

➢ Ensure strong internal controls and maintain adequate cash reserves for sustainability.

Strategic Planning & Performance

➢ Set clear strategic direction with measurable outcomes that demonstrate community impact.

➢ Focus on Governance decisions while allowing management to handle operational details.

Risk Management

➢ Proactively identify, assess, and manage risks across financial, operational, legal, and reputational areas.

➢ Maintain current Risk Registers and ensure adequate insurance coverage.

Community Engagement

➢ Maintain strong relationships with all stakeholders through regular consultation and feedback.

➢ Act as ambassadors while ensuring inclusive and culturally competent engagement practices.

Conflict of Interest

➢ Disclose all actual, potential, and perceived conflicts transparently.

➢ Follow proper management processes: disclosure, discussion, decision, and documentation.

Chair of the Board

➢ The Chair leads the Board and is the main link between Board and CEO.

➢ The Chair should have strong knowledge and experience in Board Governance including fiduciary duties strategic oversight & policy development.

➢ Ensures the Board focuses on its Governance role and not become operational.

➢ Ability to think strategically about the Community Centres long-term vision, goals and sustainability.

The ideal candidate would combine business or organisational experience with genuine community involvement and a passion for serving the local community.

Board Diversity & Experience

➢ Include people who represent different parts of your community.

➢ Consider age, cultural background, gender and lived experiences.

➢ Different viewpoints help identify blind spots and opportunities.

➢ Balance between professional expertise and community understanding.

➢ Diversity helps ensure all community needs are considered.

BOARD AND MANAGEMENT DELINEATION

Board versus CEO/Management Role

➢ Keep private information secure.

➢ Boards make decisions about "what" and "why" - Operations decide "how" and "when".

➢ Boards set parameters - Operations work within those parameters.

➢ Boards evaluate outcomes - Operations manage processes.

➢ Boards think long-term - Operations handle short term needs.

➢ Boards approve resources - Operations deploy them.

➢ Boards provide oversight - Operations provide implementation.

➢ Boards ask strategic questions - Operations provide detailed answers.

Strategic Focus vs Operational Detail

➢ Boards should concentrate on long-term vision and policy direction while allowing management to handle daily implementation, ensuring decisions are made at the appropriate level of expertise and scope.

➢ Resource Development - The Board may help secure funding, build partnerships, and advocate for support.

Board versus Management

➢ **Governance & Strategic Oversight**

  Boards provide essential leadership and accountability, ensuring the organisation operates ethically while making informed decisions that align with its mission and values.

➢ **Avoiding Micromanagement**

  Board interference undermines management authority and confuses staff about operational responsibility.

➢ **Respecting Professional Expertise**

  Trust management's professional judgment in executing Board-approved strategies and policies.

Board versus Management

➢ **Clear Chain of Command**

Distinct roles prevent conflicting staff instructions, with the CEO/Manager as the primary Board-operations link.

➢ **Legal & Fiduciary Boundaries**

Board involvement in management functions can compromise governance duties and create potential liability issues.

➢ **Efficiency and Effectiveness:**

Both Governance and Management work better when focused on their core competencies, enabling more effective decision-making.

CONFLICTS OF INTEREST

Conflicts of Interest

➢ **Be transparent about personal connections**

Always disclose any relationships, business interests, or personal connections that might influence your judgment on board matters, even if they seem minor.

➢ **Declare any potential conflicts**

Speak up at the beginning of meetings or discussions if you have any interest - financial, personal, or professional - that could be seen as a conflict with the topic at hand.

➢ **Abstain from discussion and decision making when conflicted**

When you have a conflict, don't participate in the debate or vote on that issue - your role is to step aside and let others make the decision.

Conflicts of Interest

➢ **Step back from discussions where conflicts exist**

Physically remove yourself from the room or discussion when your conflict could influence the conversation, even if you're not voting.

➢ **Prioritise Centre interests over personal benefit**

Always ask yourself "What's best for the Community Centre?" rather than

"What's best for me?" - your duty is to the organisation and community you serve.

BOARD SKILLS

Board Skills & Experience

Financial Literacy: Budgeting and Financial Reporting / Audit	Industry Knowledge: Community Services and Programs	Strategic Planning Skills: Able to create a future focussed plan	Risk Management Experience
Legal or Governance Background: for compliance matters	Technology, Cyber and Artificial Intelligence (AI)	Community Development Expertise: Understanding local needs and opportunities	Human Resources

BOARD SKILLS MATRIX

BOARD SKILLS MATRIX

Purpose:

➢ **Identify gaps** in Board composition and expertise.

➢ **Guide recruitment** of new Directors with complementary skills.

➢ **Inform succession planning** and Board development.

➢ **Demonstrate Governance transparency** to stakeholders and regulators.

➢ **Optimise Board effectiveness** by ensuring diverse, relevant expertise aligns with organisational strategy and risks.

➢ **Identify potential Chair** of a Board sub-committee.

BOARD SKILLS MATRIX – Rank your skill level between 1 – 4 for each skill.
Skills Assessment Instructions

Please rate your proficiency in each skillset using the scale of 1-4, where 1 indicates no knowledge or skills in this area, and 4 represents high expertise and extensive experience. A strong board requires diverse skills around the table, so it's perfectly acceptable if some areas aren't relevant to your background. This assessment helps us identify both our collective strengths and potential gaps to address through targeted recruitment or professional development. Your honest self-evaluation is valuable for building a well-rounded board that can effectively govern our organisation.

4 = Skilled or Knowledgeable with experience (5+ years)
3 = Some knowledge with experience (0-5years)
2 = some knowledge without any experience
1 = No qualifications or experience

BOARD SKILL	SKILL DESCRIPTION	DIRECTOR 1	DIRECTOR 2	DIRECTOR 3	DIRECTOR 4
BRAND & MARKETING	Expertise in brand strategy, marketing communications, and public relations to guide organisational positioning and increase visibility and community engagement.				
COMMUNITY, ENGAGEMENT & NETWORKING	Skills in building relationships, engaging with stakeholders, and representing the organisation within the broader community to enhance its impact and reputation.				
CULTURAL & DIVERSITY	Experience with diverse communities across age, nationality, and religion, including knowledge of inclusion practices and ability to represent varied perspectives in decision-making and program development.				
DIGITAL, TECHNOLOGY & AI	Knowledge of digital transformation, cybersecurity, and emerging technologies to provide strategic guidance on tech investments and digital risk management.				
GOVERNANCE	Experience of governance through Board appointments at other organisations or through former senior management experience				
FINANCE AND ACCOUNTING	Finance and accounting experience with a recognised accounting qualification. Skills to chair the Audit, Finance and Risk committee.				
HUMAN RESOURCES	Experience in talent management, organisational development, and employment policies to guide staff development and create a healthy organisational culture.				
STRATEGY	Experience of strategic oversight, including the development and implementation of strategic plans.				

Skills Assessment Instructions

➢ Rate your proficiency in each skillset using the scale of 1-4, where 1 indicates no knowledge or skills in this area, and 4 represents high expertise and extensive experience.

➢ A strong Board requires diverse skills around the table, so it's perfectly acceptable if some areas aren't relevant to your background.

➢ This assessment helps you identify both your collective strengths and potential gaps to address through targeted recruitment or professional development.

➢ Your honest self-evaluation is valuable for building a well-rounded Board that can effectively govern our organisation.

Board Skills Matrix Definitions

Brand & Marketing

➢ Expertise in brand strategy, marketing communications, and public relations to guide organisational positioning and increase visibility and community engagement.

Community, Engagement & Networking

➢ Skills in building relationships, engaging with stakeholders, and representing the organisation within the broader community to enhance its impact and reputation.

Cultural & Diversity

➢ Experience with diverse communities across age, nationality, and religion, including knowledge of inclusion practices and ability to represent varied perspectives in decision-making and program development.

Board Skills Matrix Definitions

Digital, technology, Cyber & AI

➢ Knowledge of digital transformation, cyber security & emerging technology to provide strategic guidance on technology investments and digital risk management.

Finance & Accounting

➢ Finance & Accounting experience. Holds a recognised accounting qualification. Skills to chair the Audit & Risk sub-committee.

Governance

➢ Governance experience through previous Board appointments or other organisations or senior management experience.

Board Skills Matrix Definitions

Human Resources

➢ Experience in talent management, organisational development and employment policies to ensure staff development and create a healthy organisational culture.

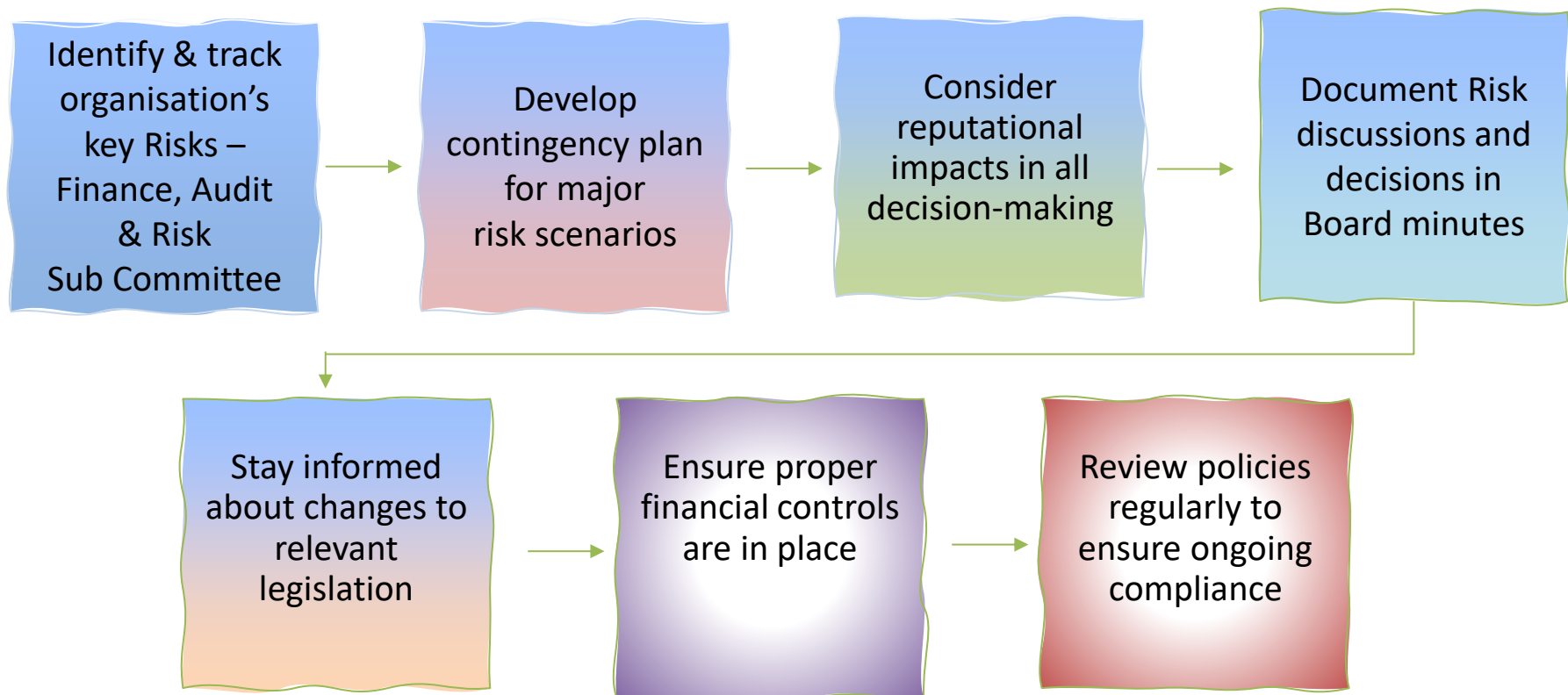## Strategy Development & Implementation

➢ Experience in developing strategic plans, strong strategic oversight including development, implementation, tracking and reporting.

Board Director Tenure

➢ **Define length of tenure**
  ➢ 2 years x 2 or 3 terms
  ➢ 3 years x 2 terms

➢ **Skill renewal** is important and can bring a fresh skills and a new perspective.

➢ **If putting Board tenure** in place for the first time, ensure you that you stagger the end date for the Directors so that you have some governance and business continuity around the Board table.

➢ **Board Committee Members** – could be Board Directors of the future.

Managing Risk & Compliance

Identify & track organisation's key Risks – Finance, Audit & Risk Sub Committee

→

Develop contingency plan for major risk scenarios

→

Consider reputational impacts in all decision-making

→

Document Risk discussions and decisions in Board minutes

Stay informed about changes to relevant legislation

→

Ensure proper financial controls are in place

→

Review policies regularly to ensure ongoing compliance

Decision Making

- Industry knowledge (Community Services).

- Align decisions with Mission/Purpose and Strategic Plan.

- Encourage constructive debate and diverse perspectives.

- Avoid groupthink and confirmation bias.

- Use data and evidence when possible.

- Allow adequate time for complex decisions.

- Ensure information is provided beforehand.

- Consider Stakeholder impacts.

- Reflect organisational values.

Cyber and Artificial Intelligence Risk

Risk – Cyber and Artificial Intelligence

➤ **Review organisations Cyber & AI policies:** Regularly review what cyber risks your centre faces and the plans to address them.

➤ **Incident response plan:** The Board is to be advised of any data breaches, action taken and impact on the organisation.

➤ **Insurance coverage:** Check if your insurance covers cyber incidents and what protection it provides.

➤ **Regular training:** Make sure all Board members and staff get basic cyber security training.

Risk – Cyber and Artificial Intelligence

➢ **Financial Protection** Your financial systems and donor data are prime targets. Are there strong banking controls, separate financial access from general systems?

➢ **Ensure you have proper data handling policies** and only collect what you actually need. The Board should expect concrete answers with dates, names, and documented procedures.

➢ **Operational Continuity** Ransomware attacks can shut down your operations entirely. Ensure there are offline backups and a basic response plan that is Board approved.

Key – Cyber Security Priorities

➢ **Staff Training:** Most breaches start with human error - clicked links, weak passwords, using the same password.

➢ **Data Responsibility.** A data breach could expose you to significant legal liability and damage community trust. Ensure proper data handling policies and only collect what is needed.

➢ **Vendor Relationships.** Your IT support, software providers, and cloud services become part of your security.

➢ **Security Measures:** Strong authentication, regular updates, reliable backups, and incident response planning and reporting to the Board.

Artificial Intelligence (AI)

➢ **Strategy & Oversight** – Is there an AI strategy and who's in charge?   How do we approve new AI tools before use?

➢ **AI Tools:** What AI tools are being used across the centre and by Board Directors? How is this being monitored?

➢ **AI Policies –** should be approved by the Audit & Risk sub-committee.

➢ **Ensure transparency** in AI decision-making processes that affect community members.

➢ **Ensure AI tools are subscribed** to by the organisation. No-one is to use the free option.

Data Security

➢ **Password protection**: If you are accessing Community Centre documents on your personal computer ensure you use strong, unique passwords for all accounts and systems.

➢ **Two-factor authentication**: Set this up wherever possible - it's like having a deadlock on top of your regular door lock.

➢ **Software updates**: Keep all devices and systems up to date - these patches fix security holes.

➢ **Recognise scams**: Board training to spot dodgy emails, texts or calls asking for money or personal details.

STRATEGIC PLANNING
MAPPING YOUR ORGANISATIONS' FUTURE

Strategic Planning
Mapping your Organisation's Future

➢ Strategic Planning is about creating a clear roadmap for where your organisation is headed.

➢ It's when your Board and Management team collaborate to envision what success looks like over the next 3-5 years.

➢ Aligns efforts & makes day to day decisions that support the long-term goals.

Strategic Planning
Australian Institute of Company Directors (AICD) Principles

5 CRITICAL QUESTIONS DETERMINING PURPOSE & STRATEGY

1.   Why does this organisation exist?

2.   What does this organisation do?

3.   Who does this organisation benefit?

4.   How will this organisation achieve its goals?

5.   What does success look like in 5 years time?

Adelaide Central Market Strategy 2018-2022

Vision	To be the world's leading food and produce market				
Mission	To operate sustainably and successfully as a group of prosperous Traders, Board and management team that provides a diverse and exciting cultural shopping experience that enhances our precinct, city and state.				
Our Values	Enjoyable	Professional	Innovative	Unique	Sustainable
Strategic Themes	**Our Customers**	**Our Traders**	**Our Business**	**Our Precinct**	
Strategic Objectives	To put our Customers at the centre of all that we do to provide them with an authentic, unique & memorable shopping experience.	To build & support a market 'family' of diverse, passionate, professional & knowledgeable Customer focused Traders.	To build a financially sustainable Adelaide Central Market that is well managed & aspires to best governance standards.	To make a valuable contribution to the economic, social & cultural wellbeing of our precinct, city & state.	
Strategic Initiatives	1.1 Develop a seasonal customer service strategy that aligns with the seasons – Summer, Autumn, Winter, Spring. 1.2 Align trading hours to customer shopping preferences. 1.3 Continue to develop relationships with regions & explore opportunities to work together.	2.1 Provide an environment for traders to showcase the best, unique local and international produce. 2.2 Develop a strategy to help traders to deliver the best overarching customer service. 2.3 Develop a strategic blue print for the market floor.	3.1 To work in an interdependent way with the Adelaide City Council (ACC) to ensure local governance statutory and compliance obligations are met, and where possible exceeded. 3.2 Engage with TAG 3 times per year to review the strategic plan and performance of the market. 3.3 Develop a market culture of continuous improvement that ensures the long-term prosperity of the market.	4.1 Work with the ACC to support a socially and culturally diverse precinct.	
Milestones	• Work with TAG to develop a new Trading Hours framework that is aligned with current shopper preferences/trends.	• Finalise and approve a tenancy fit-out standards manual Dec 2020.	• Review and approve GM and Executive Team Annual Business Plans June 2019.	• Develop a concise narrative, position and vision regarding the Arcade Development Oct 2019.	

Adelaide Central Market Strategy 2018-2022

Milestones				
	• Work with TAG to develop a new Trading Hours framework that is aligned with current shopper preferences/trends. • Framework developed by Jul 2020.	• Finalise and approve a tenancy fit-out standards manual Dec 2020. • Trader Customer Service Manual Feb 2021. • Establish a Blue Print Working Group who will hold responsibility for the design of a new Market Floor Blue Print. • Working Group established by Jun 2019. Blue Print developed by Feb 2020.	• Review and approve GM and Executive Team Annual Business Plans June 2019. • Formally table relevant proposal e.g. budgets, directly to CoA. Administration for presentation to Council meetings for ratification 2019-2022. • Engage informally with The Mayor, Councillors, and TAG twice a year to review strategic milestones 2019-2020.	• Develop a concise narrative, position and vision regarding the Arcade Development Oct 2019. • Formally present vision/position/narrative. Dec 2019. • Ensure ongoing dialogue with ACC regarding the Market Arcade Development 2019-2022. • Chairman to engage on behalf of ACMA at relevant meetings and provide quarterly written reports back to ACMA 2019-2022.

The Vision

➢ Provides the aspirational North Star that guides strategic decisions.

The Mission

➢ Keeps everyone grounded in the organisation's current purpose and daily work.

The Vision

Provides the aspirational North Star that guides strategic decisions.

A Good Vision Statement should be:

➢ Inspirational – it motivates the team and community.

➢ Future focused.

➢ Clear – everyone can easily understand it.

➢ Memorable - people can recall it without referring to documents.

Example of a Vision Statement for your Sector:

"A vibrant welcoming hub where everyone connects, grows, and thrives through responsive programs and accessible spaces."

"A vibrant welcoming hub where everyone connects, grows, and thrives through responsive programs and accessible spaces".

➤ Inspirational – it motivates your team & community.

➤ Future focused – It looks ahead to what you want to become.

➤ Clear – Everyone can understand it easily.

➤ Memorable – People can recall it without referring to documents.

The Mission

The purpose of the Mission is to keep everyone grounded in the organisation's current purpose and daily work.

It serves to guide all decisions and actions toward a shared vision that unites and inspires team members across all levels.

Example of a Mission Statement for your Sector:

"We're dedicated to enhancing wellbeing and connectedness through inclusive community services that support people of all backgrounds, providing programs that create positive change."

Mission

"We're dedicated to enhancing wellbeing and connectedness through inclusive community services that support people of all backgrounds, providing programs that create positive change."

➤ Focuses on your core services (spaces and programs).

➤ Emphasis on community connection.

➤ Commitment to responsiveness and inclusivity.

➤ Highlights accessibility as a fundamental value.

➤ Links daily operations to your broader vision.

Strategic Values

➢ Strategic Values are core principles that guide an organisation's decision-making and shape its culture.

➢ They serve as a compass for both everyday operations and long-term planning.

Strategic Values – Example:

➢ **Inclusivity:** Welcoming all community members regardless of background, age, ability, or circumstance.

➢ **Accessibility:** Ensuring programs and facilities are available to everyone, including those with physical, financial, or other barriers.

➢ **Responsiveness:** Adapting services to meet the evolving needs of the community.

➢ **Collaboration:** Working with local organisations, businesses, and residents to maximise community impact.

➢ **Sustainability:** Managing resources responsibly to ensure long-term viability of programs and facilities.

➢ **Safety:** Creating environments where all participants feel physically and emotionally secure.

Strategic Values Serve Several Critical Purposes:

➢ **Alignment:** Provide consistent framework for decision-making across all levels.

➢ **Identity:** Define what the organisation stands for and its unique culture.

➢ **Prioritisation:** Help determine what matters most when resources are limited.

➢ **Communication:** Convey commitments to Stakeholders.

➢ **Evaluation:** Establish criteria to assess strategies and initiatives.

➢ **Behavior:** Clarify expected norms within the organisation.

Well-integrated, strategic values bridge the gap between aspirational missions and practical decision-making.
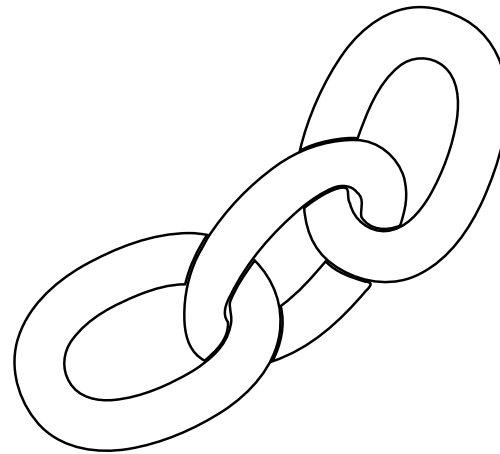
Strategic Themes:

Examples:

➢ Our Community

➢ Our Business

➢ Our Participants

➢ Our Communication

➢ Our Innovation

➢ Our Sustainability

Strategic Objectives:

➢ **Our Community** - Building strong relationships with everyone connected to our work and programs, including supporters, partners, and those who benefit from what we do.

➢ **Our Business** - Making sure our organisation runs well, uses money wisely, and continues to grow in a healthy and sustainable way.

➢ **Our Participants** - Putting the people we serve first, listening to their needs, and making their experience with us the best it can be.

Strategic Objectives: (continued)

➢ **Our Communication** - Sharing information clearly and honestly with everyone inside and outside our organisation to build trust and understanding.

➢ **Our Innovation** - Finding new and better ways to do our work, staying current, and adapting to changes around us.

➢ **Our Sustainability** - Planning for the long-term success of our organisation by taking care of our resources, people, and impact on the world.

Strategic Theme:

➢ **Our Community** - Building strong relationships with everyone connected to our work and programs, including supporters, partners, and those who benefit from what we do.

➢ **Strategic Initiatives: Community Connection Program** - Create regular opportunities for community members to connect with each other through both virtual and in-person events, fostering relationships across different groups and regions.

➢ **Inclusive Outreach Strategy** - Develop targeted approaches to engage underrepresented community segments, including multilingual resources and culturally responsive engagement methods.

➢ **Community Feedback System** - Establish simple, accessible ways for community members to share their ideas, concerns, and suggestions that directly inform our decision-making.
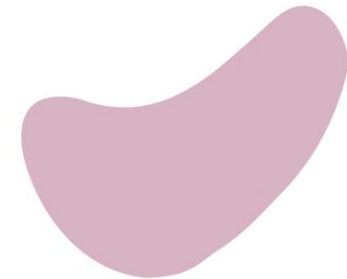
Strategic Milestones: Our Community

➢ **Milestone 1**: Launch quarterly virtual meet-ups with translation services available in at least 3 languages.

➢ **Milestone 2**: Strengthen our existing hubs to serve as vibrant gathering spaces, with each hub hosting at least 6 community activities per year and achieving 75% positive feedback from participants.

➢ **Milestone 3**: Create an online community platform where members can connect year-round, with at least 30% of community actively participating.

Strategic Planning – Guidelines

➢ Ensure clear organisational purpose.

➢ Develop Strategy to achieve purpose.

➢ Align all decisions with the mission and strategy.

➢ Set measurable goals and timelines.

➢ Review progress regularly.

➢ Involve key Stakeholders in planning.

➢ Balance short term needs with long term vision.

➢ Adjust strategy based on changing conditions.

➢ Document strategic priorities for accountability.

Thank you!