

A Quick Poll



Share your thoughts on good governance and decision making



Community Centres SA
Strengthening Local Communities

**Strong Governance in Community Centres -
Principles and Practice**
Session 1

Good Governance and Decision Making

Tuesday 3 March
5 -7.30pm



About Us



- The Highwire Group is a team of experienced consultants passionate about supporting community service organisations to strengthen their governance, management, service delivery and accreditation outcomes.
- Our aim is to support communities, organisations and individuals to thrive by tailoring our services and support to suit their needs.



In this session

- Implement ethical, values driven decision making
- Identify the different roles for the Board/Committee and Management
- Implement communication structures and processes that support collaborative, timely and effective decision making.



Objectives

Good Governance in a Community Centre

Let's look at our Poll

● Good Governance in a community centre is all about.....

👤 5/5 🗨️ 5

Helping balance strategy and risk, and give good guidance to operational teams.

Providing the best service possible for all recipients, current and future.

Ensuring that we do what we say we do and work in a way that benefits our communities

Leadership and communication with engagement with stakeholders

Good governance in a community centre means clear purpose, accountability, transparency, strong financial oversight, legal compliance, clear board roles, community voice, risk management and integrity

1. Ethical, values driven decision making





What can impact good governance and ethical decision making?



What is the personal liability that a Committee carries in their decision making?

Ethical Decision Making

Let's look at our Poll

● Ethical decision making means.....

👤 4/5 💬 4

Generating decisions that conform with our society beliefs and norms within a legal context. Not issuing any harm, or judgement on members of the community.

Making decisions where the ethics of the situation are as important as other outcomes

Ethical decision making means acting with integrity, fairness and transparency, considering the impact on others, managing conflicts of interest, and choosing what is right — not just what is easy or

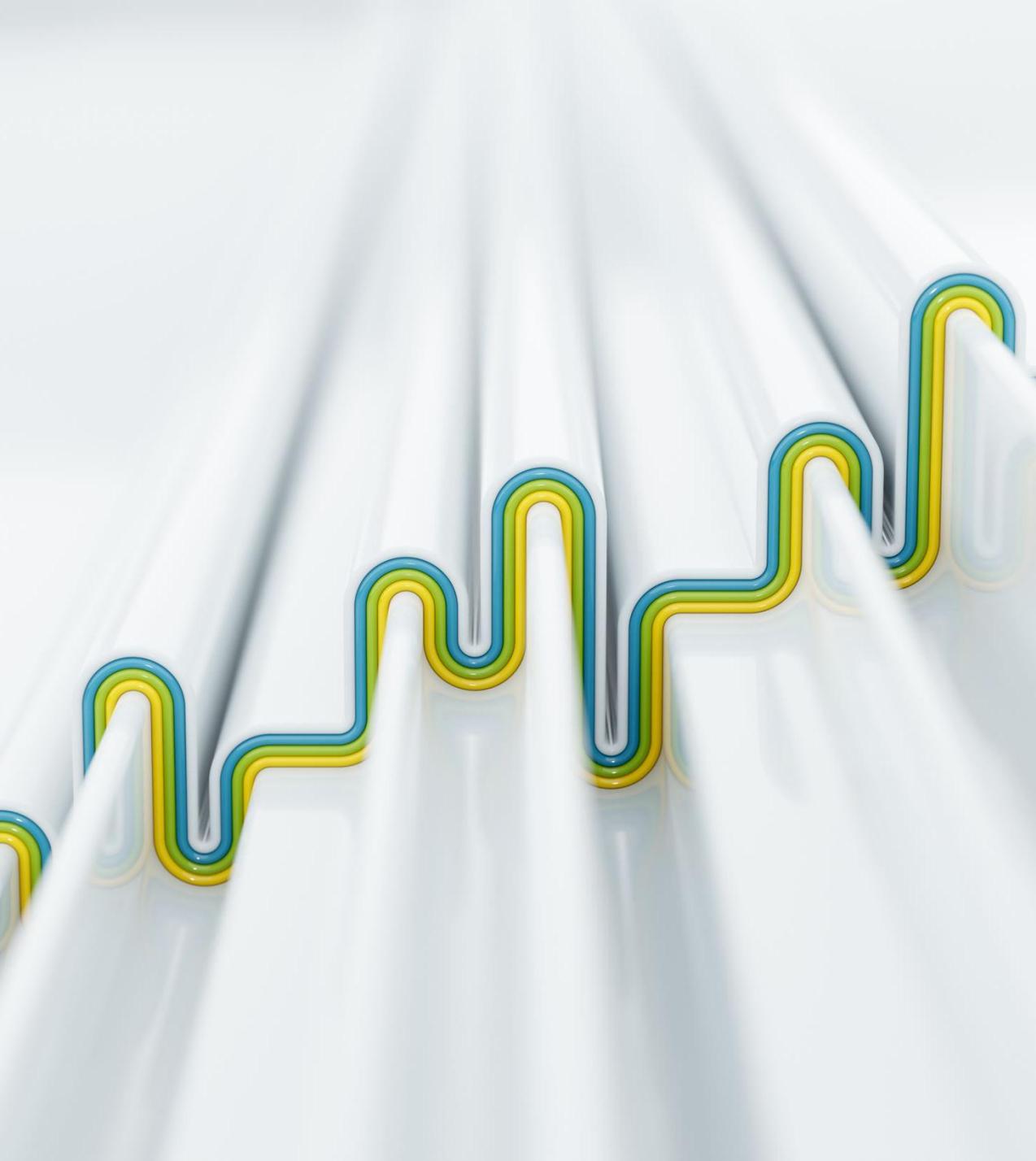
Carefully considering our actions and taking into account values, fairness etc vs needs

**What are ethics
and why are they
important?**



Current ethical concerns in community centres

- Human rights
 - Social inclusion
 - Equity
 - Protecting and advocating for vulnerable people
 - Commitment to the common good
 - Data protection
 - Privacy
 - Consent
- Dignity of risk
 - Wellness and mental health
 - Cultural respect
 - Cyber security
 - Environmental sustainability
 - Use of AI
 - Ethical research



Ethical dilemmas

**The lines are often blurry,
and the good intent is
high!**

**How can we make the
lines less blurry?**

Role Clarity

The Chairperson finding it difficult to 'let go' after being at the helm for years.

What can a committee do to enable/encourage a positive handover?

Role Clarity

A Coordinator at a centre previously had a Board that kept themselves at arm's length of Centre activities and operational decision making.

A new Chairperson has now commenced and is asking the CDO for lots of information and background on (past) decisions to do with programs and staff.

Role Clarity

What would you do if a staff member came to you about the Centre Manager using work time and resources to produce flyers for her weekend market stall.

Role Clarity

Whose role is it to let the Chair know they have overstepped the mark?

Value for Money

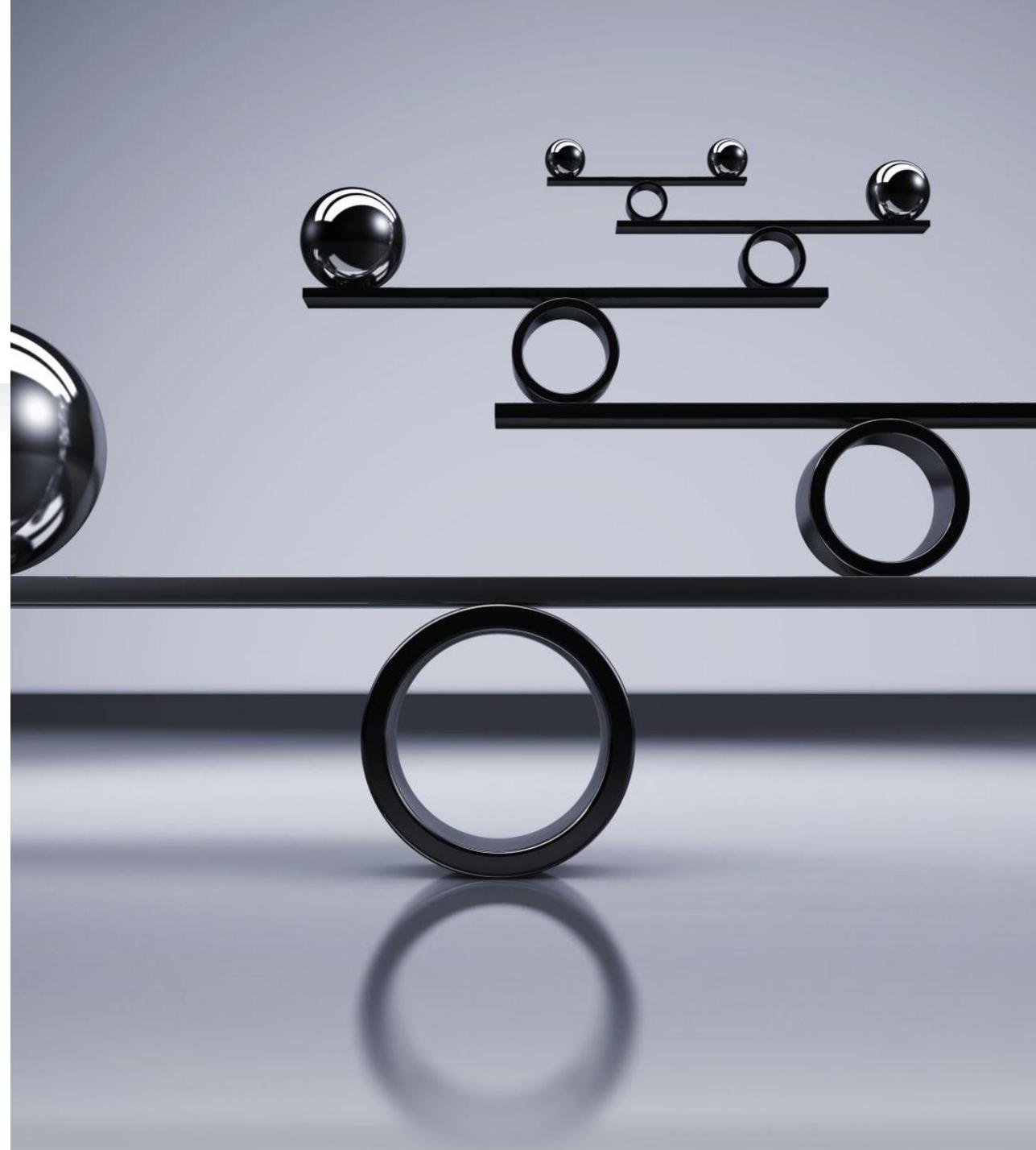
How do you ensure best value decisions at your centre?

Conflict of Interest

What would you do if the Treasurers relative offered to do the paint job at the centre for half what the best quote was?

A Framework for Ethical Decision Making – 7 Steps

1. Identify the ethical issues and considerations
2. Consider the potential harm or benefit to groups or individuals of your decisions - Look beyond legal and efficiencies
3. Gather the facts – seek advice and a range of perspectives
4. Identify key stakeholders and their interests
5. Identify your choices
6. Evaluate the choices based on values such as fairness, value, inclusion, respect
7. Monitor and review the impact of your decision.



Why have a
Code of
Ethics?





Code of Ethics

- A code of ethics is a formal statement setting out the standards of behaviour expected of your community group, its board and its members.
- It can unite members and other stakeholders behind the organisation's goals and ideals, reinforce the group's purpose and bring together the organisation's management, board, staff and volunteers.

Values Driven Decision Making

Let's look at our Poll

● Values Driven decision making means.....

👤 4 / 5 💬 5

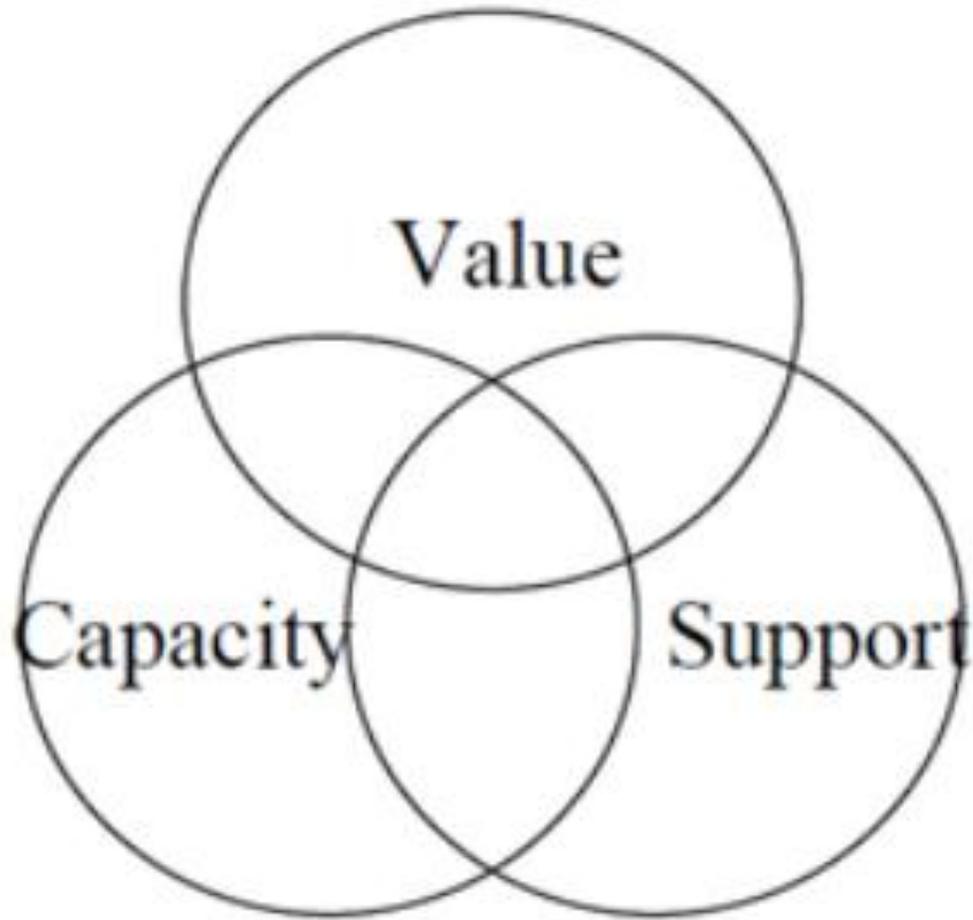
Conforming to procedures, protocols and values within an ethical context.

Making decisions that are ethical , and provide the best outcomes for community members.

Starting decision making processes with our values as stating point and a backstop.

Values-driven decision making means aligning choices with the organisation's core beliefs and principles, ensuring actions consistently reflect its mission, culture and commitment to the community.

That our values align with our principles and belief

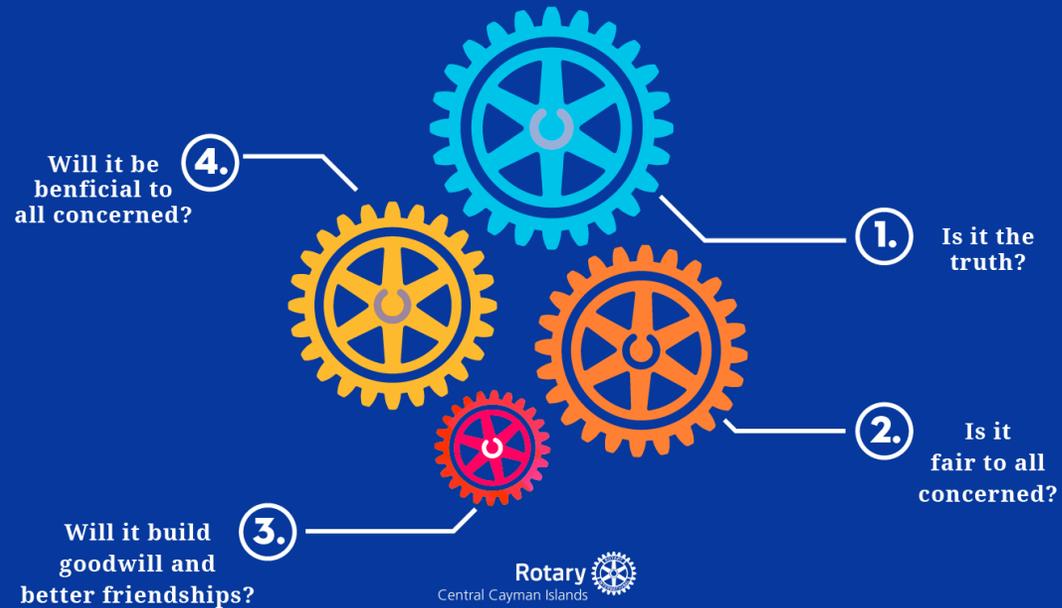


Value-Capacity-Support Model

Capacity Support Value

<https://www.atlas101.ca/pm/concepts/kennedy-schools-value-capacity-support-model/>

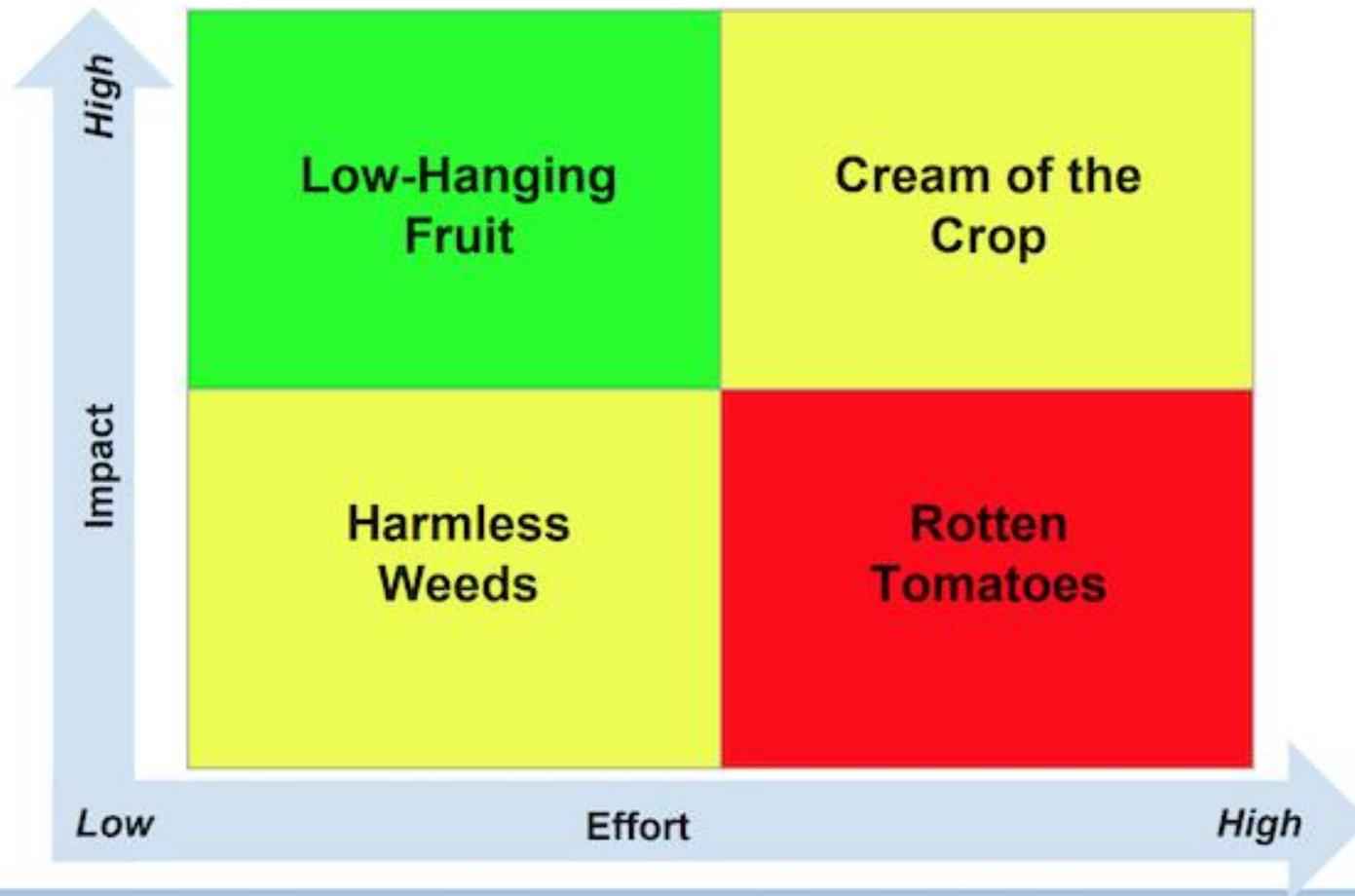
THE ROTARY 4-WAY TEST



A four-way test

The Rotary 4-Way Test: A Way of Life |
Lewisville Morning Rotary Club

Low-Hanging Fruit Matrix



Activity

Write down

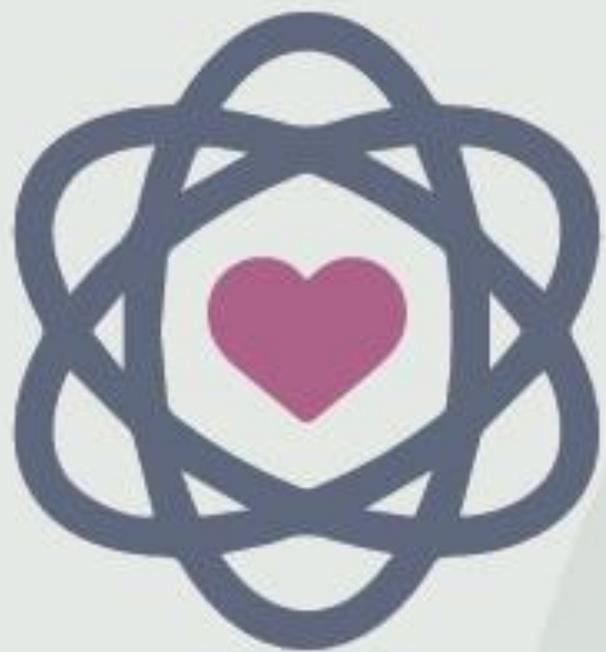
Write down your organisational values

Think

Think of a decision that may be coming up

Apply

Apply your Values Lense to the decision



Inclusivity. Empowerment.
Strengths Based. Social Justice.
Community Participation. Diversity.
Collaboration. Integrity.

2. Roles for the Board/Committee and Management



Let's list them

Ordinary
Member

Committee
member

Public
officer

Treasurer

Secretary

Vice
chairperson

Chairperson

Technical
expert

Advisor

Minute/
Note Taker

The Committee's Responsibilities

- Decision Making
- Strategic Oversight
- Governance and Compliance
- Resource Management
- Committee members are expected to actively participate in discussions, contribute their expertise, and support the implementation of strategies.

This collaborative approach enhances decision making and fosters a sense of ownership among members.

Guiding Documents

- In South Australia, an incorporated association must have a governing document called a 'constitution' or 'rules' that sets out the association's operations. SA.GOV.AU
- *For a comprehensive guide on setting up an incorporated association in South Australia, including the rules and constitution, refer to the detailed instructions provided by Consumer and Business Services (CBS).*



3. Communication structures and processes that support collaborative, timely and effective decision making.



Supporting good decision making

- The Value of a Strategic Plan
- The value of Job Descriptions for the governance team
- The value of a delegations register
- The Value of a Business Case
- The value of sub committees
- The value of technical experts and facilitators
- The value of community
- The value of a good governance Framework.

A Best Practice Governance Framework

The Not-for-Profit Governance Principles

- Principle 1 – Purpose, vision, and strategy
- Principle 2 – Roles and responsibilities
- Principle 3 – Board composition and effectiveness
- Principle 4 – Risk management
- Principle 5 – Performance and accountability
- Principle 6 – Stakeholders
- Principle 7 – Sustainability
- Principle 8 – Organisational culture

<https://www.aicd.com.au/content/dam/aicd/pdf/tools-resources/nfp-governance-principles/small-nfp-governance-checklist.pdf>



ASES aligned good practice

The image features a 3x5 grid of colorful ring binders. Each binder has a white label with horizontal lines. The colors of the binders vary across the grid, including blue, red, green, yellow, and black. The word "Resources" is centered in the middle of the grid in a white, sans-serif font.

Resources

Evaluation

