

The Governance Playbook

How to Develop Board Guiding Policies





**Making the fundamentals of
governance free and
easy to implement**

Presenters

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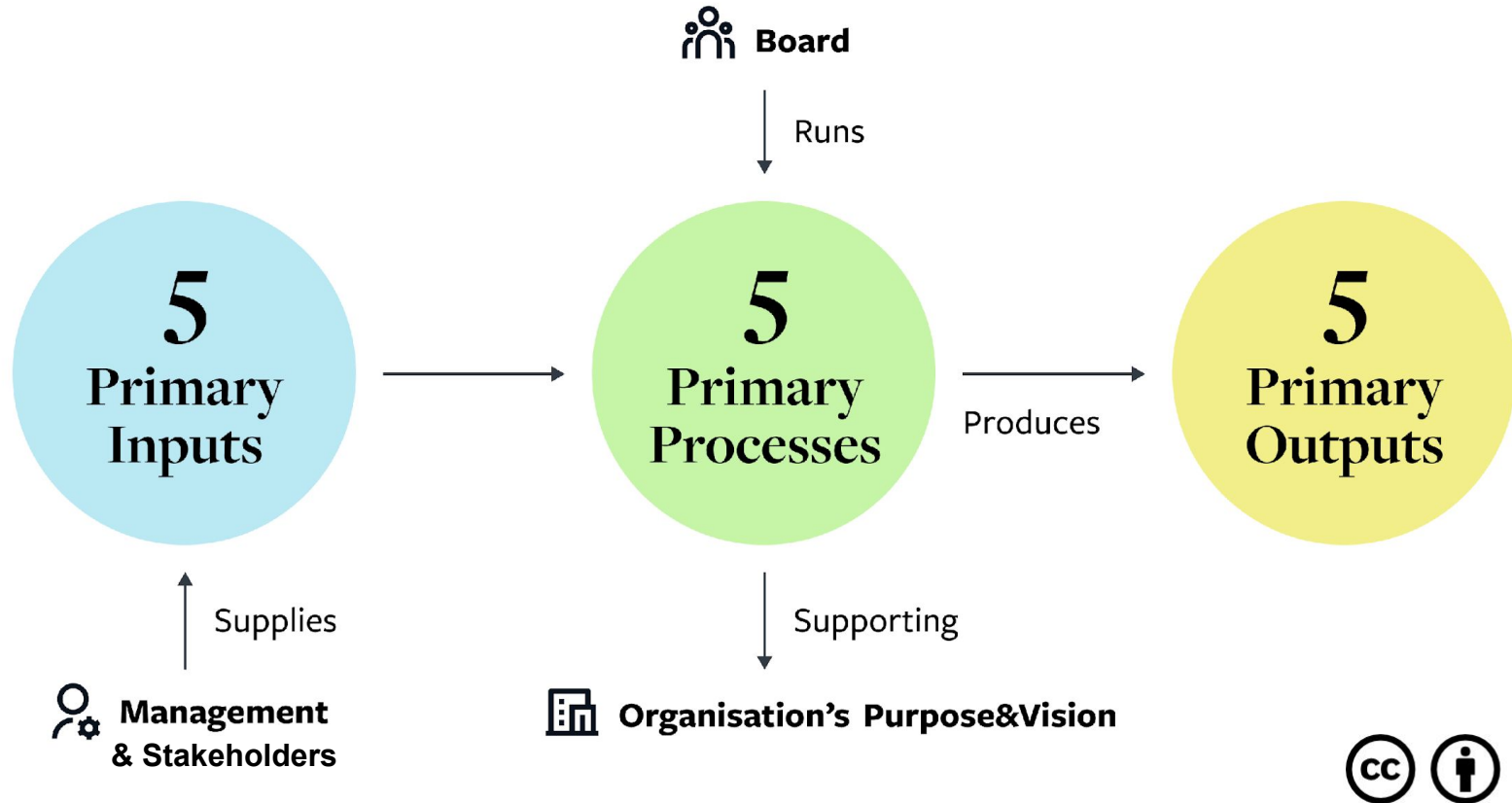
Author , CEO and Cofounder - BoardPro



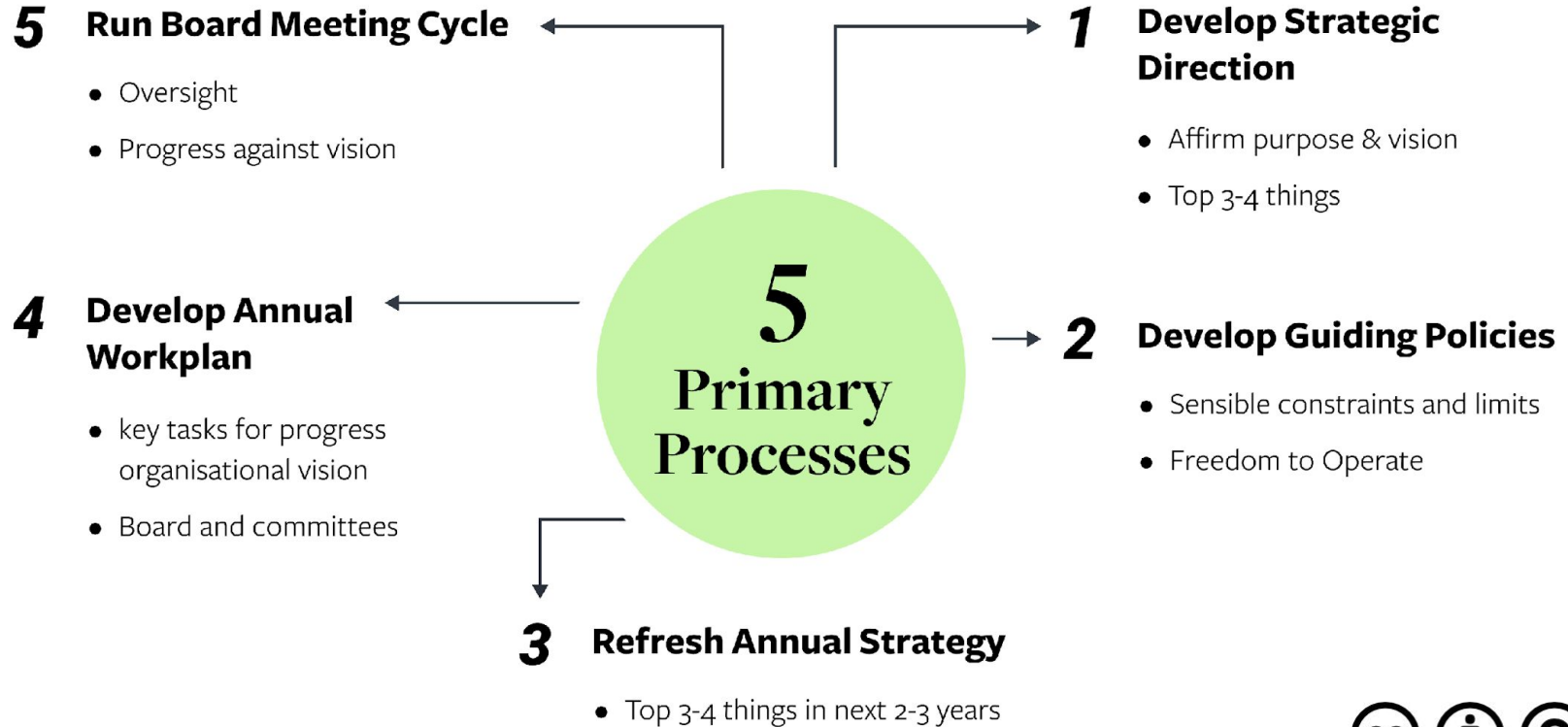
**Slides, webinar video,
whitepaper and templates will
be sent to you. Relax, listen
and ask questions**

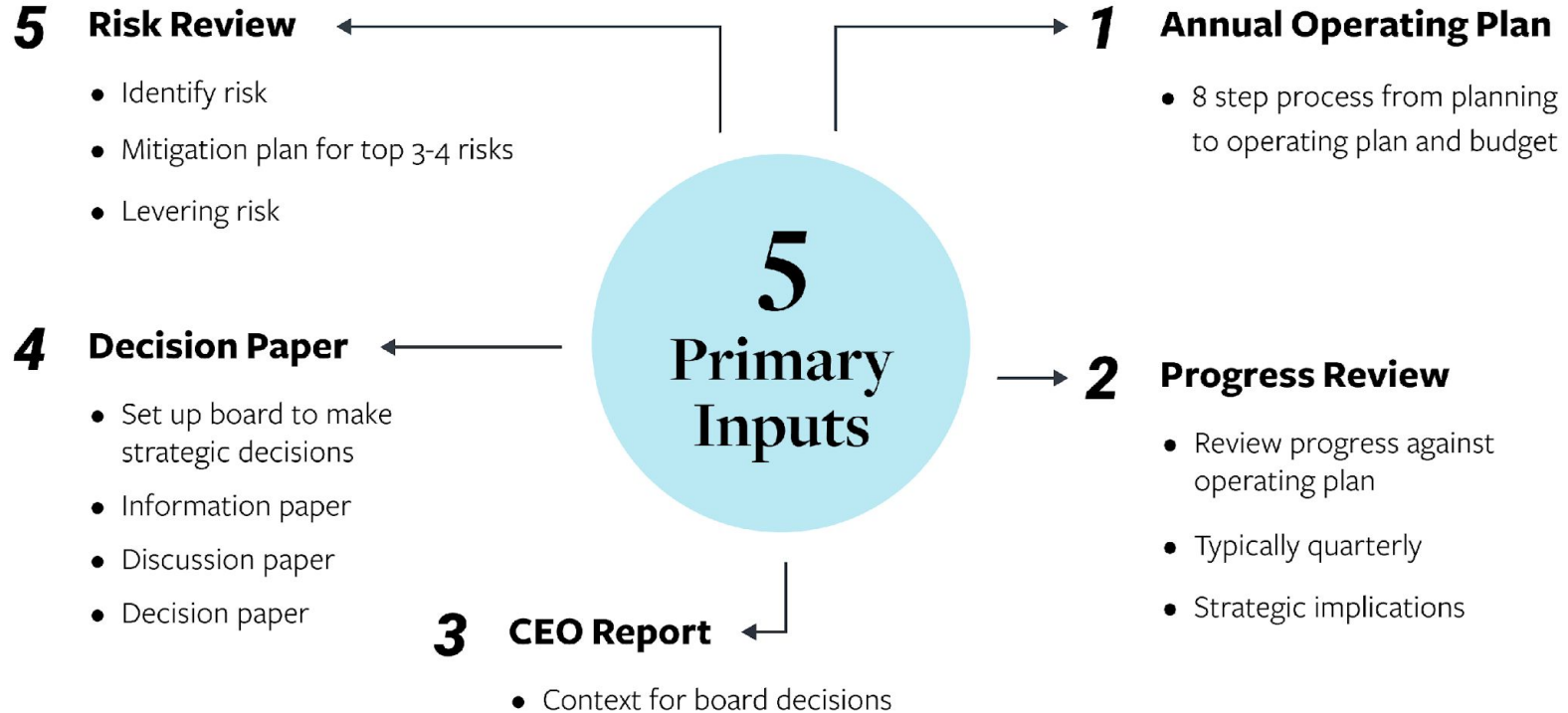


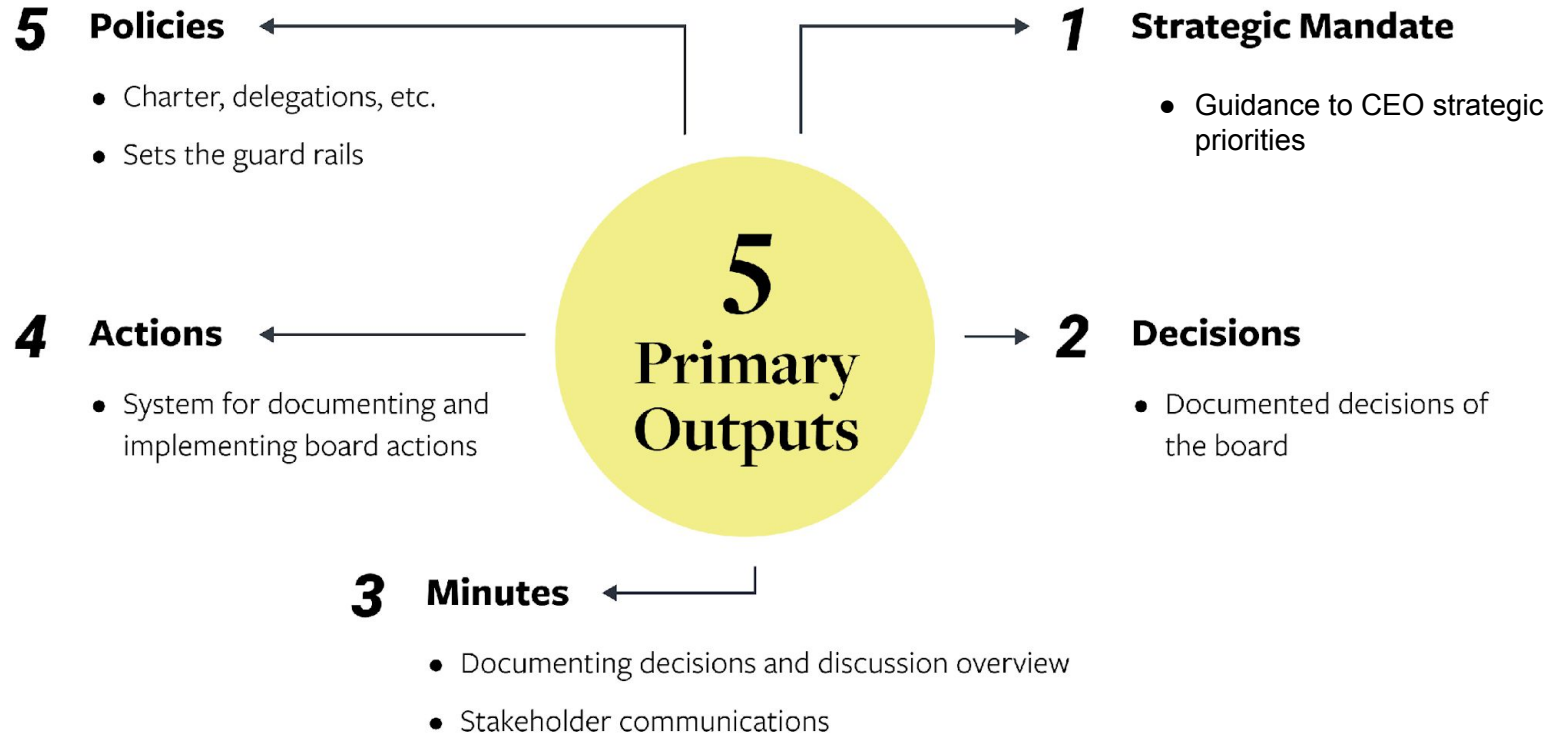
The '3 x 5 Governance Playbook'



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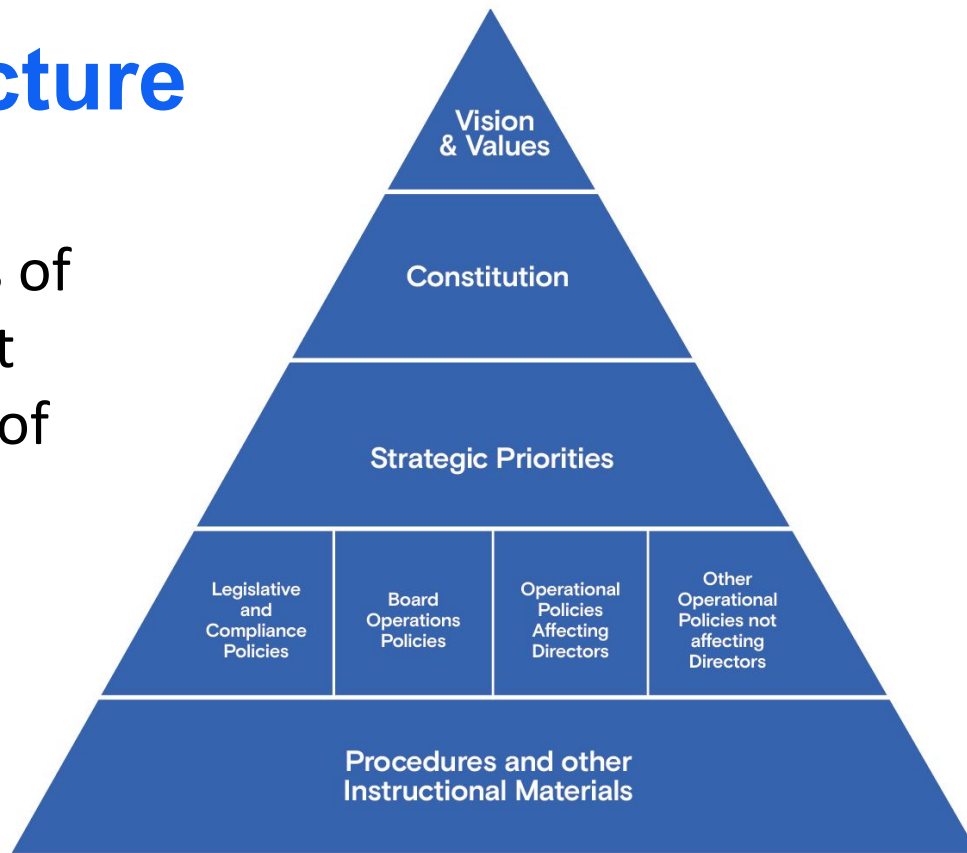


The Power of Policy



Policy Structure

Where the policies of the organisation sit within a hierarchy of key documents

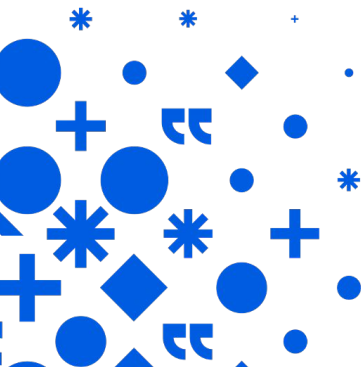


The Four Critical Policies

Governance Policies – Legislative and Compliance

Governance Policies – Board Operations

Relates to the processes of oversight and decision making of the Board.

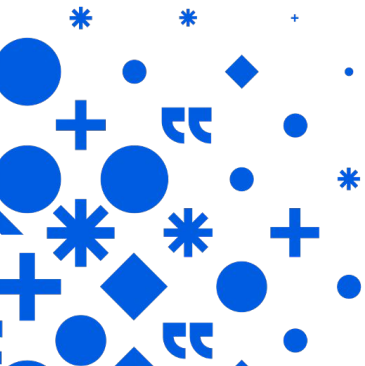


The Four Critical Policies

Operational Policies – Policies Affecting Directors

Operational Policies – Policies not affecting Directors

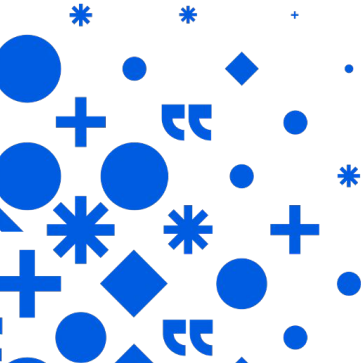
Refers to practices across a range of activities that provide the parameters for how the organisation and its staff will function



The Policy Suite is Necessary for:



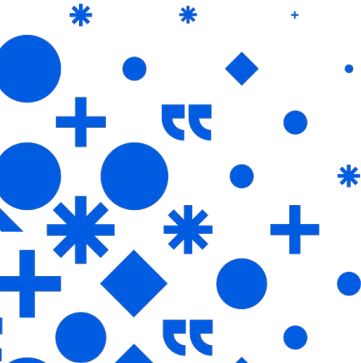
1. **Articulating the “rules”**
2. **Separating the role** of the Board with governance and strategy;
3. **Working effectively** with and through the CEO



The Policy Suite is Necessary for:



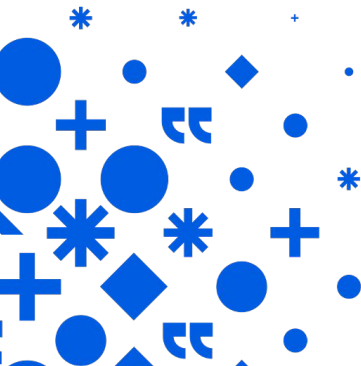
4. **Monitoring the activity**
5. **Planning for the future**
6. **A quality-controlled framework**





Reviewing Policy

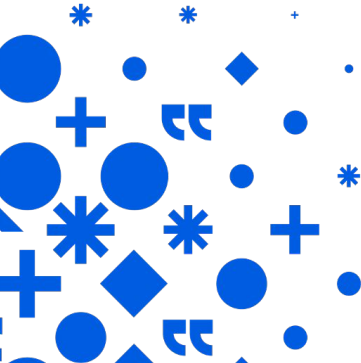
- It's an **evolving document**.
- Should be **reviewed and updated on a regular basis** as and when the circumstances warrant



Reviewing Policy

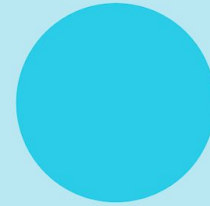
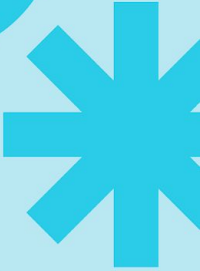
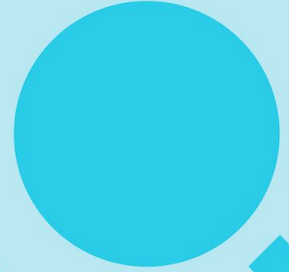
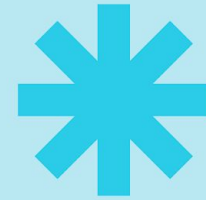


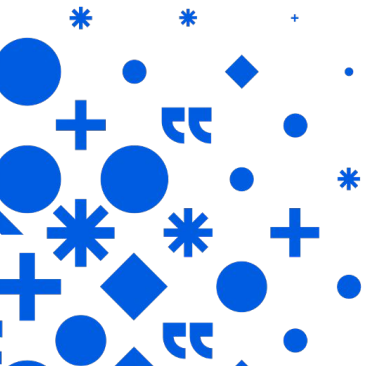
1. **Ascertain** if the policy reflects the latest relevant legislation
2. **Review** for plain English and simplicity
3. **Review** for relevance in any past incidents and how policy was used
4. **Review** what has been learned since the last review that would make this policy more useful



QUESTIONS

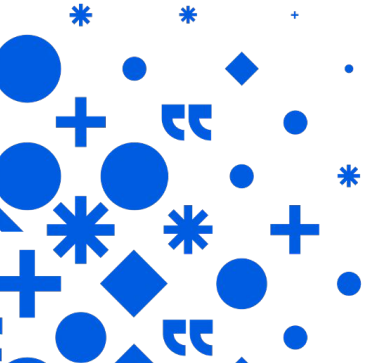
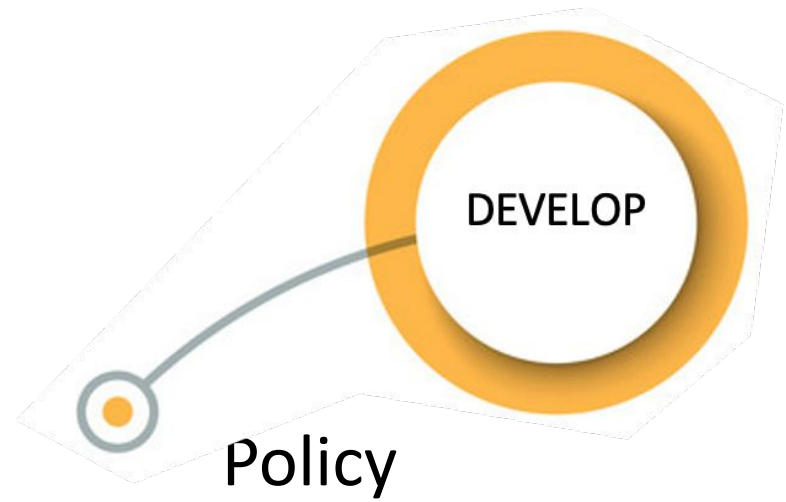
And Discussion



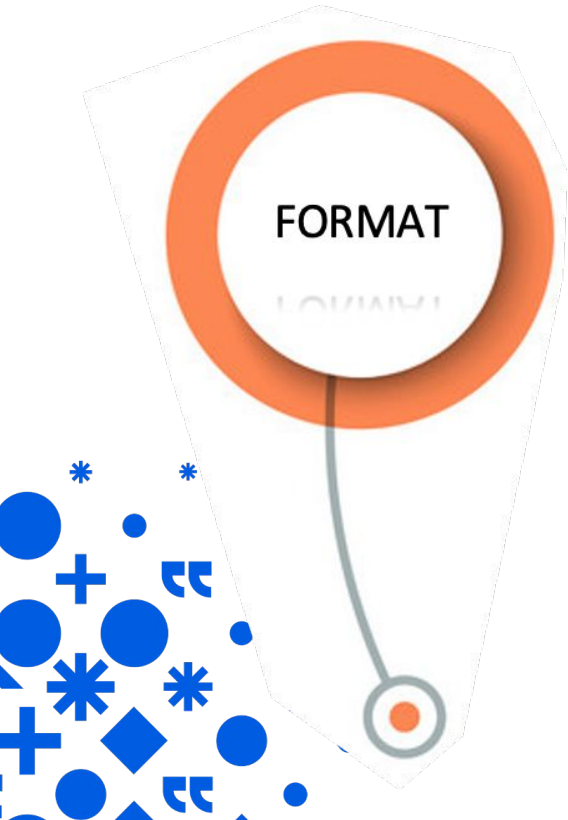


The Workflow Process:

Develop Quality
Framework and
templates fit for purpose



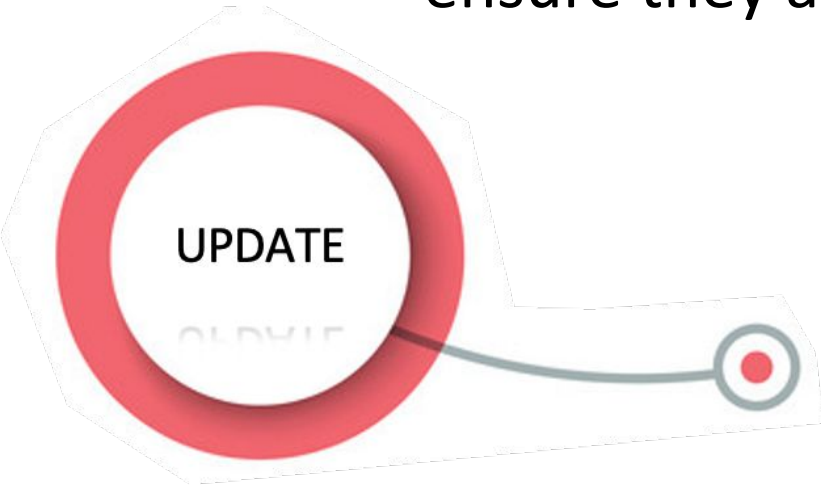
The Workflow Process:



Format current Board policies into the Quality Controlled templates, and integrate into a cohesive Framework

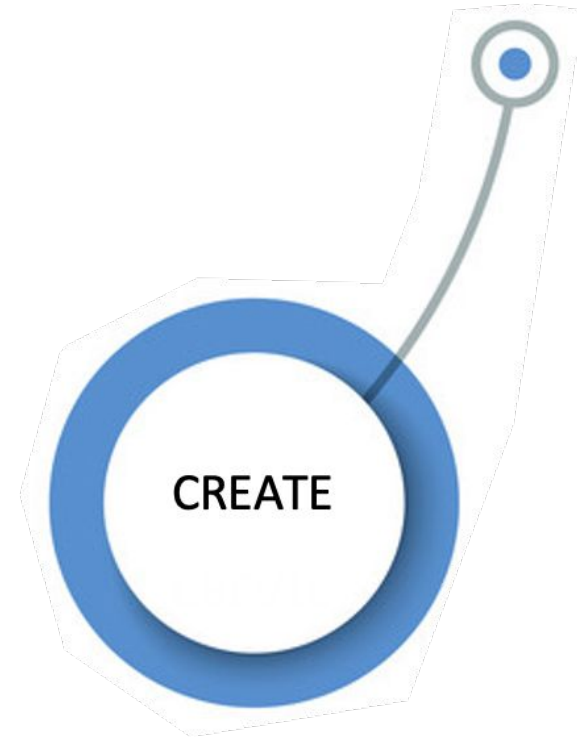
The Workflow Process:

Update any existing Board charters, policies and other agreed governance documents to ensure they are modern and fit for purpose



The Workflow Process:

Create Policy Register for current suite of policies to identify gaps in Governance Process Policies.
Develop any missing policies.



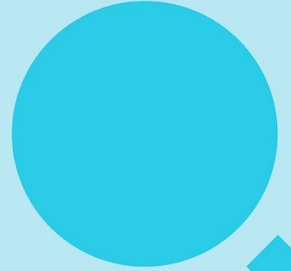
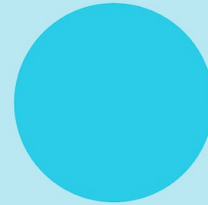
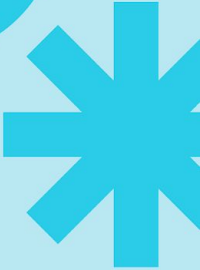
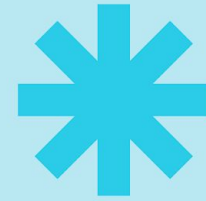
The Workflow Process:

Review the existing policies to ensure they are fit for purpose for your organisation.



QUESTIONS

And Discussion



Register of Key Documents

In addition to this Board Policy Suite, a Register of Key Documents should be developed and implemented by staff. It stores key information and links for important documents that need to be reviewed / updated on a planned basis.

The Register of Key Documents includes:

- Constitution
- Director's Charter
- Director Induction Program
- Governance Policies:
 - Legislative and Compliance Policies
 - Board Operations Policies
- Operational Policies
 - Operational Policies affecting Directors
 - Operational Policies not affecting Directors

Review of Key Documents

Register of Key Documents

Document name	Document Location	Document Topic	Last Review Date	Next Review Date	Document Owner	Authorising	Revision Notes
Equal Employment Opportunity Board Policy	//board-policies/EEO Policy	Board Policy	May 6th 2021	July 27th 2022	CEO	Board	
WHS Board Policy	//board-policies/WHS Policy Docs	Board Policy	May 19th 2019	August 19th 2021	CEO	Board	
Annual Performance and Development Review Operating Policy 2020	//Performance Management Docs	Operating Policy	May 12th 2019	May 12th 2021	HR Manager	CEO	
Safeguarding Children Procedure	//Procedures	Procedure	March 30th 2020	May 5th 2021	Operations Manager	CEO	
Contracts Register	//Contracts Register/Contracts Register.doc	Register	April 6th 2021	May 1st 2022	Operations Manager	CEO	

Red means it is overdue for review;
Yellow means it will be due for review within 60 days; and **Green** means the Review Date falls more than 60 days from now

Checklist

1. Health and Safety Policies

2. Enhancing Governance Systems and Policies

2.1 Background to this Document

2.2 Vision, Values and Strategic Priorities

2.3 Our Stakeholders

2.4 Structure of this Policy Framework

2.5 Register of Key Documents

2.6 Image of Register of Key Documents

3. Listing of Acronyms Used

4. Constitution and Objects

4.1 Constitution

4.2 Objects of the Organisation

5. Director Induction Program

5.1 Overview of Director Induction Program

5.2 12-month Program for Mentoring New Directors.

6. Board Charter

6.1 Background

6.2 Purpose

6.3 Terms of Reference: Finance and Risk Committee (Revised Oct 2021)

6.4 Terms of Reference: Governance Committee (New Oct 2021)

6.5 Compliance with laws

Checklist

- 6.6 Role of the Board
- 6.7 Delegations of Authority
- 6.8 Board Composition
- 6.9 Board Meetings
- 6.10 Role, Duties and Responsibilities of Directors
- 6.11 Role of Individual Directors
- 6.12 Role of the Chair
- 6.13 Role of the Company Secretary
- 6.14 Role of the Chief Executive Officer (CEO)
- 6.15 Reviews
- 6.16 Document Information
- 6.17 Use of the Branding

7. Governance Policies - Legislative and Compliance

- 7.1 Equal Employment Opportunity Policy (new - effective October 2021)
- 7.2 Workplace Health and Safety (WHS) Policy (new - effective October 2021)
- 7.3 Grievance Procedures / Resolution of Concerns Policy
- 7.4 Privacy Policy Statement (new - effective October 2021)
- 7.5 Harassment / Bullying Policy
- 7.6 Conflict of Interest Policy
- 7.7 Whistleblower Policy
- 7.8 Child Safety and Safeguarding Policy

8. Governance Policies - Board Operations

- 8.1 Strategic Planning Policy
- 8.2 Policy on Developing Board Policies
- 8.3 Delegations of Authority Policy
- 8.4 Code of Conduct Policy

Checklist

- 8.5 Risk Management Policy
- 8.6 Cybersecurity Risk Policy
- 8.7 Board / Staff Communications Policy
- 8.8 Marketing, Media and Communications Policy (including Social Media)
- 8.9 Sponsorships, Partnerships, Endorsements and Gifts Policy
- 8.10 Environmental, Social and Governance Policy
- 8.11 Diversity, Equity, and Inclusion Policy
- 8.12 Board Approved Financial Investment Policy
- 8.13 Director Appointments Policy
- 8.14 Endorsements Policy
- 8.15 Board Performance and Review Policy
- 8.16 Management Performance and Review Policy

9. Operational Policies affecting Directors

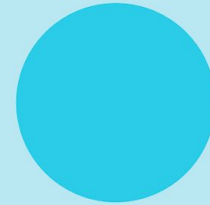
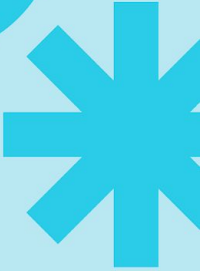
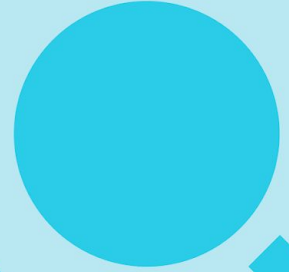
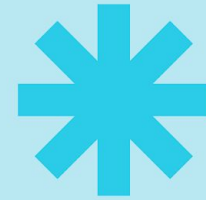
- 9.1 Mandatory Identity Check and Probity Checks
- 9.2 Reimbursement of Expenses Policy
- 9.3 Fit for Work Policy
- 9.4 Business Continuity
- 9.5 Professional Development Policy

10. Other Operational Policies not involving Directors

- 10.1 Vehicle Use Policy
- 10.2 Appropriate Email Usage Policy
- 10.3 Public Events Policy
- 10.4 Member Recruitment Policy

QUESTIONS

And Discussion





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Webinar Schedule 2022



<i>Diversity of thought - your next board super power?</i>	<i>February 3</i>
<i>Unlock the Power of Board Policy Making</i>	<i>February 10</i>
<i>How to run robust board meeting cycles</i>	<i>February 24</i>
<i>How to develop guiding board policies</i>	<i>March 10</i>
New board members - The first 100 days	March 24
Creating a strategic board mandate	April 7
How to create robust board action assignments	April 20
Creating effective minutes for your board meeting	May 12
Understanding the power of great board dynamics	May 19



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