

Christian  
Venues  
Association  
*experience the spirit of sharing*

# Creating quality in your Association

A guide to good governance

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2020 Global Gathering Virtual  
Conference



# Christian Venues Association

- ▶ Based in Sydney Australia
- ▶ Has over 200 members including more than 140 individual campsites who are our members
- ▶ Has a permanent staff of 5
- ▶ Is governed by a Board elected from our membership

# Who am I

- ▶ Have been involved in Christian camping since 1990
- ▶ Became CEO of Christian Venues Association in 2016
- ▶ Have served on or reported to a variety of Boards over the last 23 years including
  - ▶ School Boards
  - ▶ Campsite Board
  - ▶ University Boards
  - ▶ Board of a private company
  - ▶ Church Board

# Who am I

- ▶ Currently report to the Board of CVA
- ▶ Sit on my local church Eldership group
- ▶ Sit of the Board of Australia's largest non-denominational pension/retirement fund Board
- ▶ Have qualifications in Business, Leadership, Theology, adult Training and Governance

# What is Governance

- ▶ It is a framework of rules, systems and processes that are put in place to control and monitor the organisation. They should reflect both common practice as well as aspirational practice.

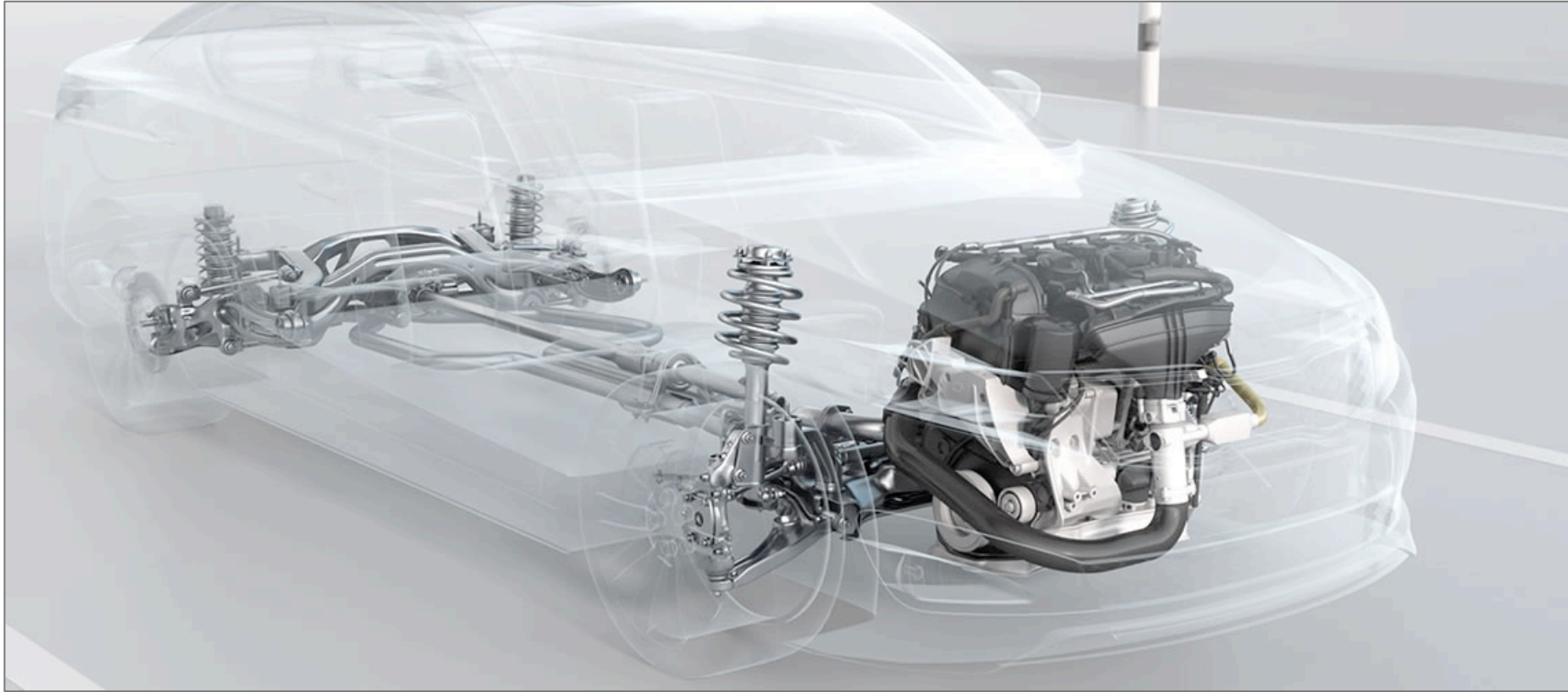
# What does the Bible say about Governance?

- ▶ Let everyone be subject to the governing authorities, for there is no authority except that which God has established. The authorities that exist have been established by God (Romans 13:1)
- ▶ Give to everyone what you owe them: If you owe taxes, pay taxes; if revenue, then revenue; if respect, then respect; if honour, then honour. (Romans 13:7)

# Question

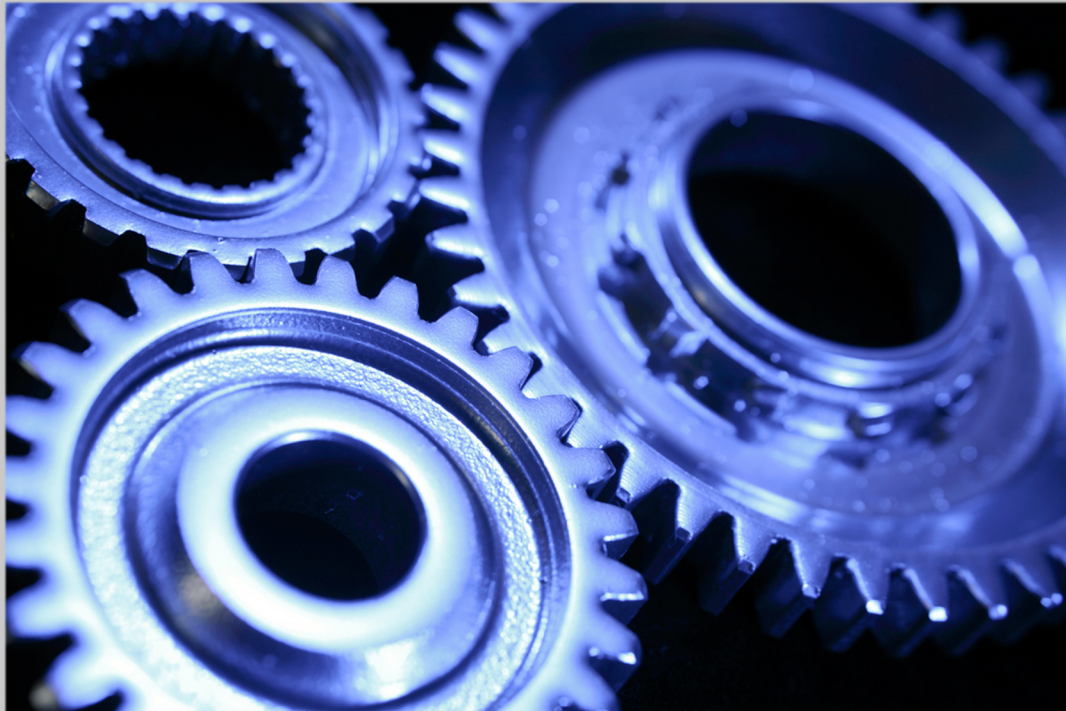
What do these **cars** have to do  
with **governance**?







- ▶ **Good governance is like a car engine.**
  - ▶ When it is ‘tuned well’ then we don’t think about it
  - ▶ When it is running “roughly” then it causes no end of pain



Sadly we have seen many  
entities with broken or  
misfiring governance models  
during this current Covid-19  
crisis

# Why is it Important

- ▶ Good governance leads to good ministry
- ▶ Good ministry honours God



## What Does it Control

- ▶ It controls everyone and no one. Good governance that is designed to support the ministry's objectives should not feel restrictive, rather the governance should assist in maintaining focus.
- ▶ It is an aid to ensure all runs smoothly by defining what can be done as well as what should not be done.

## What Does it Not Control

- ▶ Good Governance should not control a ministry objective. Rather a ministry objective should be the basis of governing documents.

## Who's Responsibility Is It?

- ▶ Everyone is responsible for the implementation and adaption of the governing documents.
- ▶ The Board/Management Committee is responsibility for formation and design of the governing documents.

# What is Involved

Governance principles need to reflect

What the *Mission of the Organization* is, that is why you exist

Who is responsible for implementing this mission

What responsibilities each person and and what the extend of their responsibilities is



## Who Does this Apply to

- ▶ **Everyone** who **runs a ministry** where more than one person is working or volunteering within the ministry.  
An **understanding** of what is **expected** is **critical** to the **ongoing ministry**.

## What's Involved?

- ▶ There are several guiding principles that are recommended for good governance.
- ▶ Not these are not “best practice” nor exclusive. Please add to these or take away as needed.

# The Board

- ▶ What is their roles and responsibilities
- ▶ They are responsible for
  - ▶ Setting the Mission and Vision Statements
  - ▶ Approving the 1-3 year strategic plan. Note this is a dynamic document.
  - ▶ Understanding, identifying and managing risk. (remember not all risk is bad)
  - ▶ Ensuring legal compliance is adhered to
  - ▶ Empowering any staff the Association has
  - ▶ Managing the financial affairs of the Association
  - ▶ Ensuring there is no third party conflicts
  - ▶ Committing to pray and uplift the Association and its members

# Board Selection

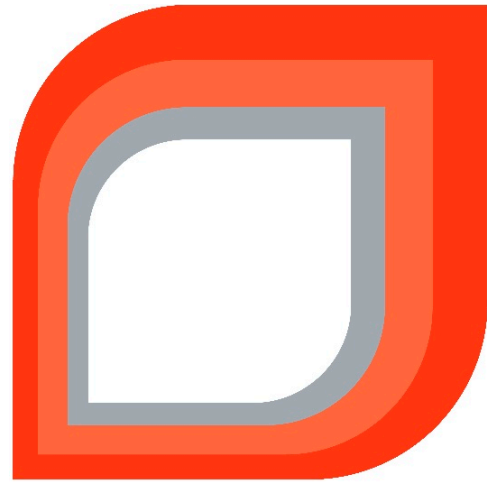
- ▶ Ideal Board size is 9 persons
- ▶ Board members should be selected due to their diversity of views and skills
- ▶ The more passionate the Board members to the ministry the better the Board will function
- ▶ Board members need to know when NOT to comment
- ▶ They must be of sound character and strongly ethical
- ▶ Ideally not related to any employee of the Association

# Board Meetings

- ▶ Information should be distributed BEFORE the meeting (ideally 7 days before)
- ▶ Board members must commit to have read all this material before the meetings
- ▶ It should be assumed that papers presented to the Board have been read and time provided for questions only. Do not read the paper that has been distributed to the Board
- ▶ Boards need to be concerned if finances are not provided in a timely manner or not at all.
- ▶ The Chair of the meeting should ensure the timing of the meeting is adhered to and the agenda is followed. Please avoid allowing Board members to get sidetracked. (hint, leave time for unstructured discussion at the end of the meeting)

# Board Meetings

- ▶ Board meetings are confidential. Any breach of this confidentiality must be addressed
- ▶ Allow time in every Board meeting for time without staff present.
- ▶ Allow time at end of each meeting to briefly review the meeting and provide opportunities for suggestions of how to improve next time (5-10 minutes maximum).



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# Guiding Principles



# Guiding Principles

- ▶ Put God first
- ▶ Understanding who is responsible for what
- ▶ Written is a policy, spoken is a thought
- ▶ Board composition and responsibility
- ▶ The Law is important
- ▶ Risk should be acknowledged and understood
- ▶ Money speaks (financial stewardship and accountability)

# Guiding Principles

- ▶ Integrity is everything
- ▶ I'm proud of what we do and will share this with others (stakeholder engagement)
- ▶ Our activities support our guiding purpose
- ▶ The reason for our existence is clearly defined and understood
- ▶ The times they are a changing
- ▶ Leaders learn

# Guiding Principles

## Put God First

Proverbs 6:3

- ▶ All Board/Committee meetings include a time of prayer.
- ▶ Consideration of a person's faith position is a significant consideration when selecting Executive Staff and Board.
- ▶ The Board commits to pray for each other and respect each other as commended in Scripture.

May the God who gives endurance and encouragement give you the same attitude of mind toward each other that Christ Jesus had, so that with one mind and one voice you may glorify the God and Father of our Lord Jesus Christ. (Romans 15:5-6)

- ▶ The Board/Executives acknowledge that are representing God as well as their Organisation in all dealings they have with external parties.

# Guiding Principles

## Understanding Who is Responsible for What

There are clearly defined rules as to who is responsible for what:

- ▶ The Board is guided by a “noses in fingers out” (NIFO) approach where operation of the organisation is both delegated to the CEO and this authority is respected.
- ▶ NIFO refers to a understanding that the Board need to understand what the organisation does and how it does this without telling the CEO how to do their job.
- ▶ Clear written delegation guidelines exist to ensure no misunderstanding.

# Guiding Principles

## Written is a Policy, Spoken is a Thought

When a procedure is referred to as a company policy is it:

- ▶ Written down
- ▶ Is available for all relevant staff to examine
- ▶ Is reviewed at pre-determined intervals
- ▶ All policies are available for the Board to view either as part of their induction or on request, depending on the policy.
- ▶ Written policies exist for all areas where legal compliance is required (i.e. handling of dangerous chemicals requires a policy, a policy on handling a noise complaint is not mandated by law but is good practise)

# Guiding Principles

## Board Composition and Responsibility

Luke 16:10

Whenever it is practically possible the Board consist of:

- ▶ People who possess a relevant range of skills and experience
- ▶ Have no direct family ties to senior staff
- ▶ Come from a variety of different churches (either the same or different denominations)
- ▶ The CEO is Not the Board Chair

# Guiding Principles

## Board Composition and Responsibility

- ▶ The Board needs to understand what it is the organization does and how they go about doing this
- ▶ A helpful tool can be a skills matrix
- ▶ Boards can also decide on whether there is a maximum length a Director can sit on the Board
- ▶ Be aware the a good relationship between CEO and Board Chair is critical

# Guiding Principles

## The Law is Important

Mark 12:17

The Board understands the legal framework they operate under both in terms of:

- ▶ The legal structure of the organisation
- ▶ The legal requirements that are mandatory for the type of business they are in
- ▶ Management provides information to the Board on the compliance requirements that are required



# Guiding Principles

## Risk Should be Acknowledged and Understood

- ▶ Everything we do involves risk
- ▶ Risk does not always need to be avoided completely, however risks should be identified, categorised and action plans developed

# Guiding Principles

## Risk Should be Acknowledged and Understood

- ▶ Some risks to consider include:

The risk of -

- ▶ Lack of Innovation
- ▶ Lack of Cash Flow
- ▶ Loss of Key Personnel
- ▶ Lack of Appropriate Insurance Coverage
- ▶ Lack of Compliance
- ▶ Damaging the Environment
- ▶ Brand Erosion

# Guiding Principles

## Risk Should be Acknowledged and Understood

- ▶ The Board should develop a *Risk Appetite Statement* that defines what their risk tolerance is. There is no one right answer for your Organisation.
- ▶ For each risk they should be ranked as follows on a 1-5 scale (one being low, 5 being high)
  - ▶ Likelihood of occurrence
  - ▶ Impact on Organisation if this occurs
  - ▶ Ways to mitigate this happening.

# Guiding Principles

## Money Speaks

(Financial Stewardship and Accountability)

Romans 14:12

**Money** is generally **Received**  
from **4 Main Sources**:

- ▶ Donations
- ▶ Fees for services provided
- ▶ Grants
- ▶ Investment returns

**Regardless** of the **Source** we have  
a **Responsibility** AND an  
**Expectation** that we will:

- ▶ Account for this accurately
- ▶ Spend it wisely (stewardship)
- ▶ Use it efficiently
- ▶ Plan for the future

# Guiding Principles

## Integrity is Everything

Proverbs 10:9

**Integrity Leads to Trust** → **Trust is Needed for Ministry**  
**Lose Trust and Ministry is Threatened**

Integrity includes:

- ▶ Being willingly held accountable, both personally and organisationally
- ▶ Being open to counter views (being open)
- ▶ Be honest when things do not work out (don't SPIN)
- ▶ Give praise where it's due
- ▶ Have your accounts checked by an external party each year

# Guiding Principles

## Stakeholder Engagement

I'm proud of what we do and will share this with others.

Jesus was not a proud or boastful person, however, through the Gospels we have a narrative of what he achieved.

This is not boastful, but encouraging and assisting to us

Similarly, we should share our stories, both the victories and (some) of the challenges.

This enables people to:

- ▶ Feel engaged with the ministry
- ▶ Pray for the ministry
- ▶ Respond to particular requests

## Guiding Principles

# Our Activities Support our Guiding Purpose

We Know:

- ▶ What we are **called to do** and **Who we are called to do this for.**

By Using this Framework we Ensure that All New:

- ▶ Building works
- ▶ Staff hiring
- ▶ Program design

Will **assist** in **supporting** these **aims**.

We should also regularly review what we are currently doing as there can be some “mission creep” which may mean that we should stop doing some of the things we are currently doing.

# Guiding Principles

## The Reason for our Existence is Clearly Define and Understood

The Board, Senior Management and Staff all know:

- ▶ What the purpose of the organisation is.
- ▶ How the organisation plans to satisfy this purpose.



# Guiding Principles

## The Reason for our Existence is Clearly Define and Understood

Additionally, the Board should, at least every three years:

- ▶ Examine the purpose to ensure that it still satisfies a need.
- ▶ Discusses whether the way this need is being met is still the most effective.
- ▶ If the ministry is struggling financially, or with our resources this review may need to be more frequently carried out.



Guiding Principles  
The Times are Changing

Let us not  
**confuse stability**  
with **stagnation.**

(Mary Jean Letendre)

# Guiding Principles

## The Times are Changing

- ▶ Let us ensure that we are being good stewards of God's resources and being the most effective we can be.
- ▶ Ask people not engaged with your site to come and visit and suggest changes. These do not need to be expensive, it could simply rearranging existing furniture, etc.
- ▶ If undertaking a painting project, firstly question whether the existing colour "dates" the site. Feature walls can be effective
- ▶ Looking at camp promotion as ask whether it appeals to the audience you are targeting or to you?
- ▶ Don't become a Nokia and Kodak. They did not embrace change.

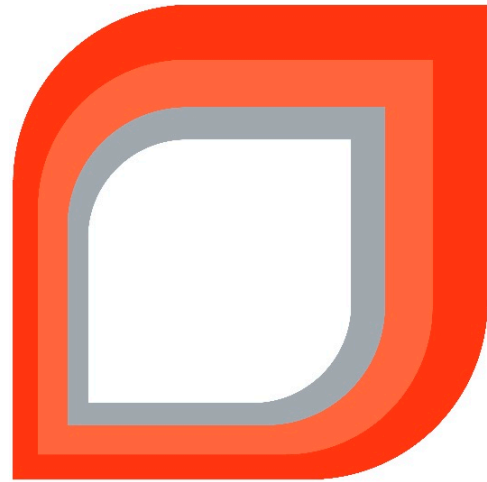
# Guiding Principles

## Leaders Learn

- ▶ Make a plan of how you will develop as a leader over the next 12 months.
- ▶ Share this plan with someone to make you accountable for this.

This plan can include:

- ▶ A more structured devotions plan
- ▶ Attending other conferences or webinars
- ▶ Attending Association lead events
- ▶ Reading
- ▶ Watching topical videos



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