



Strategic Capability Framework



1 Service Orientation

Providing exemplary service by actively engaging with members, senior managers and the community and responding to their needs.

1.1 STAKEHOLDER CONSULTATION

Board directors building and maintaining ongoing consultative relationships with key club stakeholders both inside (this may include members and senior managers) and outside (this may include community and government) is important for providing a high level of service to members of the community.

1.2 ACTIVE INVOLVEMENT

Understanding and meeting stakeholder service expectations requires board members to be actively involved in the wider club community.

1.3 COMMITMENT TO PURPOSE

Another aspect of service is demonstrating dedication and enthusiasm for the club's mission (reason for existence) and values (the manner in which it operates) which are particularly highlighted in a club's community engagement.

2 Influence & Collaboration

Working with members, senior managers, board colleagues and the community for the benefit of the club.

2.1 COMMUNICATES PERSUASIVELY

Part of providing leadership as a director is to be persuasive and articulate in your communication with others about the club's direction and strategic goals.

2.2 FOSTERS COLLABORATION

Working effectively with board colleagues and stakeholders, even when people have disparate views on issues, is crucial to the success of the board.

2.3 PROMOTES CONSTRUCTIVE INTERACTION (TEAMWORK)

Recognising and working with the individual strengths of others is essential for a board and wider organisation to achieve its strategic goals.

3 Commercial Orientation

Setting a strategic direction and ensuring long-term financial viability.

3.1 HELPS DEFINE STRATEGIC DIRECTION

Being able to look beyond immediate operational matters and recognising that operations are just one part of a director's duty, and identify, define and plan a long term and sustainable strategic direction for a club is a key area of board responsibility.

3.2 FINANCIAL MANAGEMENT EXPERTISE

Being able to understand, interpret and comment on complex financial matters such as financial statements, cash flow, depreciation schedules and other financial information is an increasingly important aspect of ensuring club viability.

3.3 BUSINESS ACUMEN

Clubs are operating in an increasingly complex and challenging commercial environment; consequently it is critical that boards have the experience and confidence to make commercial decisions that ensure long term financial prosperity and sustainability for clubs.

4 Operational Governance

Taking responsibility for good corporate governance of the club on behalf of members and senior managers.

4.1 CORPORATE GOVERNANCE

Having high level corporate governance capability (i.e., understanding and practising authority within a framework of rules, systems, procedures and relationships) is a key element of high performing boards.

4.2 RISK MANAGEMENT

Quantifying and understanding the club's operations exposure to current and future risk is an aspect of board responsibility that involves knowledge, assessment and analysis.

4.3 OPERATING ENVIRONMENT

Legislation, regulations and guidelines constitute the operational framework that the board and the club as a whole functions within.

5 Continuous Improvement & Evolution

Committing to continuous professional development to align your capabilities with the evolving club environment.

5.1 INNOVATION AND BEST PRACTICE

Identifying and encouraging innovation and best practice methods to benefit the club is a key component to the continued existence and success of clubs in an evolving operating environment.

5.2 ADVOCATES CONTINUOUS PROFESSIONAL DEVELOPMENT

Continuous improvement also involves promoting and supporting professional development amongst senior managers within your club.

5.3 ACTIVE SELF-DEVELOPMENT

The club and board benefit through the individual director regularly seeking feedback on their performance in order to improve their knowledge and skills. Further, the individual benefits through increased confidence and effectiveness.