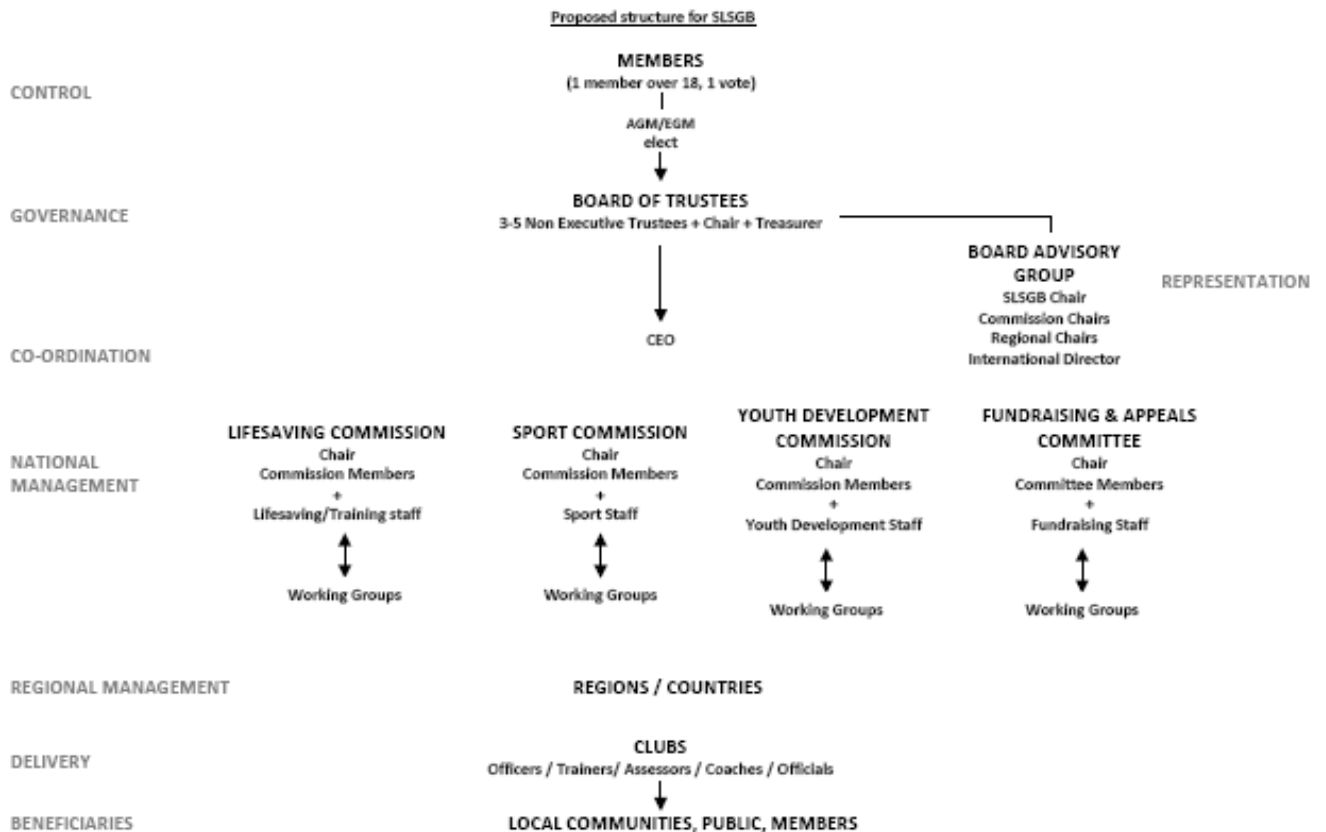


**Recommendation 16**

*The structure of the SLSGB Board should change to one more fitted to an organisation with a CEO and paid staff and the number of directors reduced. However, in doing so it should create opportunities for the participation of volunteers in advisory capacities. The Board should create a transition plan that identifies the risks, realistically assesses them and develop contingencies to mitigate them.*

The Board accept this recommendation fully and agrees with the principles contained within the draft structure in the report. However, the Board accepts that members have concerns over the level of representation that they will have and intends to work with the current Commission and relevant Chairmen to ensure that sufficient and appropriate access to the Board is given. A revised draft structure is set out below together with some explanation over the key roles and responsibilities of the various groups and individuals who will play an important part in controlling, governing, co-ordinating, managing and delivering SLSGB’s new strategy on behalf of its beneficiaries. However, the Board wishes members to understand that the detail of any new structure is yet to be fully worked out and it will be presented to the members as part of the new Articles & Memorandum of Association together with the new Rules for consideration at a General Meeting.



## **Control**

The members have ultimate control as they elect the Trustees at the AGM and can remove Trustees by an EGM. The members must agree any major changes to the Governance structure, Articles & Memorandum of Association or Rules. Through regular communication, both from and to the Board of Trustees, paid staff, Commissions and through the Clubs and Regions, members will always have 'a voice' and a say in the Strategy of the organisation.

## **Governance**

Trustees must have sufficient skills and experience to carry out this highly responsible and often difficult task. Knowledge and experience of SLSGB's activities is essential amongst as many of the Trustees as possible, but not essential amongst all of them. The Trustees must have a non-executive role that is they must not be involved in the management or operational activity of the organisation. They are responsible for strategy and the stewardship of the organisation. They delegate the management of the Budget and Finances to the CEO, but retain oversight and ultimate decision-making authority on all matters. The meeting agendas for the Board would not normally contain operational items, but would concentrate on strategy, finance, business development, income generation, risk management and governance. Commission Chairs would not normally attend Board meetings but could do so on request if there was an important strategic or business matter related to their area of technical expertise to be discussed.

## **Representation**

The current structure does not actually allow proper representation at Board level as would perhaps seem, because a Trustee, Regional Reps and Commission Chairs must act in the interest of the national organisation, not the area they represent. They are therefore immediately conflicted once they join the Board of Trustees. The new structure would allow the Regional Chairs, who best represent the interests of their Regional members, to have a voice on the Board Advisory Group which has direct access to the Board of Trustees through the SLSGB Chairman who chairs this group. The group would also give the important role of Commission Chair the autonomy to 'fight their corner', independent of the need for collective responsibility, which has been the case. The Group would act as a sounding board and 'wise counsel' to the Board of Trustees with regard to key strategic and operational decisions.

## **Co-ordination**

The CEO is responsible to the Board of Trustees, through the Chairman, for the co-ordination of the activities of the organisation as well as the budget. They in turn delegate aspects of the budget and management to key paid staff, who work closely with the Commission Chairs and the Commissions to manage the operational and technical activities of the organisation.

## **National Management**

Paid staff and key volunteers who sit on the Commission would conduct the day-to-day management of the organisation's activities under the guidance of the Commission Chairs and the co-ordination of the CEO. The Commission Chairs are likely to be the technical experts in their respective areas, whilst the CEO has the delegated responsibility from the Board and is accountable for the performance of the organisation, especially its finances. It is imperative that the CEO and Commission Chairs work closely together.

## **Conflict/Issue resolution**

The CEO, Chairs of the Commissions, paid staff and key volunteers must work together in the interests of the organisation to deliver the Strategy agreed by the Board of Trustees.

However, the Chairman will act to resolve any issues, should they occur, between the CEO and Commission Chairs. Both will be asked to attend Board of Trustees meetings where appropriate.

### **Regional Management**

It is important that the Regions work collectively in the interest of the national organisation as well as their own region. Regional Training Officers, Regional Sport Development Officers and similar roles will be vital to the effective regional delivery of the national Strategy. Regional Committees to administer and manage the activities of their clubs will remain extremely important. The Regional Chair will be responsible for the Region's activities, governance and financial management and will have a seat on the Board Advisory Group.

### **Delivery**

The backbone of the organisation is the Clubs, Trainers, Assessors, Coaches and Officials. Without these key volunteers, and the club structure that supports them, there would not be an SLSGB.