



THE UNIVERSITY OF
WESTERN AUSTRALIA

Balancing Governance & Mission

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My Agenda

To

- Appreciate the idea of sustainability
- Recognise the attributes of good governance
- Raise issues relating to director responsibility
- Within a cost-benefit context

Note – this is intended to be a general discussion and differing organisations will approach mission and governance in different ways depending on their financial capacity, purpose and intent.



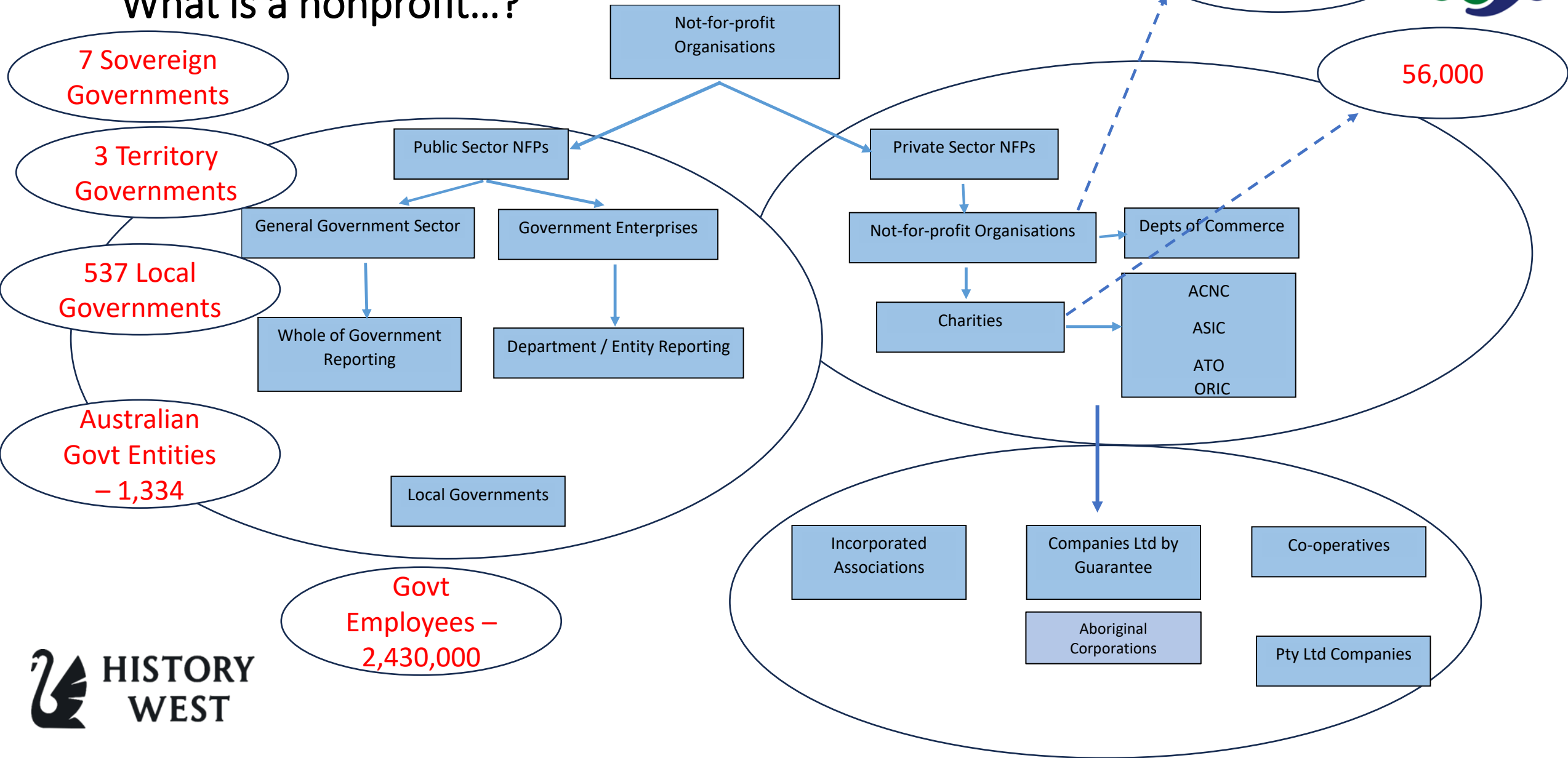
Centre for Public Value

- Focused on improving public policy outcomes
- Prioritising mission
- Accepting the need for sustainability
- But what is sustainability?

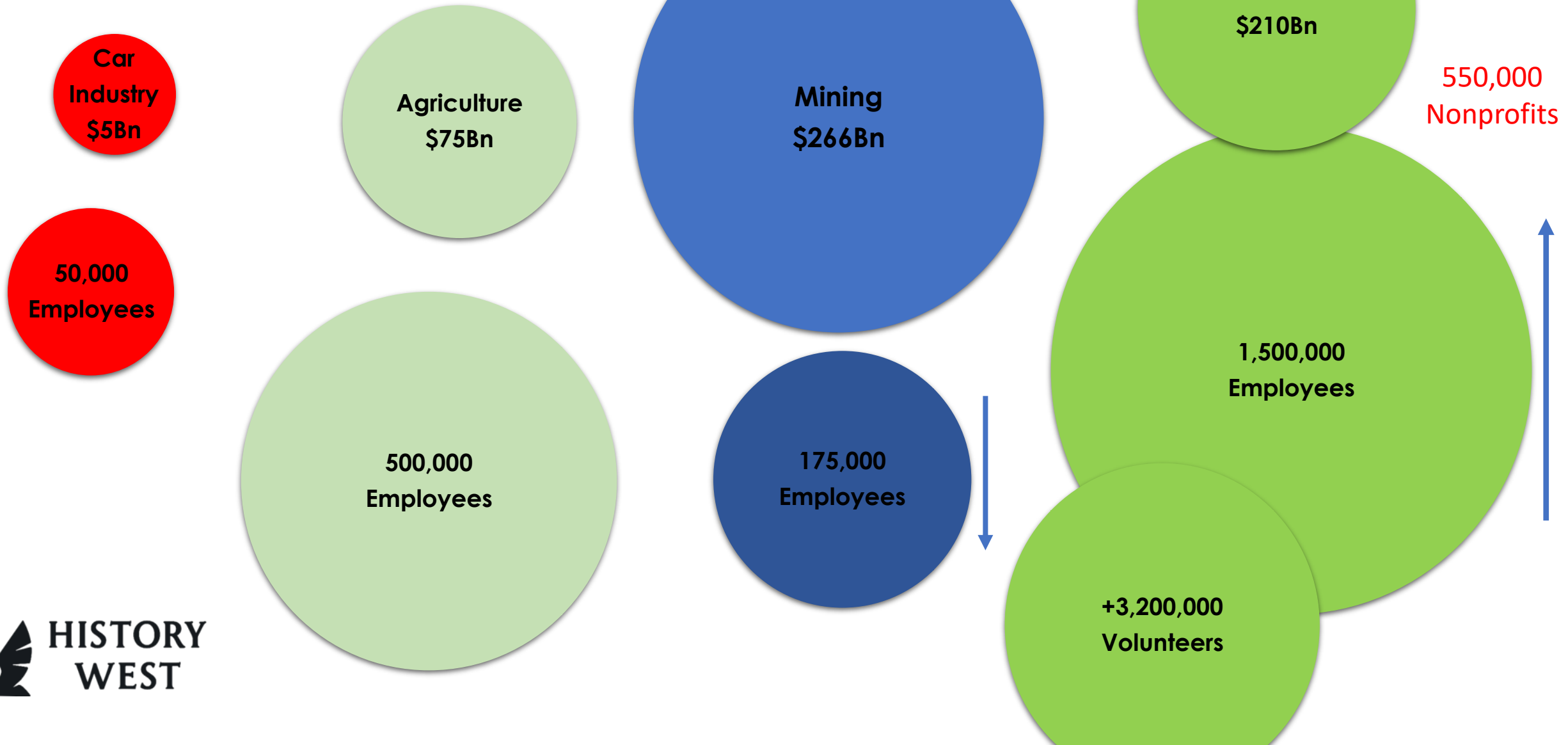
An organisation is sustainable if it can continue to pursue its mission effectively in the short-, medium- and Longer-terms



What is a nonprofit...?



Important...?



The Sector...



- System value
- Sector is a national asset
- Sector's place in national infrastructure
- Intellectual property and experience
- Irreplaceability

Sector is an important part of the whole...



Nonprofit Challenges...

- Lack of financial literacy
- Lack of governance experience
- Lack of administrative resources
- Regulatory compliance a priority
- “Tick the box” governance

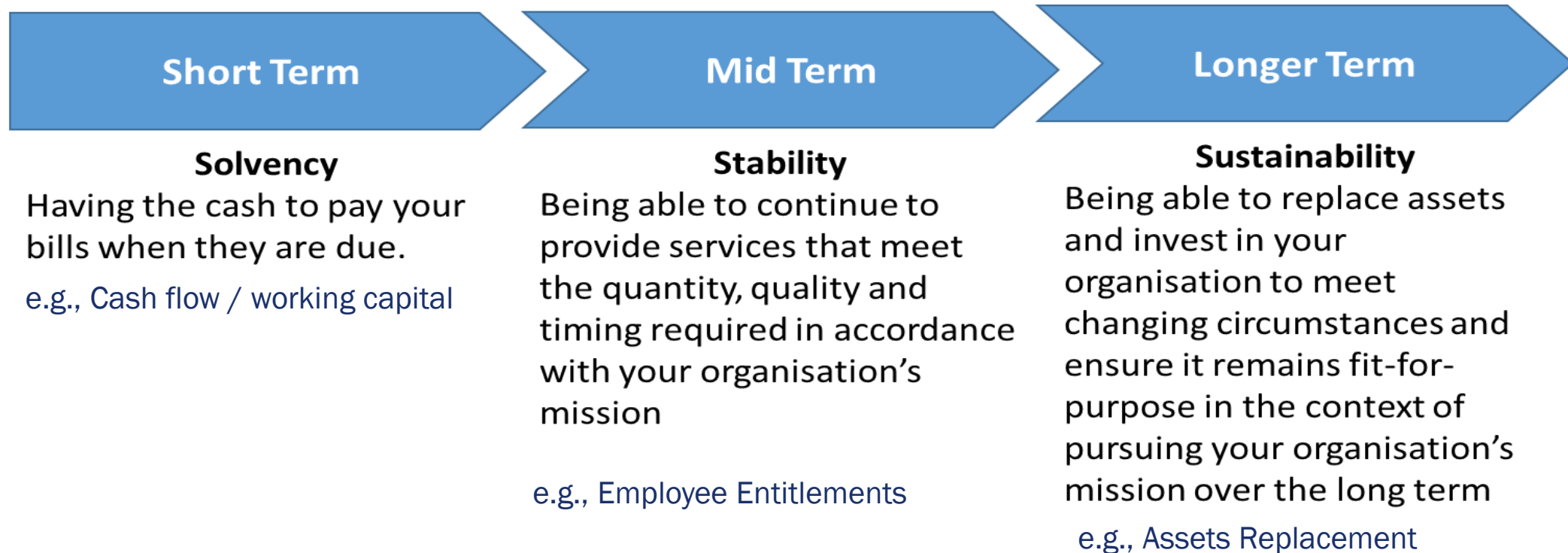


Additional issues...

- Mission v bookkeeping: “...having good books doesn’t mean we do a good job...”
- Profits & Cash Reserves
- Fundraising costs
- Nice to have...



Organisational sustainability...?



**NFPs Can't Maintain Sustainability
Without Profit**



What is Corporate Governance?

- Corporate Governance is about the way your organisation is **directed** and **governed**.
- Corporate Governance deals with the **policies** and **practices** that directly impact on your organisation's **performance**, **stewardship** and its capacity to be **accountable** to its various stakeholders.



ACNC Governance Principles

- Governance Standard 1: Not-for-profit & working towards charitable purpose
- Governance Standard 2: Accountability to members
- Governance Standard 3: Compliance with Australian laws
- Governance Standard 4: Suitability of Responsible People
- Governance Standard 5: Duties of Responsible People
- Governance Standard 6: Maintaining and enhancing public trust in the Australian not-for-profit sector



Duties of directors...

- to act with reasonable care and diligence
- to act honestly and fairly in the best interests of the charity and for its charitable purposes
- not to misuse their position or information they gain as a Responsible Person
- to disclose conflicts of interest
- to ensure that the financial affairs of the charity are managed responsibly, and
- not to allow the charity to operate while it is insolvent.



Further Responsibilities of Directors

- Seek to achieve constitutional objectives
- Establish Governance Policies
- Meeting legal and statutory requirements
- Meeting and monitoring ethical standards
- Ensuring a positive industrial climate
- Ensuring operational effectiveness and efficiency
- Being politically aware, and able to advocate on behalf of the organisation when necessary
- Establishing and fostering good community and public relations

Are we achieving our mission?



- Measurable
- Attributable
- Understandable
- Credible
- Benefit outweighs the cost

The Blueprint...

Three major themes:

- An enabling operational and regulatory environment for the NFP sector to thrive
- A people-led and purpose driven NFP sector
- An adaptive and dynamic forward-focused NFP sector



Contacts

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Personal Website

Website - Centre for Public Value