



Governance Framework – Johannesburg Giants Basketball Club

Date: November 2025

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1. Purpose and Scope of the Governance Framework

The objective of the Governance Framework is to set out the governance principles, practices and guidance to facilitate effective and efficient management of the club and ensure that the club has an adequately transparent organisational structure in place with clear allocation and appropriate segregation of responsibilities that sets the high level direction and measures performance against that direction. Giants has adopted, implemented and documented an effective governance framework that provides sound and prudent management and oversight of its business, and adequately recognises and protects the interests of its stakeholders. The Board is ultimately responsible for the governance of the club.

2. Key Components of the Governance Framework

This section provides an overview of the key governance components that make up the Club system of governance. Each of these key components is illustrated in *Figure 1: Governance Framework key components*, and will be dealt with individually in this section.

JOHANNESBURG GIANTS BASKETBALL GOVERNANCE FRAMEWORK	
GOVERNANCE STRUCTURE	<p>The Board</p> <p>The Board is responsible for the overall governance, strategic leadership, and long-term sustainability of the basketball club. It sets the club's vision, values, and strategic priorities, and ensures that appropriate structures, policies, and systems are in place to support basketball operations and community participation.</p> <p>The Board oversees financial management, risk, and compliance with all legal, league, safeguarding, and sport-integrity requirements. It is accountable for monitoring club performance, ensuring responsible use of resources, and safeguarding the welfare and development of players, coaches, officials, and volunteers. The Board also appoints and oversees the Executive, ensuring that day-to-day operations align with the club's strategic objectives and serve the best interests of members, participants, and the wider basketball community.</p>
	<p>The Executives</p> <p>The Executive is responsible for the day-to-day management and operational delivery of the club. They implement the Board's strategic direction by overseeing programs, competitions, administration, finances, and staff or volunteers. The Executive ensures compliance with relevant policies and regulations, manages communication with members and stakeholders, maintains club facilities and resources, and supports the Board by providing reports, advice, and operational insights. Their role is to ensure the club runs efficiently, safely, and in alignment with its strategic goals.</p>
	<p>The Technical Teams</p> <p>The Technical Team is responsible for all basketball-related operations within the club, including player and coach development, team preparation, and on-court performance. They design and deliver training programs, oversee player pathways, and ensure coaching standards align with the club's philosophy and frameworks. The team coordinates competitions, monitors performance, and promotes a safe, inclusive, and positive environment for all players, coaches, and officials. They work closely with the Executive to ensure programs run effectively and align with the club's strategic objectives.</p>
	<p>The Players</p> <p>Players are responsible for actively participating in training, games, and club activities, working to develop their skills, and contributing positively to their team and the club. They are expected to follow coaches' guidance, demonstrate respect, sportsmanship, and discipline, comply with club rules and league regulations, and uphold the club's values on and off the court.</p>
THE CLUB CULTURE AND VALUES	

2.1. The Board

The Board provides the highest level of oversight and is ultimately accountable for the governance, strategic direction, and long-term sustainability of the Club. It ensures a clear separation between governance (oversight) and executive (execution), with structures that support effective decision-making.

The governance structure is designed to reflect the Club's nature, scale, and complexity, ensuring that strategic objectives, risk management, and operational delivery are aligned and fully supported across all levels of the club.

2.1.1. Board Accountability and Delegation

The Board retains **ultimate accountability** for the effective governance of the Club. Its responsibilities include:

- **Maintaining strong governance practices and procedures**, ensuring Board decisions are objective, independent, and well-informed.
- **Ensuring the Board possesses the authority and resources** needed to fulfil its duties effectively.
- **Requiring all Board members to act in the best interests of the Club**, its members, and participants, demonstrating independent judgement and objectivity.
- **Ensuring Directors, leadership team, and key function holders meet 'fit and proper' standards**, with the competence, integrity, and capability required for their roles.
- **Establishing clearly defined roles and responsibilities**, ensuring appropriate delegation to Executives, Committees, or key personnel while retaining ultimate oversight authority.

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- **Entrusting day-to-day operations to the Executive**, while monitoring performance, risk, compliance, and alignment with strategic objectives.

2.2. The Executive

The **Executive Team** is responsible for the day-to-day management, operational delivery, and administrative leadership of the basketball club. They ensure that the Board's strategic direction is implemented efficiently, compliantly, and in a manner that supports the club's community, competitive, and developmental goals. The Executive Team ensures the basketball club runs **efficiently, safely, and strategically**, enabling the Board to focus on governance, while supporting the Technical Team in delivering high-quality basketball programs.

Key Responsibilities:

- Executes the Board's strategy and delivers programs, competitions, services, and development pathways.
- Ensure all operations align with the club's vision, values, and long-term development pathways
- Ensures compliance with Club policies, league rules, safeguarding requirements, and regulatory obligations.
- Provides regular reporting to the Board, offering operational insights, data, and recommendations to support informed governance decisions.
- Coordinates communication with members, stakeholders, and the wider basketball community.
- Ensures the Club operates efficiently, ethically, and in accordance with risk-management expectations.
- Manages staff and volunteers, club finances, resources, and facilities.
- Provide leadership to staff and volunteers, ensuring clarity in goals, performance expectations, and workflow.
- Promote a positive, inclusive, and respectful workplace and club culture.
- Ensure all personnel meet required checks, qualifications, and safeguarding standards.
- Ensure compliance with:
 - league and competition rules
 - sport integrity policies
 - legal, financial, insurance, and workplace regulations
- Prepare and maintain accurate records, reports, and documentation for auditing and governance purposes.
- Develop and manage the club's operational budget in line with the Board's financial strategy.
- Oversee financial processes, including invoicing, payroll, procurement, and expense management.
- Ensure sound financial controls and transparent financial reporting.
- Secure and manage funding streams such as sponsorships, grants, partnerships, and member fees.
- Oversee the acquisition, maintenance, and management of club assets, equipment, and facilities.
- Plan, schedule, and deliver training programs, leagues, tournaments, and events.
- Coordinate registration processes, competition entries, fixtures, and match operations.
- Ensure all programs operate with adequate staffing, coaching, facilities, and equipment.
- Partner with the Technical Team to deliver aligned basketball programs and athlete pathways
- Communicate effectively with club members, parents, partners, sponsors, and community organisations.
- Manage member services, enquiries, registration support, issue resolution, and feedback processes.
- Build and maintain relationships with leagues, associations, governing bodies, facility managers, and local organisations.
- Promote participation, development opportunities, and community engagement initiatives.
- Ensure facilities are safe, clean, accessible, and appropriately maintained.
- Oversee bookings, scheduling, equipment management, and venue logistics.
- Coordinate game-day and event operations, including staffing, equipment setup, and risk controls.
- Plan for facility improvements, upgrades, and long-term infrastructure needs.
- Identify, assess, and manage operational risks across all club functions.

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- Ensure safety protocols, emergency procedures, and safeguarding measures are fully implemented.
 - Monitor compliance with health and safety standards during training, games, and events.
 - Support wellbeing initiatives for players, coaches, officials, and volunteers.

2.3. The Technical Team

The **Technical Team** is responsible for all basketball-related operations within the club. Their role centres on coach and player development, competition delivery, and ensuring that the club's playing philosophy, performance standards, and development pathways are consistently applied across all programs and age groups. The Technical Team works closely with the Executive to ensure operational needs, resources, and strategic objectives are aligned. They are the custodians of the club's on-court identity and responsible for developing players, supporting coaches, and driving performance excellence within a positive, inclusive environment.

Key Responsibilities:

- Designs and delivers training programs, development pathways, and coaching frameworks aligned to the Club's philosophy.
- Oversees player progression, talent identification, and team preparation.
- Ensures coaching staff uphold professional, safe, and inclusive standards.
- Coordinates competitions, schedules, and game-day operations.
- Monitors and evaluates on-court performance across teams and age groups.
- Works closely with the Executive to ensure basketball operations are well-resourced, compliant, and strategically aligned.
- Design and deliver **age-appropriate, progressive development programs** across all levels (junior, youth, senior, and elite pathways).
- Oversee **talent identification and selection processes**, ensuring fair, transparent criteria.
- Map and implement **player pathways**, including transition points between age groups and squads.
- Track and monitor individual player progress using development plans, evaluations, and performance data.
- Ensure programs promote physical, technical, tactical, and psychological development.
- Implement the club's **coaching framework**, philosophy, and style of play.
- Recruit, supervise, mentor, and evaluate coaches across all programs.
- Provide ongoing **coach education**, training sessions, workshops, and access to development resources.
- Ensure all coaches meet required qualifications, accreditations, and safeguarding standards.
- Conduct seasonal reviews to ensure alignment with club strategy and performance expectations.
- Develop training schedules and ensure appropriate court allocation, equipment, and resources.
- Deliver high-quality training sessions consistent with club methodology, long-term athlete development, and competition needs.
- Ensure training environments are safe, inclusive, and supportive.
- Coordinate specialist sessions (strength and conditioning, skills clinics, video analysis, etc.).
- Adjust training plans based on match performance, injuries, and player progression.
- Coordinate team entry into leagues, tournaments, and competitions in collaboration with the Executive.
- Manage team selection, roster planning, and line-up decisions.
- Prepare game plans, scouting reports, and opposition analysis.
- Oversee sideline coaching, substitutions, and in-game tactics.
- Conduct post-game reviews and feedback sessions with players and coaches.
- Collect and analyse performance data (training metrics, match statistics, player evaluations).
- Use data and video analysis to inform coaching decisions, player development, and tactical planning.
- Maintain records on injuries, playing time, workload management, and performance trends.
- Provide reports to the Executive and/or Board where required, especially for elite or representative programs.
- Promote a safe, inclusive, and positive culture for players, coaches, and officials.

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- Support player wellbeing programs covering physical, mental, and social health.
 - Manage injury prevention strategies, warm-up/cool-down protocols, and return-to-play guidelines.
 - Work with medical or allied health providers when needed.
 - Maintain strong communication with the Executive Team to ensure alignment of resources, schedules, and policies.
 - Provide regular updates to parents, players, coaches, and team managers.
 - Support the Executive with technical considerations for facility planning, equipment purchases, or scheduling needs.
 - Represent the club in technical forums, coaching meetings, league briefings, and development initiatives.
 - Ensure basketball programs adhere to club policies, competition regulations, and national/state governing body guidelines.
 - Oversee discipline processes for on-court behaviour, training expectations, and code-of-conduct compliance.
 - Evaluate program effectiveness and provide recommendations for improvement.
 - Lead technical planning for camps, clinics, trials, and development events.
 - Design session plans, staff assignments, trial procedures, and evaluation systems.
 - Ensure events align with player-pathway objectives and club strategic goals.
 - Identify technical equipment requirements (balls, training aids, uniforms, tech systems).
 - Provide input to the Executive on facility suitability, safety, and improvements.
 - Ensure equipment is safe, functional, and aligned with program needs.

2.4. Players

Our Players are central to the success of the club and are responsible for actively participating in training, competitions, and club activities while upholding the club's values, standards, and expectations. Their responsibilities span performance, conduct, wellbeing, and contribution to the club community. Our Players are responsible for contributing to a safe, respectful, and high-performing environment by committing to training and games, demonstrating excellent behaviour, respecting coaching direction, and upholding the club's values on and off the court. Their conduct, effort, and attitude shape the culture and reputation of our club.

Key Responsibilities:

- Attend training, games, and Club activities with commitment and effort.
- Follow coach instructions and adhere to competition rules and Club standards.
- Demonstrate sportsmanship, respect, discipline, professionalism and teamwork on and off the court.
- Uphold the Club's values and contribute to a positive culture.
- Prioritise personal development, wellbeing, and safe participation.
- Arrive on time and prepared with appropriate clothing, equipment, and mindset.
- Participate fully in practice sessions, drills, and conditioning programs.
- Maintain consistent effort, focus, and a positive attitude in all club activities.
- Notify coaches or team managers promptly of injuries, absences, or availability changes.
- Contribute positively to team systems, roles, and game plans.
- Seek and respond to feedback with a growth mindset.
- Treat teammates, opponents, coaches, officials, volunteers, and spectators with respect.
- Take ownership of individual development and work on areas identified by coaches.
- Maintain fitness, nutrition, and recovery routines appropriate to age and competition level.
- Engage in self-reflection, goal setting, and performance improvement activities.
- Manage training workloads responsibly, including reporting injuries or fatigue.
- Contribute to a positive, inclusive, and supportive team environment.
- Encourage teammates, celebrate team successes, and respond constructively to challenges.
- Demonstrate leadership through attitude, effort, and commitment regardless of age or role.
- Follow safety instructions, injury-prevention practices, and warm-up/cool-down routines.
- Report injuries, health concerns, or incidents immediately to coaches or staff.

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- Refrain from substance use or behaviour that compromises personal or team safety.
 - Respect and protect club facilities, equipment, and property.
 - Communicate proactively with coaches and team managers about attendance, injuries, or concerns.
 - Respect the club's communication channels, announcements, and processes.
 - Participate in club events, community programs, and team commitments as required.
 - Support the club's mission and contribute to a positive relationship with members, families, and supporters.
 - Follow all league, association, and federation rules, including eligibility and conduct regulations.
 - Wear correct uniforms and equipment as required by competition rules.
 - Commit to anti-doping, integrity, and fair play requirements where applicable.
 - Understand and accept penalties or consequences for breaches of rules or behavioural expectations.

3. Fit and Proper Requirements

All key individuals within the Club are required to be and remain **fit and proper**, meaning they must consistently demonstrate the competence, capability, and integrity needed to perform their roles effectively. This requirement applies to **Board members, the Executive Team, leaders of key operational or technical functions, and any individuals who hold significant influence over the Club's governance or strategic direction**. In practice, all key individuals must:

- **Possess the appropriate skills, experience, and knowledge** relevant to their role within the Club.
- **Act in the best interests of the Club, its members, players, and broader basketball community**, placing the club interests above personal considerations.
- **Exercise independent judgement and objectivity** in decision-making, free from conflicts of interest.
- **Meet all required qualifications, accreditations, or regulatory expectations (fit)** and demonstrate **high standards of honesty, integrity, and professionalism (proper)**.
- **Collectively maintain the necessary expertise across key areas** including sports governance, basketball operations, athlete development, financial stewardship, risk management, safeguarding, community engagement, compliance, and organisational leadership.

4. Conclusion

The Governance Framework establishes the structures, roles, and responsibilities necessary to ensure that the Club operates with integrity, transparency, and accountability. It provides clarity on how decisions are made, how authority is delegated, and how performance and compliance are monitored across all levels of the organisation.

By defining clear expectations for the Board, Executive Team, Technical Team, players, and other key stakeholders, the Framework ensures that the Club maintains a consistent standard of leadership, operational excellence, and safe participation for all members.

The Club is committed to maintaining strong governance practices that support long-term sustainability, effective risk management, and the ongoing development of basketball within the community. This Framework is reviewed regularly to ensure it remains relevant, fit for purpose, and aligned with the Club's strategic objectives and values.