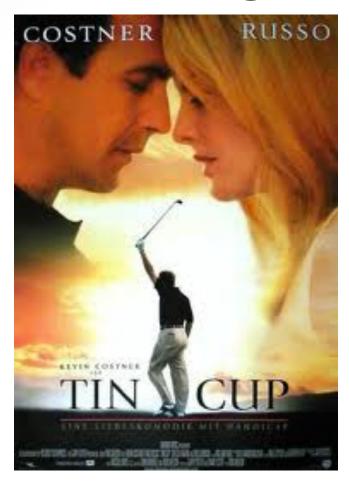
Great Governance

Why does it matter?

I saw a movie last night.

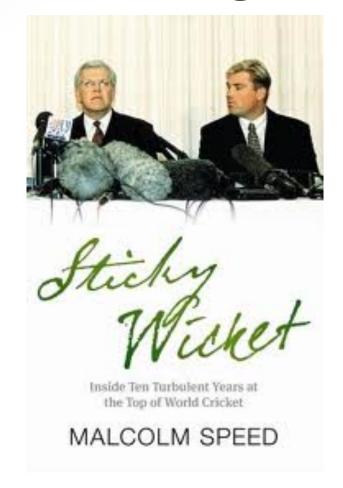


I love great movies.



I read a book last night.





I love great books.

I had sex last night.





I love great sex.

 I went to my Golf Club meeting last night.





I love great governance!

What does great governance look like?



- How would we recognise it?
- How is it different from bad governance, mediocre governance or good governance? What is so great about it?
- Why does it matter?



International Golf Federation



Rules











Majors







Cups

Asia Pacific



The Americaa

Regions

























Golf Australia

National Federations





Kingston Heath Golf Club



State Associations

Golf Clubs

Golfers (Members)

The best tests of great governance are:

- Crisis
- Litigation



Will your governance withstand intense public scrutiny?

Five Current Governance Crises:



- Swimming = Olympic Performance
- AFL = Tanking and Salary Cap Breaches
- Horse Racing = Corruption and Betting
- Catholic Church = Royal Commission
- Cycling = Doping



How do we Measure Great Governance?



- Golf Courses = shot value, variety of design, memorability and condition out of 50
- Wine = number out of 100
- Restaurants = Hats
- Hotels = Stars



City

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Jacques Reymond, Vue de Monde

<u>u</u>

Attica, Bistro Guillaume, Botanical, Cafe Di Stasio, Circa the Prince, Donovans, Ezard, Flower Drum, Grossi Florentino, Interfude, Matteo's, MoVida, Pearl, Rockpool Bar & Grill, Stokehouse, Taxi Dining Room, Three One Two, Veroe

a

Abia's, Bacash, Becco, The Brasserie by Philippe Mouchel, Geconi's Cantina, Church St Enoteca, Cicciolina, Comme Kitchen, The Court House, David's, Esposito, Estivo, European, Gingerboy, Giuseppe Anadlo & Sons, The Grand, Il Bacaro, The Italian, Kenzan, Koots, Ladro, Longrain, Loustal, Maha, Melbourne Wine Room, Ocha, Oyster Little Bourke, Paladarr Thai Issan, The Press Club, Red Emperor, Sarti, Shoya, Tempour Alajime, Yu-U

Country

@ @

Lake House (Daylesford), Merrijig Inn (Port Fairy), Range (Myrtleford), Royal Mail Hotel (Dunkeld), Simone's Restaurant (Bright), Stefano's (Mildura)

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Annie Smithers Bistrot (Kyneton), Bellbrae Harvest Restaurant (Bellbrae), Eleonore's at Chateau Yeing (Yering), Healesville Hotel (Healesville), Montalto (Red Hill South), Nelisons (Traralgon), The Outpost Retreat (Noojee), Pettavel Winery & Restaurant (Waurn Ponds), Royal George Hotel (Kyneton), Tea Rooms of Yarck (Yarck), Teller (Mooroopna), Wardens Food & Wine (Beechworth)

Three Key Features of Great Governance



- Structure and Documentation
- Personnel
- Implementation



Structure and Documentation



- Corporate structure Company Limited by Guarantee
- Constituent Documents Articles, By- laws, Committee Charters; Codes of Conduct, etc.
- Strategic plan
- Role Clarity

Strategic Plan

- It is the key document
- It is the roadmap to the future
- It creates the links with other parts of the enterprise
- National Strategy, local implementation
- Do not let it gather dust!
- Great governance requires great planning

Role Clarity



- Great organisations understand who is responsible for which part of the enterprise
- National/State/Region/ Club
- Board/Management
- Delegation of Authority to the CEO starting point is Board is responsible for management

Personnel

- No rules as to size or process MCC Chairman
- Current trends Federal, Hybrid, Unitary AFL, CA, NRL and ARU.
- Gender
- Age
- Ethnicity
- Areas of expertise



Key Attributes



- Breadth of Experience ICC Board
- Enthusiasm
- Availability
- Wisdom and Judgement
- Courage
- Sense of humour
- Make friends, not enemies



Personnel



- Chairman is vital ingredient
- Relationship between Chairman and CEO
- Annual review of performance



Implementation

- Great meetings
- Sound decisions with strategic focus
- Golden rules no surprises, no leaking, no media
- transparency, accountability, honesty, respect and humour
- "adult conversations"
- Decisions are actually implemented

Great meetings

Agenda

Board papers – length, executive summary, recommendation, draft

resolution, timely distribution

Length of meeting

- Seating and set-up of the room
- Share the airtime
- Unanimity, consensus and compromise
- Test the decision
- Minutes and action sheets
- Be prepared to make difficult decisions and take the consequences



The Board's major roles

- Set the tone and culture of the organisation
- Monitor performance and progress
- Review strategic direction
- Set the risk appetite and profile
- Assess the performance of the CEO
- Have a clear overview of the health of the enterprise
- Persistence and consistency are vital stay the course

Why does great governance matter

- We are in an "arms race" with other sports
- AFL, NRL, CA billion dollar media rights
- We have to make every dollar count
- Great governance produces great results
- Great governance provides leadership
- It provides insurance against crises and litigation
- It is time we moved from good to great

Great governance in action.



