

# IMPROVING OUR GOVERNANCE

WHERE TO FROM HERE?

Presented by John Robinson, June 2016



I wish to discuss with you the steps we believe are required to enhance the Governance of Golf NSW and to prepare the Organisation for the future.

## OVERVIEW

- Good, strong governance of Golf NSW is critical to our success as an organisation
- We are at a crossroad in our evolution, and there is an opportunity for development & improvement



TODAY

- We have a team of 65 Councillors, who represent our 375 affiliated golf clubs and 33 District Golf Associations



We are very grateful for all that you have done...

THANK YOU

YOUR DEDICATION



To those Councillors past and present, I wish to thank you for your  
DEDICATION

THANK YOU

YOUR PASSION



I wish to thank you for your PASSION

THANK YOU  
YOUR COMMITMENT



I wish to thank you for your COMMITMENT

THANK YOU

YOUR TRUST



I wish to thank you for your TRUST

THANK YOU  
YOUR CONTRIBUTION



And finally I wish to thank you for your CONTRIBUTION.

You have played a vital role in transitioning the Organisation since amalgamation.



## THE SITUATION TODAY

- Of our team of 65 Councillors:
  - 33 Councillors are retiring this year
  - 17 Councillors are retiring next year
- We will lose 50 of our 65 Councillors in the next 15 months



But things are changing rapidly.

This year 33 of our team of Councillors will retire. This will be followed next year by another 17.

To put this in perspective we will lose 50 of our 65 Councillors in the next 15 months.

That is almost 80% of the total.

## OPPORTUNITY FOR IMPROVEMENT



This provides the Organisation with a unique window for improvement of our Governance model and to make it ready to meet the future.

## WHY CHANGE?

- Opportunity to give the members of the organisation a direct voice in major decisions
- Give members a greater sense of ownership and accountability
- Increase input to the organisation
- Improve efficiency of the organisation
- Change is recommended by the Australian Sports Commission – reflects best practice



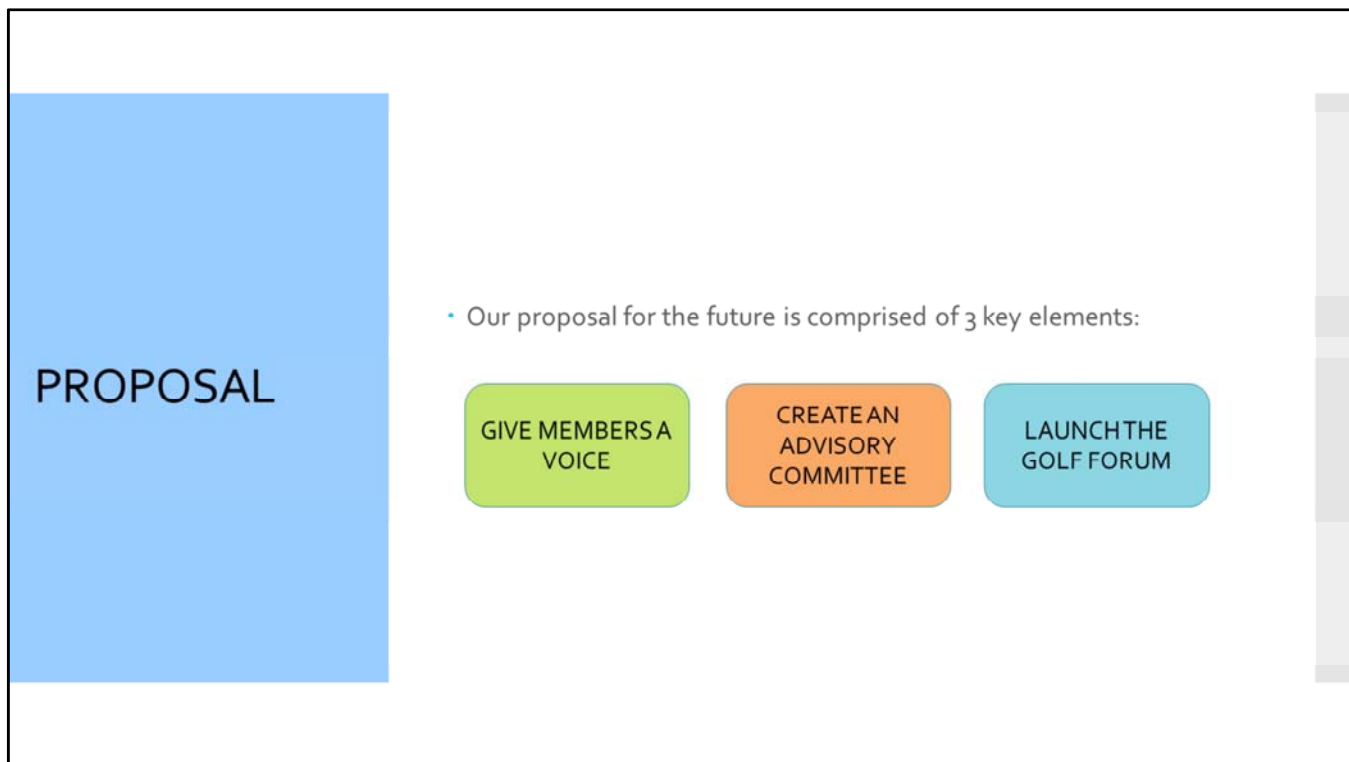
Did you know that Clubs NSW, of which many NSW Golf Clubs are members, has its members voting for the Board, and has done for many years, very successfully?

## OPPORTUNITY

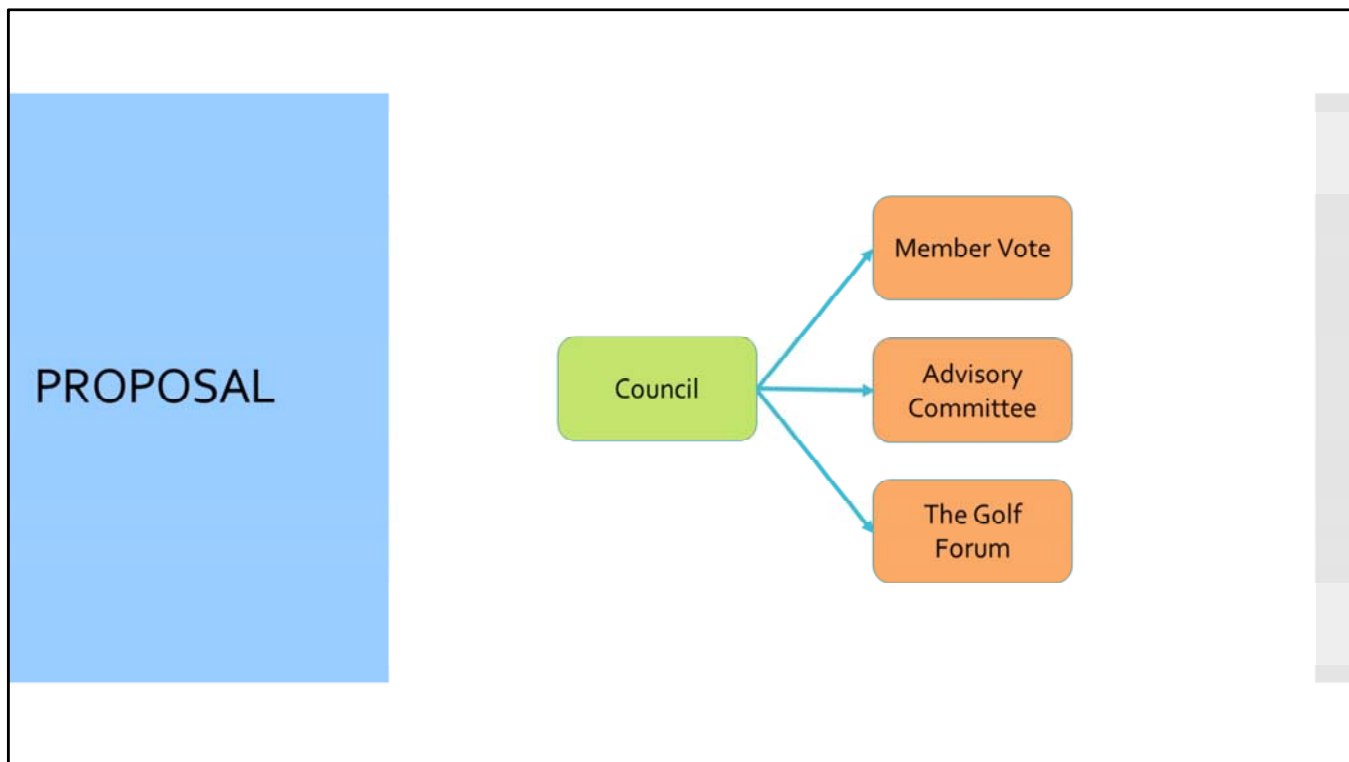
We can set the Organisation on the right path for the future...



Collectively we can set the Organisation on the right path for the future.



Here are the three foundation stones of our proposal

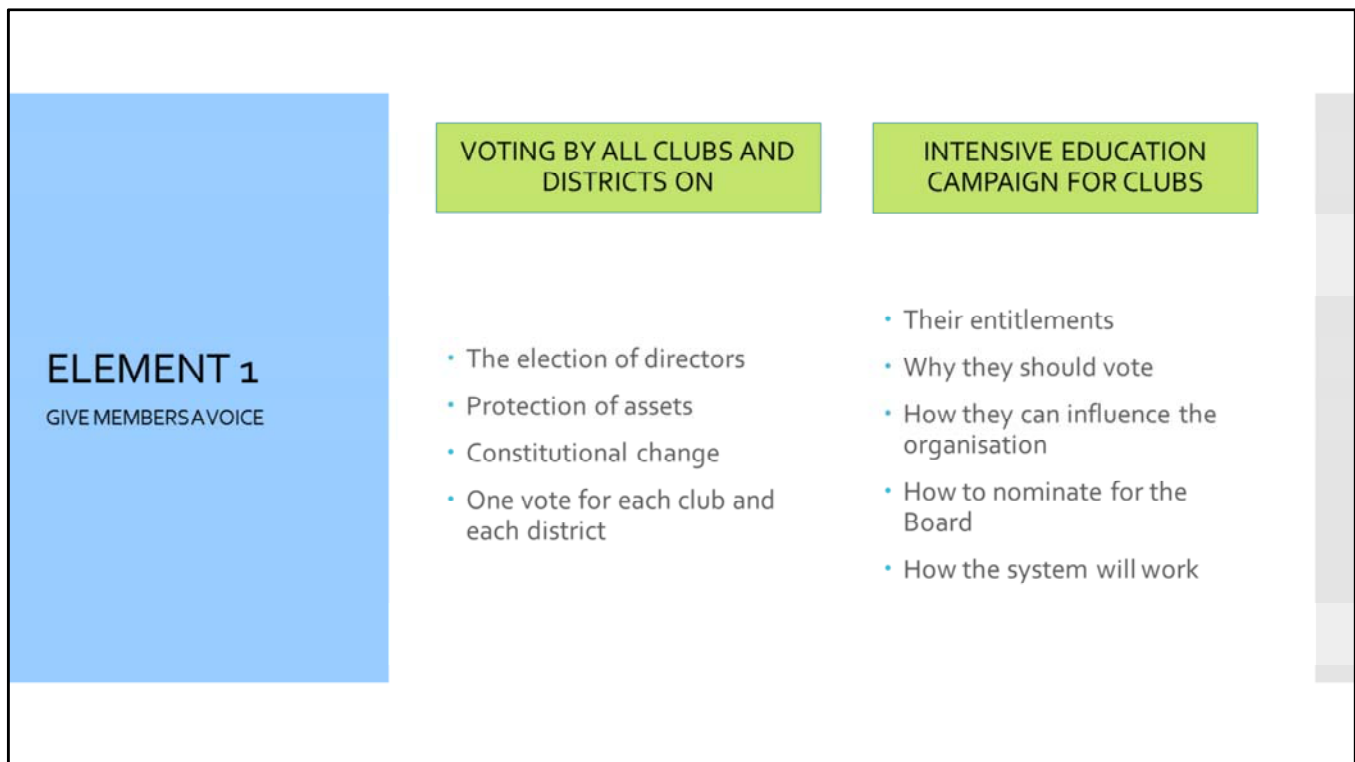


This proposal means that the council as we know it today, would no longer exist.

Voting rights would transition to Member clubs and DGAs, with the support of:

- An Advisory Committee that works collectively to provide input to the direction of our Organisation
- The Golf Forum – a regular conference hosted by Golf NSW to share, impart and discuss information critical to the development of our game

Let's take a look at the 3 elements in more detail...



Australian Sports Commission Sports Governance Principles state that:

(1.4) THAT THE MEMBERS OF AN ORGANISATION SHOULD ELECT THE MAJORITY OF THE BOARD OF DIRECTORS

The proposed changes reflect the governance models in other peak state sporting organisations and other state golf organisations.

There may be some challenges:

- Will clubs be interested?
- Will they have the knowledge?
- Will they care?
- Will they take up their constitutional entitlements?

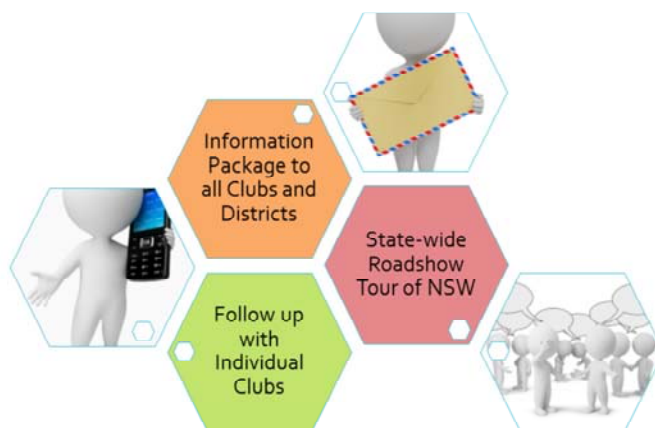
With **quality education and information**, we are confident that clubs will take up the opportunity to participate...and you can assist with this process.

You can play a vital role in supporting and encouraging Member Clubs to exercise their rights.

## ELEMENT 1

GIVE MEMBERS A VOICE

- How will the changes be communicated to clubs?

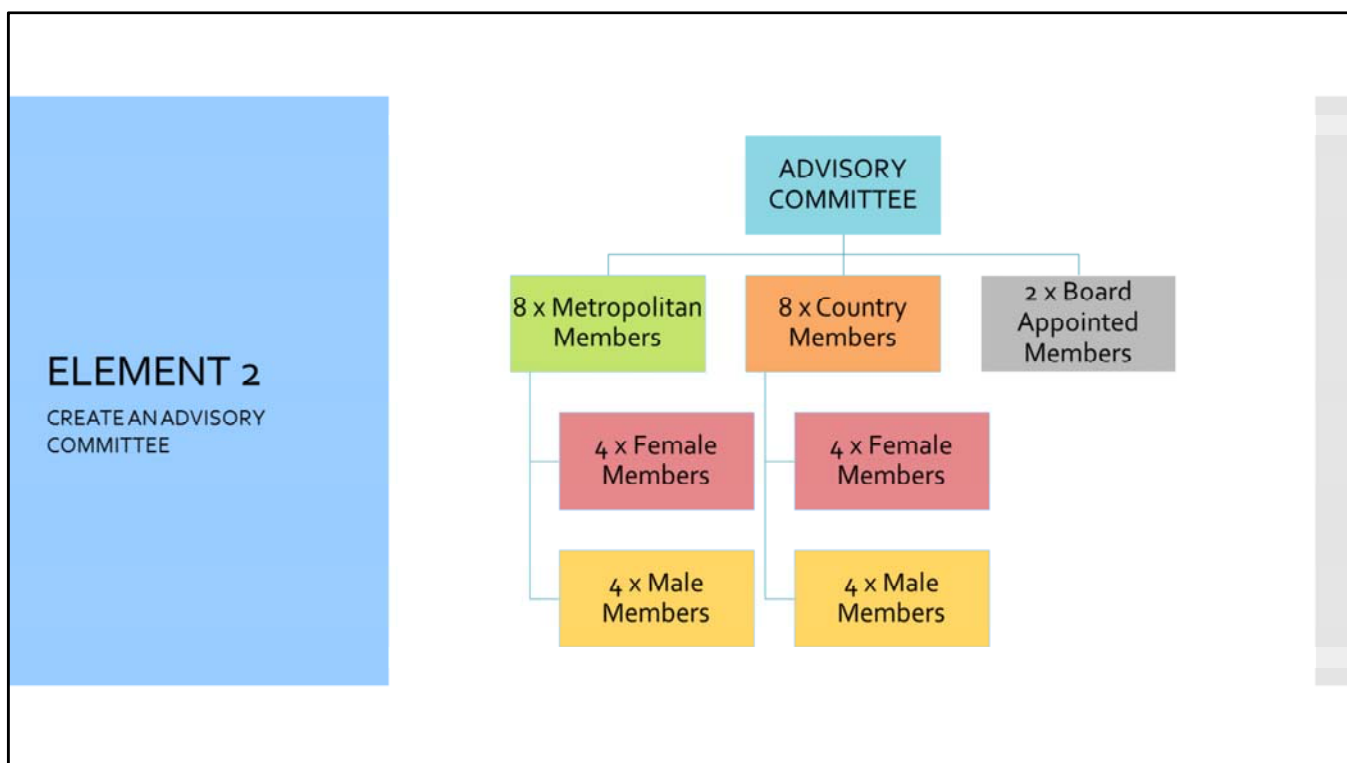


It is important that all members understand the importance of their voice, and how they can influence the future direction of Golf NSW.

To that end, there will be a thorough 3 phase communication process:

1. A comprehensive information package will be sent to all affiliated clubs and districts
2. Nothing can replace the value of face to face communication – a roadshow tour of the State will see the management of Golf NSW meet directly with as many clubs as possible, over a period of one month. Meetings will provide the opportunity to interact, engage, contribute, question, discuss, strengthen relationships, and build trust.
3. Follow up is key – for feedback, further questions, outstanding issues and more. Within a period of 2 weeks after each Roadshow, each member club will receive a follow up phone call to discuss their feedback and next steps.





The Advisory Committee will be comprised of no less than 16 members and with up to an additional 2 appointed members.

## ELEMENT 2

### CREATE AN ADVISORY COMMITTEE

- How will it work?
  - The basic structure of the Committee will be enshrined in the constitution
  - An Advisory Committee Charter will detail all other operational aspects
  - Members will be appointed for a term of one calendar year
  - Members can be appointed for consecutive terms



This will be a strong and focused working group that can genuinely input to the Organisation's direction.

## ELEMENT 2

### CREATE AN ADVISORY COMMITTEE

- How will it work?
  - Nominations will be invited from member clubs, districts or elsewhere
  - If there are 16 or less nominations and those nominees meet the criteria below, they will be appointed.
  - If there are more than 16 nominations, the Board will select the final members based on the best fit to the criteria.
- Criteria:
  - Skill profile best suited to Strategic Plan
  - Gender mix
  - Metropolitan and Country mix

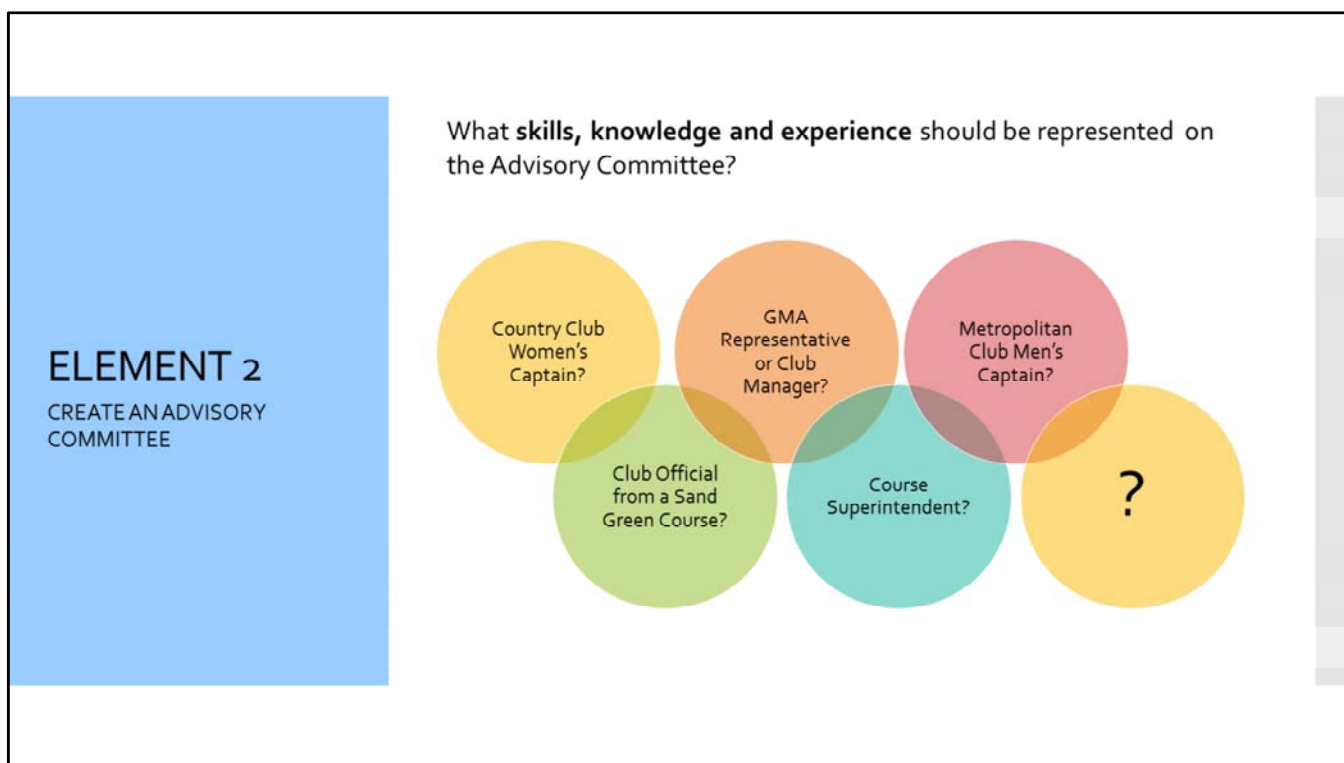


We need to identify the skills, experience, and knowledge required on the Advisory Committee to achieve the objectives of Golf NSW.

Collectively we will need to identify individuals with the key skills.

The Advisory Committee will function in the same way that other committees do:

- There will be a Committee Charter
- There will be a defined meeting structure
- Minutes will be recorded at each meeting
- There will be regular reporting to the Board



What **skills, knowledge and experience** would you suggest be represented as part of the committee?

We want a knowledgeable and diverse committee from a range of stakeholders across the State who can bring their skills and experience to challenge us and help mould the direction of the Organisation, ensuring a viable future for the game, and advancing golf in our State.

To ensure that we:

- Grow the game
- Increase playing opportunities for all levels of golfers
- Provide leadership, expertise and resources to all affiliated clubs
- Communicate effectively with golfers, potential golfers, clubs and districts
- Deliver highly regarded quality programs and services to members and golfers

## ELEMENT 3

### LAUNCH THE GOLF FORUM

- The Golf Forum will be hosted by Golf NSW to share, impart, and discuss information critical to the development of our game
  - Topics of depth and substance
  - Conference format
  - Keynote speakers from diverse industry areas
  - Interactive workshops to discuss key issues
  - Webinars for remote participation



This would be very different to the Council experience.

The goal is to learn, engage and generate real take home value, that can be applied at golf clubs, districts, and more, to take our game into the future.

We live in a world of constant change, and the way in which people engage in sport is constantly evolving – limited time, limited resources – we need to continue to develop, and remain relevant to today's and tomorrow's golf consumer.

The forum will be a great opportunity to share ideas, initiatives, best practices from our peers and work together for a better future for our game.

## ELEMENT 3

### LAUNCH THE GOLF FORUM

- How will it work?
  - The forum will be held immediately prior to the Annual General Meeting
  - The forum will be open to participants from clubs and districts
  - Golf NSW will fund the attendance of one participant from each District



What might some of the topics be at The Golf Forum?

## ELEMENT 3

AN EXAMPLE OF A GOLF  
FORUM AGENDA



### Keynote Speaker

- Rod McGeogh – A remarkable career at the forefront of business, sports administration and the legal profession
- "The Secrets of Success"



### Swing Fit – Promoting Female Participation in Golf

- Why and how?
- Live demonstration of a Swing Fit session in action



### Living in a Digital World

- Building a Social Media Strategy
- A hands-on Workshop

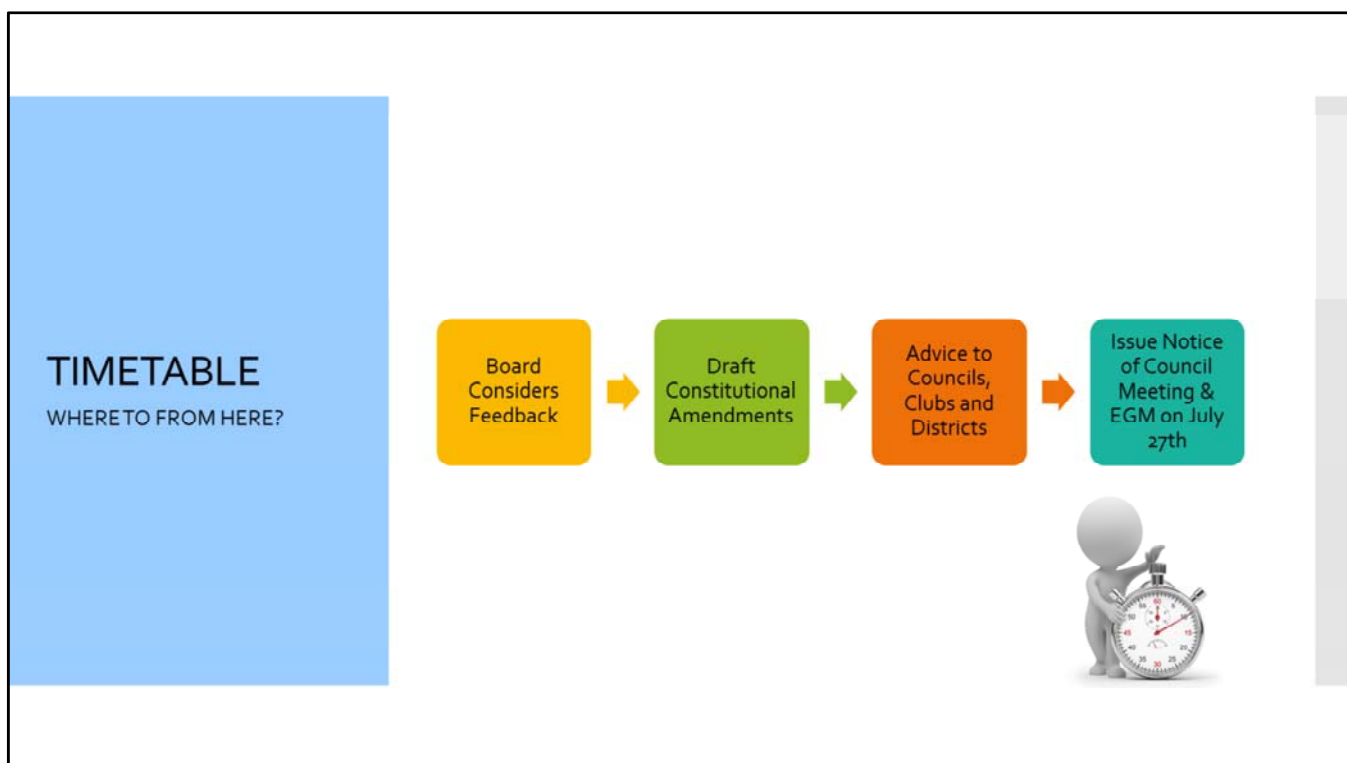


### Strategies for Growing Membership

- Case Study: Northbridge Golf Club
- Converting a Short Term Membership Offer to Full Club Membership

Here is an example of some of the topics we could cover.

We will now circulate a sample Golf Forum announcement flyer to give you a sense of the direction we would like to take the Forum.



On July 27th, the Council will meet to consider & approve the resolution to change the Constitution to effect this proposal in its entirety.

If the Council supports the resolution, the Council meeting will immediately be followed by a General Meeting.

At this General Meeting, a vote will be taken on the resolution to immediately bring into effect all of the elements of this proposal.



## IN SUMMARY

- The proposed evolution of our structure includes:

Voting by Clubs and Districts

Creation of an Advisory Committee

Launch of The Golf Forum

So in summary there are three elements that are dependent on each other.

## FINAL OBSERVATIONS

*"While good governance does not guarantee success, its absence almost certainly guarantees failure"*

- John Wylie; Chairman of the Australian Sports Commission (ASC)

*"Effective governance structures and practices are essential for the success of a sporting organisation."*

- SportNSW website

These are quotes from the peak administrative sporting bodies in NSW and Australia.

They set the benchmarks to which sporting bodies must aspire and which they must ultimately achieve.

They also influence the Government purse strings for sport.

## DISCUSSION

- Help us set the course for the future...



The Board of Golf NSW, including 4 of whom, like yourselves, are coming to the end of their term in office, are seeking your support for this proposal.

As experienced Council members you have the opportunity to help us implement the best governance practices for the Organisation which will provide a greater sense of ownership and connection between the Board, and our member clubs into the future.

Will you support this direction and help strengthen our future?

THANK YOU



Thank you again

OUR FUTURE  
IS IN  
YOUR HANDS

