GOVERNANCE TEMPLATES & ADDITIONAL GUIDELINES

VISITOR SOLUTIONS

MEETING AND GOVERNANCE SOLUTIONS

CONTENTS

HOW TO USE THIS DOCUMENT

This document provides a series of standalone templates and case examples that are designed to offer assistance when planning or implementing governance and management processes. The templates are designed to be used in association with other governance and management reference material.

WHAT IS GOVERNANCE AND MANAGEMENT?

Governance is a term that refers broadly to the rules, processes, or laws, by which organisations are operated, regulated and controlled. Governors make the highest level of decisions in an organisation and set the direction and context in which all other decisions and actions are taken.

Governance differs from management - although there is some commonality.

Governance is about
- overall leadership, strategic direction, control and accountability;
- ensuring accountability and oversight of the organisation (without stepping into the operational side of the business)
- having a defined vision for the future of the organisation
- making good decisions with a clear view of the big picture.

Management is about:
- supporting governors to undertake their role and make good decisions
- implementation, delivery, monitoring and reporting on governance decisions
- leadership, strategic direction and accountability for the operational side of the business.

At times it is not always clear where the demarcation line is between the governance role and the management role. Taking time to define that line and to continually question whether the line is being crossed is good practice. It is a privilege, not a right, to cross from one role to the other role. But it can occur successfully when there is clarity about when, why and how it is happening.

STRATEGIC PLAN FOR THE BOARD (NOT THE EVENT) –OVERVIEW

All events will have a clearly defined strategy, vision, impacts, long term outcomes and priority actions. This paper has been designed to assist organisations to implement specific strategic planning for the board to achieve the vision for the event. It includes goal setting for the Board using a defined strategic approach formula.

Attached is a strategic planning model.
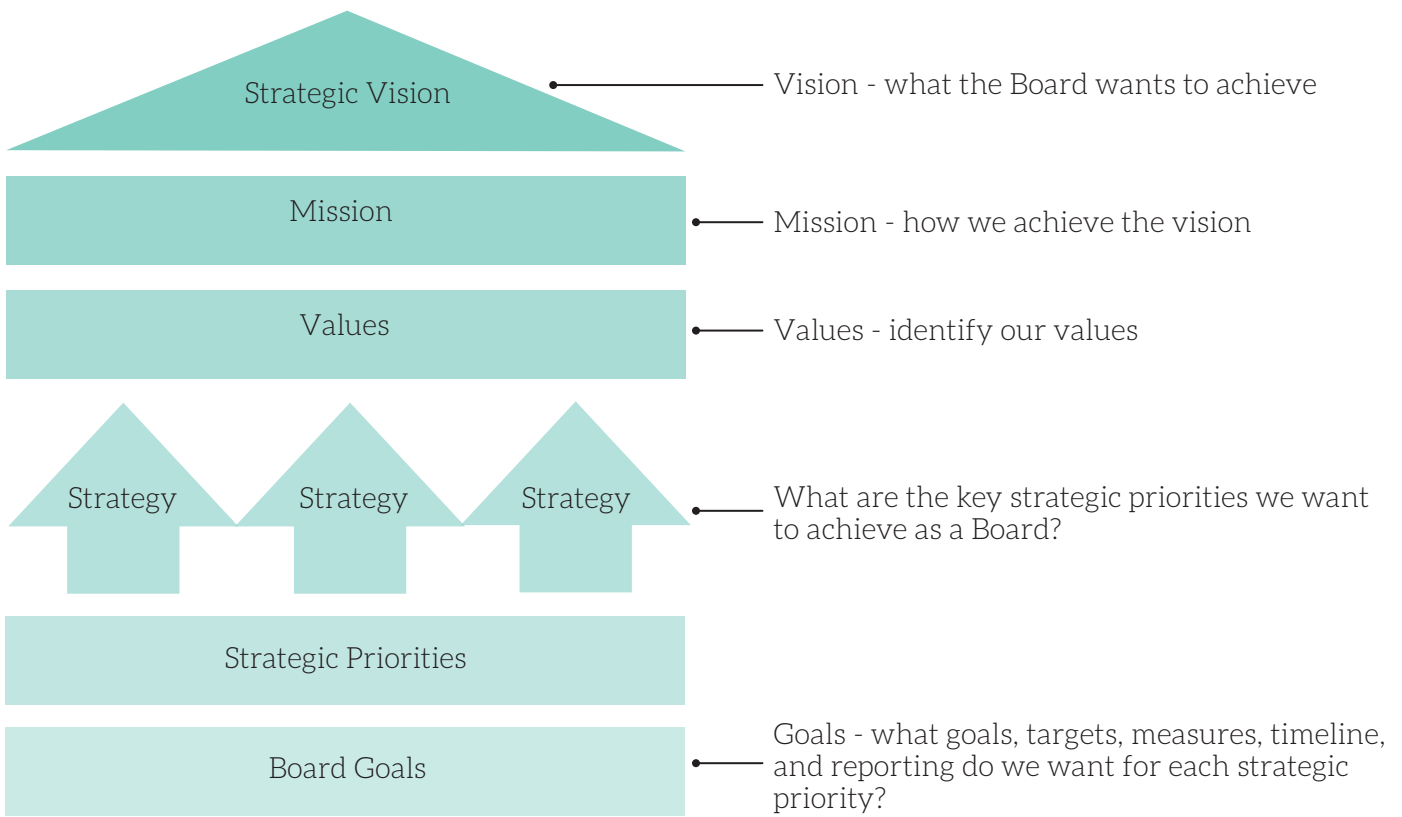The following is a checklist to use when setting a strategic plan for the Board:

Identify key governance focus areas of the Board	What is the event designed to achieve?
What is the vision the Board wants to achieve?	Utilise governance and management inputs Identify the resources and key actions the Board will need to achieve to complete the vision.
Mission – how will the Board achieve its vision?	Is the governance structure set to achieve the vision e.g. sub committees or portfolio allocation based on key result areas such as finance?
Values – what are the values the Board want to achieve?	Identify the values the Board want to operate under to achieve success e.g. role model leadership Identify the strategies needed to achieve the vision
What are the key strategic priorities the Board want to achieve?	Set goals – what are the goals, targets, measures, timetable, and reporting that we want for each strategic priority?
Turning the strategic priorities into actions Board agendas designed to focus governance time on key strategies	Design agendas so that key strategic areas are reported on at every meeting

Governance - Setting a Strategic Plan for the Board

Starting Point Question:
What are the key areas of focus for the Board?

Governance inputs:
- Event plan
- Stakeholder "intellegence" - Board member knowledge
- Statutory responsibilities
- Financial responsibility
- Risk and opportunity consideration

Management inputs:
- Current status of event planning
- Statutory requirements
- Monitoring reports
- CE performance measures
- Community / stakeholder inputs
- Risk and opportunity assessment

Strategic Vision — Vision - what the Board wants to achieve

Mission — Mission - how we achieve the vision

Values — Values - identify our values

Strategy   Strategy   Strategy — What are the key strategic priorities we want to achieve as a Board?

Strategic Priorities

Board Goals — Goals - what goals, targets, measures, timeline, and reporting do we want for each strategic priority?

Road Map for the Board

Event Plan   Governance Structure   Stakeholder Feedback
Ability to respond to unforseen events

Tracking Progress

Reports to Board / Committees   CE KPI's   Stakeholder Feedback

SUBORDINATE GOVERNANCE STRUCTURES

TYPES OF SUBORDINATE GOVERNANCE ENTITIES AND DECISION MAKING AUTHORITY

Committees

Purpose - standing committees (a committee established for the term of the event), or a special purpose committee established for a specific purpose with a set field of activities. Committees are able to focus on key strategic, policy and project areas on behalf of the Governing Body. They can be delegated authority by the Governing Body to make decisions on the Governing Body's behalf or to inquire into a particular issue and provide a report and recommendation back to the Governing Body. The use of committees frees up time at the meetings of the Governing Body.

Decision making authority – the Governing Body can delegate decision making responsibility to a committee or require the committee to make recommendations to the Governing Body on all items it considers. The use of delegations to make decisions by committees improves the efficiency of decision making because there is no requirement to report to a subsequent Governing Body meeting. Where all members of the Governing Body are appointed to a Committee (committee of the whole) there seems to be no reason why delegations would not be given to the committee to make binding decisions. That avoids delays in decisions being made due to having to report back to the Governing Body. It also avoids relitigation of the debate at the next meeting of the Governing Body.

Value – committees
- Free up meeting time of the Governing Body
- Improve the speed of decision making by not having to get decisions approved by the Governing Body
- Enable a committee to focus in more detail on a range of subjects

Sub-Committees

Purpose – subcommittees are established for a defined range of activities that generally do not have significant stakeholder, event, strategic or policy outcomes that need to be achieved. They often operate to a short term time frame and may be established for a specific purpose or task although they can operate throughout the duration of an event or for a specified time. Delegated decision making is generally at the lower end of the decision making continuum i.e. decisions do not generally have a high level of significance. They generally operate in an informal manner without the constraints of a Committee or Governing Body meeting protocols such as the formal use of meeting rules.

Value – subcommittees
- Enable more informal discussions and debate than a Governing Body or committee meeting.
- Provide a focus to an issue(s) that need more meeting time than is otherwise available at a Governing Body or committee meeting.
- Can do ground work around a major issue then provide a report to the Governing Body or a committee that streamlines the discussion, debate and decision making process at the Governing Body or committee meeting.

Workshops

Purpose - forum held to provide detailed or complicated information to Board Members which if undertaken at a formal meeting could take a significant amount of time and therefore restrict other business from being transacted. Workshops provide an opportunity for Board Members to give guidance to staff on next steps (direction setting).

Decision making authority – unless there is a resolution (that gives specific authority to make a decision) of the Board, workshops cannot make decisions. They can give guidance to staff (for example to prepare a report covering various options).

Value – workshops provide an opportunity to:
- Receive detailed technical information,
- Discuss an approach or issues around a topic without time restrictions or speaking restrictions,
- Enable members to question and probe a wide range of options
- Enable staff to provide more detailed answers to questions and explore options that might otherwise be considered not viable

Working Party

Purpose - forum held with Board Members that can include staff or stakeholders to consider a defined issue and produce options to progress a matter so that it can be submitted to the Board. Working Parties can be used to develop a strategy to deal with an issue and to define the parameters of an issue. They tend to involve more interaction between Board Members and staff because they are more 'hands on". This can involve agreeing tasks that need to be undertaken, allocating responsibility and reporting back on the action of that task.

Decision making authority – unless there is a resolution (that gives specific authority to make a decision) of the Board, working parties cannot make decisions. Working parties can be used to recommend an approach to an issue.

Value – working parties provide an opportunity to:
• Focus on a specific issue or set off issues
• Facilitate information sharing
• Develop research or background material
• Develop an approach / parameters to deal with an issue
• Develop recommendations for the Governing Body.

DELEGATIONS

Delegations can be allocated by the Board to subordinate bodies or to management via the Chief Executive.

No Chief Executive should reasonably expect that his or her board will accord an unbounded delegation. This is where the Chief Executive delegations are intended to have effect, denying the Chief Executive access to certain operational actions or decisions that the board considers are 'off limits'. This is not to say, however, that such actions or decisions should not be completely 'off limits'. It is simply that these are matters (usually because of the risks involved) which the board wants to consider for itself as an essential component of its duty of care.

When considering whether to delegate functions the Board should consider the following:

1. Extent in which the board is happy for someone else to make a binding decision for the Board

2. Whether a delegated function should be limited to investigation and report back to the Board

3. Whether a function should be delegated to increase efficiency e.g. timeliness of getting a decision

4. Risk – how significant is the decision that is to be delegated

5. Financial delegations – should they be limited to approved budgets and set limits?

6. Can a delegated authority be "on delegated"?

7. All delegations must be in writing

8. A decision made under delegated authority is made as if it was the Governing Body making that decision.

TERMS OF REFERENCE, SUBORDINATE DECISION MAKING STRUCTURES & DELEGATIONS CHECKLIST

A Board set up to deliver a successful event needs clearly defined terms of reference and delegations to ensure there is clarity on why the Board has been set up and what subordinate governance structure the Board may want to establish. Delegations need to be allocated for the efficient and effective delivery of the event. They will provide clarity on the roles of the governance and management groups.

The following are questions to consider when establishing the terms of reference of the Board and any subordinate governance structure the Board may want to see in place:

Terms of Reference Checklist

Name of Governing Body	Specify
Members – contact details, roles and responsibilities	Document names and roles and responsibilities Specific outputs required
Deliverables	What are the bounds of responsibility and authority of the group? What do they need to address and what is outside their area of concern?
Scope / Jurisdiction	What can they decide on and what needs external input?
Event establishment guidance	What drivers / direction have been established for the Board before or during its establishment?
Resources and Budget	Budget, specific expertise (e.g. communications / marketing), staffing, managing project variations
Governance	Decision-making technique, e.g. consensus, 2/3 majority vote or chair's authority, etc. Relationships of authority within the group and with stakeholders Board meeting schedule
Ability to establish subordinate governance entities	What structures are needed to deliver the governance of the event?
Board decision making authority	Document the authority the Board have to make binding decisions
Identify Board communication methodology	E.g. use of email, agenda design, time requirements for delivery of governance papers before a meeting
Board member only time and Board review	How and when will the Board operate member only time; how often and what method will the Board evaluate how effective it is
Chief Executive	Identify KPI's for appointing the right CE; established KPI's and reporting process for the CE; CE delegations established

CONFLICT OF INTEREST – CHECKLIST

Board members must not be involved in decision making where they have a conflict of interest that compromises their individual integrity or the reputation of the Board or the event.

The following is a checklist for board members to consider when determining whether they have a material conflict of interest:

	Yes	No	Maybe
Do I have a financial interest in this issue? If so how much is involved?			
Is the interest in common with the public?			
Should I seek approval from the Board to participate?			
Do I own land near the site?			
Do I own shares in a company that is involved in the event?			
Do I have any business relationship with any party?			
Is the topic a significant matter with potentially high risk?			
Before a meeting should I make sure I am not given information if it is confidential and I have a conflict of interest?			
Do I have a family connection with the event?			
What public statements have I made – do they indicate I have a set mind?			
Have I received a gift or hospitality from any party?			
Am I a member of an organisation involved with this event?			
If so am I just an "ordinary member" or do I have some influencing role with it e.g. on the executive committee?			
Are my personal beliefs so strong that I won't consider any other option?			
Is it too late for me to withdraw from an organisation that is involved in the event?			
Would a reasonably informed member of the community think it is right for me to participate?			
Am I declaring a conflict of interest to get out of making a hard decision?			
Would stakeholders have confidence in the decision if I participate?			

GOVERNANCE MANAGEMENT

Governance	'Grey' Area	Management
Governance		**Management**
Long term strategic view		Planning to implement long term
Effective		Efficient
Concepts		Here and Now
Strategy and policy leadership	**Privilege not a right**	Strategy and policy advice / Operate under policy and strategy
Performance monitoring		Performance
Employ CE		Employ Staff
	Identify Opportunities	

BOARD MEMBER INDUCTION CHECKLIST

Introduction
Each new member of any Board needs to be familiar with the Boards roles and activities. As much as possible they should be brought up to date with the Board's history and current projects and planned activities. This checklist is not exhaustive and all items may not be relevant to all organisations. Additions and deletions should be made to reflect the specific group / organisation.

What should be included in an induction and who is responsible for this?
The following table summarises what you might include in your induction programme for new board members.

Issue	Activity	With Whom	When
Welcome	Welcome and introduction to the board	Chair	At appointment
Governance	Explanation of function and services: • History of organisation • Vision and mission • Ethics, values, and philosophy • Board and committee structure • Support staff structure and hierarchy • Tour of event location • Terminology, jargon and glossary of board-specific terms	Chair and CEO	At appointment
Governance	• Initial discussion re: contribution • Outline of appraisal / review process of the board • Training needs analysis	Chair	At appointment
Internal relationships	• Introduction to senior staff and outline of each functional area of the organisation	Chair and CEO	At appointment
Strategic planning	• Give copy of strategic plan • Discuss strategic plan and progress	Chair and CEO	At appointment
Governance	Provide policies and procedures e.g.: • Expenses • Conflict of interest • Risk policy • Code of conduct • Whistleblowing • Finance and audit	Chair and CEO	At appointment
Governance	Give copies of relevant meeting notes: • Schedule of dates of board meetings • Give copy of recent board minutes • Give copy of board manual, including: • Constitution document • Photos and contact details of board and committee members	Chair and CEO	At appointment
Finance	• Give copy of annual accounts • Give copy of most recent budget report	Chair or Finance Chair and Finance Officer	At appointment

*Adapted from a document produced by Leading Governance Limited

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BOARD MEMBER ROLES & RESPONSIBILITIES

What Are the Responsibilities of Individual Board Members?

Individual board member responsibilities
- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organisation's mission, strategies, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Contact Chair or CE before the meeting if you have any concerns about agenda items
- Serve on committees or working parties as agreed by the board.
- Keep up-to-date on developments in the organisation's field.
- Follow conflict-of-interest and confidentiality policies.
- Direct any questions to the Chair or CE.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organisation's annual financial statements. ('Fiduciary Responsibilities' means: a person who holds a position of trust or responsibility including decision making powers relating to the operation of an organisation).

Personal characteristics to consider
- Ability to: listen, analyse, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment,
- Be open to learning new things and participating in training as and when required.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, personal integrity, a developed sense of values.
- A sense of humour

DRAFT AGENDA TEMPLATE

	Description	Responsibility	Moved	Seconded	Time Allocated
1	Welcome – Chair's opening remarks				5 mins
2	Apologies Move that apologies be accepted				
3	Confirmation of the Agenda				5 mins
4	Declarations of Interest Move that the Interest Register be updated and confirmed				5 mins
5	Confirmation of Minutes Move that minutes be confirmed as a true and accurate record				
6	Reports Requested/ Items awaiting action				5 mins
7 7.1 7.2	Governance • Strategic issues and policy matters • Strategic issues and policy matters				30 mins
8	Committee Reports Move that the report of the ***** be received				20 mins
9	External Consultant Report Move that the report be received				10 mins
10	Risk Management Report Move that the report be received				20 mins
11	Monitoring Reports (such as performance against budget) Move that the reports be received				10 mins
12	Information Items Move that the information be received				
13	Meeting Review Closure				5 mins
14	Declare the meeting closed at **** pm				
15	Chairs closing remarks				5 mins
16	Next meeting				

Total: 2 hours

CHECKLIST FOR MINUTE TAKING

	Description	Tick
1	Read the agenda and supporting material and understand them.	
2	Prepare an outline of the minutes based on the agenda ahead of time, and leave plenty of white space for notes. By having the topics already written down, you can jump right on to a new topic without pause.	
3	To be sure about who said what, make a map of the seating arrangement, and make sure to ask for introductions of unfamiliar people.	
4	Use whatever recording method is comfortable for you, a notepad, a laptop computer, a tape recorder, a steno pad, or shorthand. It might be a good idea to make sound recordings of important meetings as a backup to your notes.	
5	Decide how you will apply the 5 "W's" – When, where, who, what and why (full, summary or note type minutes).	
6	Don't make the mistake of recording every single comment. Concentrate on getting the gist of the discussion and taking enough notes to summarise it later. Think in terms of issues discussed, major points raised and decisions taken.	
7	Sit beside the chairperson for convenient clarification or help as the meeting proceeds.	
8	Ensure that all of the essential elements are noted, such as type of meeting, name of the organisation, date and time, venue, name of the chair or facilitator, main topics and the time of adjournment/closure.	
9	Don't let meeting members get away with saying that they will "move in that direction" or "I move as per the discussion". Get them to clearly specify the words being voted on.	
10	Ask the chair if you can read the decision and action agreed to the meeting to confirm you have recorded it correctly.	
11	Avoid inflammatory or personal observations. The fewer adjectives or adverbs you use, the better. Dull writing is the key to appropriate minutes!!	
12	If you need to refer to other documents, attach them in an appendix or indicate where they may be found.	
13	Don't wait too long to type up the minutes. Do them while your memory is fresh. Be sure to have the minutes approved by the chair or facilitator before distributing them to the attendees.	
14	Get your minutes peer reviewed before sending them out.	

CHECKLIST –
ROLE OF A CHAIRPERSON AT MEETINGS

A Chair's role is many and varied, however for the specific purpose of a meeting the Chair's role is not to simply "chair the meeting". He or she will make the difference between a successful productive meeting and one that frustrates and feels like a waste of time.

The Chair's role starts before the meeting and continues on after the meeting.

The following are some tips, suggestions and a checklist for helping the Chair to understand their role which will lead to good decision making and a Board that is productive.

Before the Meeting	Understand what decisions need to be made
	Plan the agenda in terms of most important and time critical decisions first
	Ensure everyone has had sufficient time to understand and read the papers
	Have the right people in attendance to present reports and answer questions
	Meet with the Board informally to agree meeting protocols
At the Meeting	Start the meeting on time
	Welcome and introduce new members or visitors
	Agree with Board members where quality time will be spent and what items will be taken as read
	Agree a time allocation for each item
	Keep a list of speakers to ensure fairness and a speaking order
	Encourage contributions from all members
	Quickly bring people back to the topic if they go off track
	Once debate has reached some conclusion, summarise and put to the vote
	Read the motion to ensure everyone understands what they are voting on
	Be clear about next steps to ensure everyone understands who will do what
	Confirm date and time of the next meeting
	Close the meeting
After the Meeting	Spend a few minutes reviewing how the meeting went, seek honest feedback from members
	Address any issues with suggested changes to the next meeting
	Debrief with the CEO on the outcome of the meeting
	Consider individual's contribution, absenteeism or lack of preparation and look at how that can be improved

BOARD SELF-ASSESSMENT

This assessment is to be completed at the end of every meeting by each board member and handed to the chairperson.

At this month's meeting:		(circle one)	
we governed with an emphasis on the future (rather than the present or the past)	strongly agree	agree	disagree	strongly disagree
we governed with an emphasis on strategic leadership (rather than administrative detail)	strongly agree	agree	disagree	strongly disagree
a diversity of viewpoints we encouraged	strongly agree	agree	disagree	strongly disagree
we governed openly and honestly	strongly agree	agree	disagree	strongly disagree
we made collective (rather than individual) decisions	strongly agree	agree	disagree	strongly disagree
we governed proactively rather than reactively	strongly agree	agree	disagree	strongly disagree
all members contributed to the discussion	strongly agree	agree	disagree	strongly disagree
we observed a clear separation between governance (our role) and management (the CEO's role)	strongly agree	agree	disagree	strongly disagree
we received about the right amount of monitoring information	strongly agree	agree	disagree	strongly disagree
we received high-quality monitoring information	strongly agree	agree	disagree	strongly disagree
we received information in a timely manner	strongly agree	agree	disagree	strongly disagree
we spent about the right amount of time discussing agenda items	strongly agree	agree	disagree	strongly disagree
I am leaving with a sense of achievement	strongly agree	agree	disagree	strongly disagree

I have the following suggestions to make about the way we conduct our meetings:

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AGENDA TEMPLATE

Name of Meeting	
Day and Date	
Location	
Attendees	
Apologies	

1	Apologies Apologies have been received from
2	Confirmation of the Minutes
3	Additional Items to be Added to the Agenda
4	Business Item
5	Business Item

Items Under Action

	Date Raised	Due Date	Description and Action	Who's Responsible?
1				
2				

Items for Next Meeting

1	
2	
3	

Next Meeting

Date   Time   Venue

Review of Meeting

What worked well that we need to continue?

What didn't work quite so well that we need to address?

What could be done differently or better to make the meeting more effective?

The meeting closed at:

REPORT WRITER'S TEMPLATE

Report to:

From:

Date:

Title:

1. Executive Summary

This section gives context to the decision being requested or for the information being conveyed. Identify the subject, summarise the key issues and options, impacts and the recommendations.

2. Recommendations

Must be stand alone so that they can be understood without reference to the report or other documents

1. That the report from (name the reporting person) dated xx/xx/xxxx be received.
2. That …

3. Background

Why the matter is being brought to the Board's attention.
Known facts and gaps in knowledge
Any history that exists for the subject being considered (existing policy, current practice)

4. Options and Issues

Identify the option(s) available and evaluate against relevant criteria which should address as a minimum:
• Funding implications,
• Other resourcing implications,
• Impacts and benefits for the event,
• Identification and impact on any stakeholders,
• Communication that may be required.

The preferred option and why

5. Financial Implications

Identify whether or not the matter that the report is addressing is provided for in the approved budget. If not in the approved budget, include recommendations for funding. Address whether revenue and cost drivers, financial risks, and funding assumptions have been considered. Identify any financial impacts on the organisation and what if any consequential and ongoing costs need to be taken into account.

6. Strategic Plan Alignment

Identify strategies, key focus areas and actions from the strategic plan that the matter being reported on connect to. If there are none identify whether it is a gap in the strategic plan that needs to be addressed.

7. References

Record any references e.g. previous reports, reports from other relevant stakeholders, letters from stakeholders, etc.

Signature

Author Name

GOVERNANCE CASE STUDY I

- Event X -

Overview

Event X is an international multi-sport event held every four (4) years. Involving about 3,500 athletes, the Games are for a specific disability group who compete as representatives of their country. In addition to the sports component, Event X is a celebration and festival that serves to showcase the unique global culture of the disability group.

Governance

In the period after being awarded hosting rights for Event X, a government grant to support the staging of the event was approved. With this support came an obligation for the disability group's national sporting body to relinquish direct control of determining the governance arrangements to plan and stage the event. A company limited by guarantee of the government was created.

The government in consultation with the disability group's national sporting body oversaw the appointment of the company board including the nomination and confirmation of the chairperson.

This was an early challenge for all stakeholders. The disability group's national sporting body with the backing of a sizeable and passionate community in support, believed (assumed), leadership of Event X (the company), would and should be controlled by people with a personal understanding and life experience of the challenges the disability group faced.

The government advocated as a condition of the funding arrangements, a merit based approach to board appointments giving account to the complexity, risks, financial management, host city and funding agreement obligations that underpinned the Company's purpose along with the normal director and officer obligations board members were required to meet.

A board of eight (8) including the chief executive officer was appointed on the basis of merit. Three (3) of the members were from the disability group. This included the chair of the disability group's national sporting body.

Summary

- Strong, intelligent and sensitive leadership at the board level guaranteed a culture of appropriately ensuring the concerns and considerations of the disability group were factored into all decisions both strategic and practical.

- A willingness from the disability group's community to accept best practice event management and governance principles (that often were at odds with what hitherto had been acceptable when planning activities), allowed the delivery of an event to accepted and expected international standards.

- The non-disability group board members and staff embraced the practical and cultural needs, expectations, desires and views of the disability group's community in planning an event that set new benchmarks for an international organisation with a century old history.

GOVERNANCE CASE STUDY II

- Event Y -

Overview

Event Y is an international multi-sport "festival" held every four (4) years. Involving over 15,000 entrants, Event Y is as much about tourism and beneficial economic impact as it is about sport. The participants in Event Y combine their passion for sport and a healthy active lifestyle with travel and the opportunity for new experiences and friendships. The event assures a boost to the host city's visitor economy.

Governance

Event Y was an event sourced and successfully bid for by government. After considering all options regarding the governance structure for the organising committee, it was decided to establish a government owned corporation. A Board was appointed with a reporting line direct to the Minister responsible for Event Y.

Appointments to the Board were subject to ministerial approval. The nature of the event made it appropriate to ensure the board had representatives from a wide range of sectors to provide leadership and guidance in event planning and staging.

In addition to appointees with expertise related to sport event management, men and women with high level skills, profile and regard in areas were also appointed. These areas included:

• marketing, branding and tourism,
• corporate and commercial profiles and networks,
• finance and complex budget management,
• volunteer recruitment and management,
• sponsorship acquisition and servicing,
• and detailed knowledge of contract law.

The board was seen both internally and externally as highly engaged and effective. The skills based board provided quality stewardship which was widely seen as underpinning a successful event.

Summary

• Appointing individuals to the board with relevant knowledge and skills (matching the needs of the event, its stakeholders and clients) was highly appropriate and successful.

• Having motivated and involved influencers and sector leaders as members of the board, greatly reduced the need in a number of areas (and occasions), from having to source expensive external advice from consultants and professionals. This was of great benefit in a resource challenged operating environment.

• Engaged subcommittees of the board operated under the governance of board members with specific areas of knowledge and competency. Membership extended to co-opted industry and community members as well as senior management members of the events executive team. This supported management and had an efficiency effect on the operations of the full board.