

Updated Proposal

EA Governance Reform Project

Objectives

- Deliver stable and effective EA governance to enable EA to lead a high performing, sustainable, safe and inclusive sport
- Re-build cohesion, trust and cooperation within the sport by getting the sport to work together for the future of the sport

Critical Success Factors

- The sport has a democratic, representative and stable governance model and processes supported by the sport and key stakeholders
- The 2019 Coronial Inquest recommendations have been implemented
- The sport is safe and inclusive
- The sport is financially viable

Proposed Approach

- Establish a collaboration between National Committees and State Branches (a coalition of the willing in the form of a Joint Working Group (JWG)), to develop a governance reform program for EA incorporating leadership by a new independent interim EA Board (Stage 1)
- Provide the proposed reform plan to KordaMentha prior to consideration and approval of a Deed of Company Arrangement by creditors on 14 July 2020
- Post the creditors meeting on 14 July, the new Board reviews the proposed reform plan, activates the JWG to lead further development of the reforms
- A 2 stage implementation process is commissioned by the Board after consideration of the JWG recommendations which incorporates agreed milestone reporting to key stakeholders and the sport
 - Stage 2: Develop a detailed implementation plan, conduct member consultation and engagement, and recommend a final governance model for endorsement by SA

- Stage 3: The Board through the JWG or a Reform Implementation Steering Committee oversees development and implementation of a transition plan from the existing state to the agreed new state (subject to Board oversight)
- Subject to the above, the EA Board launches the new governance arrangements and strategic plan for the next 3 years around mid-2021
- Undertake a post implementation review three to six months following completion of the project and communicate the review results to key stakeholders and the sport

Key Steps

Phase One

- Establish the JWG - membership preferably limited to 20 representatives of National Committees and State Branches together with an independent chair endorsed by Sport Australia **(by 14 July 2020)**
- **Creditors Meeting/ Deed of Company Arrangement decision (14 July 2020)**

Phase Two

- Subject to the decision on 14 July, convene the JWG to further develop a detailed project plan including communication materials, engagement programs, and methodology for evaluating member preferences on governance models **(by 31 October 2020)**
- Following endorsement by the Board, conduct member and key stakeholder engagement on model options and establish preferred model/s- *likely a 2 stage consultation / engagement process to enhance member buy-in and ownership* **(by 14 December 2020)**
- JWG considers feedback from member and key stakeholder engagement process and determines recommended governance model and reports proposed approach to Board and Sport Australia for endorsement **(by 31 January 2021)**

Phase Three

- Subject to this endorsement, the JWG oversees development and approval of a change management plan to transition from the current state to the agreed governance model (including supporting artefacts) **(by 31 March 2021)**
- Subject to the outcomes from development of the detailed change management plan, launch the new governance arrangements **(by 30 April 2021)**
- Conduct a post implementation review and embed any minor changes **by 31 May 2021)**

Background Notes

- This proposal seeks to support the sport through a new independent Board work towards governance reform to deliver stable, representative, democratic and capable leadership for the sport
- It is a highly collaborative and inclusive approach to reform involving the sport re-assuming control for its future
- This proposal assumes the reform program must be comprehensive, involve extensive engagement with members, and is likely to take 6-12 months
- There is clear widespread support such an approach whereby the sport comes together to take responsibility for its future through processes and governance which are representative and democratic
- To date there has been no effective coordination or cohesion in the sport's response to the existing governance problems; the Administrator has been presented with numerous submissions on what sub-groups within the sport believe is the best governance model
- The key is to agree on a reform strategy process at this time not a governance model; if we can agree on the process and, demonstrate we have a credible reform strategy, and collectively commit to behaviours that will support the reform process, we can succeed
- This is not about installing a new governance model- it is a complex change management exercise to ensure the reforms agreed on are sustained and deliver better outcomes for the sport
- The need for major change is recognised by most and demanded by key stakeholders; we need to bring collaborative leadership to the sport and leave behind drivers of past dysfunction

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Joint Working Group

Supplied via email to KordaMentha at 3.49 pm on 2/7/2020