

# What can we do? Organisational governance

Task	Some questions to ask	Example	What can we do?
Review your representation system and structure	<p>Who represents us to people outside the organisation?</p> <p>Do they represent our organisation effectively?</p> <p>Who decides our representation?</p>	Two organisations reviewed their representation system and structure, to improve their response to external challenges and become more effective in getting things done.	
Conduct an ongoing internal review and provide professional development for staff	<p>Do we have the right people?</p> <p>Do we have the right skills?</p>	A corporation conducts an ongoing review of the governance of its family of organisations. It considers its approach to internal review and professional development as a kind of 'restless renewal' which is crucial to keeping it effective and stable.	
Develop policies and processes that meet your organisation's needs	<p>What policies do we need to support our governance?</p> <p>What processes are derived from those policies?</p> <p>Do these policies reflect our culture?</p>	Leaders in a committee have developed a preamble, policy rules and decision-making processes that meet their local government needs and also reflect their communities' culture-based priorities.	
Avoid becoming complacent and keep your funding bodies on side	<p>Is our governing body active?</p> <p>Does it have the interests of</p>	A medical service had to undergo rapid top-down change management process to challenge organisational complacency and to convince its funding body that it could embrace reform. The executive managed the situation while keeping	

	<p>the organisation at heart?</p> <p>Is our organisation well managed?</p> <p>Is our funding body happy with your performance?</p>	<p>the organisation afloat throughout the process, which was described as ‘unfreezing, shaking up and refreezing’.</p>	
<p>Communicate your governance arrangements with your members and stakeholders</p>	<p>How do our members know that our governance is good?</p>	<p>A foundation has a handbook that clearly outlines its decision-making processes, and how its committee strives for consensus decisions, although decisions are ultimately reached through majority resolutions based on a show of hands. The handbook also sets out protocols to ensure that conflicts of interest and confidential matters are properly managed.</p>	
<p>Allow skilled advisers onto your board</p>	<p>Does our board have the skills to make the right decisions?</p> <p>If we want to allow experts onto the board, how will we change the rules or the constitution?</p>	<p>An enterprise changed its rules to allow ‘skilled directors’ to sit on its board as advisers. The corporation has a lawyer in that role. Other board members are nominated by members and employees.</p>	
<p>Make sure your board truly represents your membership</p>	<p>How is our board structured?</p> <p>Are all interest groups represented?</p> <p>Do delegates have proxies?</p>	<p>A council has a governing body of 12 members representing 18 tribal groups. Nine of the groups have representation in their own right, and the other nine have combined to select three representatives between them to keep the board a manageable size. Each delegate can have several proxies to ensure that each meeting obtains a quorum, but they must all be nominated by the tribal group. In many instances issues need to be taken back to the tribal groups before decisions can be made.</p>	