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## Memorandum

**TO:** PRESIDENTS - STATE MEMBER ASSOCIATIONS  
EXECUTIVE OFFICERS - STATE MEMBER ASSOCIATIONS  
TECHNICAL COMMITTEE CHAIRS

**Cc:** DIRECTORS – AUSTRALIAN CANOEING

**FROM:** GREG DOYLE - CEO

**DATE:** 17 SEPTEMBER, 2014

**RE:** AUSTRALIAN CANOEING BEHAVIOURAL GOVERNANCE REVIEW (EXECUTIVE SUMMARY)

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In previous email correspondence (dated 30 April, 2014), State Member Associations (MA's) and Technical Committee Chairs were advised that Australian Canoeing (AC) was undertaking a pilot research program in conjunction with the Australian Sports Commission (ASC) and Dr Denis Mowbray (Gryphon Management Consultants).

The research examined “*The link between Boards of Directors and Organisational Performance*” and involved surveys and interviews with the Board, senior management and key stakeholders. Dr Mowbray also attended several face-face Board meetings to observe the behaviour, interactions and dynamics of the Board.

Attached is the *AC Behavioural Governance Review (Executive Summary)* which outlines the findings and associated recommendations of the research.

The Board has considered and accepted the findings and adopted all recommendations contained within the Executive Summary. Furthermore, the Board has developed a strategy and associated timelines for the implementation of the recommendations. This strategy will be communicated at the 2014 AC Strategic Forum.

Both the Board and senior management team have found the research both productive and beneficial. AC encourages MA Boards to embrace the recommendations and consider their implementation for continued improved governance.

For further clarification on any matter contained in this correspondence, please do not hesitate to contact me directly at Australian Canoeing offices.

Regards,

A handwritten signature in black ink, appearing to be "GD", written over a white background.

Gregory Doyle  
Chief Executive Officer