



Mike Barnett Sports Complex,
Cnr Dixon Road and Goddard
Street

The Board understands that there have been some queries among the Association's membership with respect to:

- (a) The departure of formal General Manager Dean Horsington;
- (b) The departure of some of the Association's administrative staff; and
- (c) Some changes to the composition of the Association's board.

Following the departure of the formal General Manager Dean Horsington and subsequent staff changes, the Association elected to engage former Wildcats General Manager Nick Marvin of the Marvin Consultancy Practice to provide a report for the Association with respect to HR considerations in light of the recent staff changes, as well as general review of the Association and potential areas of improvement 'The Marvin Report.'

The Association appreciates the Membership's patience while we have taken the time to properly consider the relevant circumstances and professional recommendations with respect to the above events. The Association now provides the below outline of the outcomes of that report along with the Association's key actions and considerations following the report and surrounding the events of the Report.

1. Marvin Report –Key Strengths

KEY STRENGTHS

Whilst most of our report is focused on improvements and recommendations, it would be remiss not to mention key strengths and positives.

- Without exception, all persons interviewed paid credit to the work of the chairman (Warren Boucaut) with the organisation's turnaround, financial stability, direction, and dedication.

- The board members volunteer numerous selfless hours working in the organisation, directing the organisation on the board and via email and phone calls, often outside regular business hours. Many of these frontline roles are the least noticed or appreciated.
- The organisation is fiscally well-placed as a result of many years of disciplined management – credit to the chairman and board.
- The desire to learn from past experiences and commit energies to improvements bode well for the organisation’s future.
- The current executive team led by the general manager are well-positioned to serve the organisation.
- There is a strong desire amongst all current board members and staff to incorporate learnings and build a better future.
- The organisation is located in a population and infrastructure growth corridor providing numerous near and long term opportunities.

TRANSITIONING FROM A VOLUNTEER ORGANISATION

In the course of our engagement with stakeholders during this project, we have identified some gaps that can be attributed to growing pains that often occur during the transition from a volunteer organisation to an organisation with paid staff.

2. Marvin Report – Comments on HR

With respect to HR considerations, the Marvin Report provided in summary that:

- (a) The former General Manager resigned of his own accord and had secured another position commencing immediately after his notice period;
- (b) Immediate removal of employees following resignation or termination, also known as ‘payment in lieu of notice’ is reasonably common, especially for high level employees;
- (c) Prompt changes to account access following resignation or termination (along with payment in lieu of notice), can assist with maintaining an organisations security and IP when key staff are leaving an organisation; and
- (d) The Association would benefit from a more structured staff onboarding and off boarding process including comprehensive exit interview to ensure a clear and consistent procedure is observed.

Association comments and reflections on HR

In response to the above takeaways from the Marvin Report the Association notes:

- (a) Following his resignation and during his paid notice period the Dean Horsington was requested to provide a written handover report with respect to work in progress. That report was never received.
- (b) Both Mr Horsington and Ms Osmond, following their resignation from the Association were requested to attend an exit interview at the end of the employment, however both declined to attend.

3. Marvin Report – General recommendations

The Marvin Report highlighted several areas where the Association could improve to update processes particularly in light of recent growth and changes driving the transition of the Association. These recommendations include:

- (a) Clarification of roles, responsibilities, and delegation, through the development of an updated constitution, and corresponding clear policies, procedures, and reporting channels;
- (b) Ensuring succession planning and governance procedures are in place to ensure that Association knowledge is properly documented, maintained, and able to be transitioned through staff and Board changes;
- (c) Refining decision-making procedures including financial decision making and ensuring these are clearly documented and communicated procedures;
- (d) Transitioning to non-cash financial system across the organisation to minimise risk with respect to proper accounting of cash on hand; and
- (e) Formalise communication both internally between Association staff and Board, and to the Association Members to ensure clear and consistent communication to minimise any confusion.

Association comments and reflections on HR

In response to the above takeaways from the Marvin Report the Association notes:

- (a) To address issues highlighted with cash management and financial decision making, the Association is currently undergoing an external audit to identify any past actions of concern and ensure that proper process is followed going forward. Once the

auditors report is available the board will release a further statement outlining those outcomes and recommendations.

- (b) The Board has engaged a law firm to review and amend the Association Constitution to ensure that it is in line with current best practice and good governance;
- (c) The board has endorsed the recommendations of the Marvin Report and is in the process of creating or updating policies and procedures addressing any areas highlighted including, but not limited to:
 - i. Association Code of Conduct;
 - ii. Anti-bullying and Anti-harassment policy;
 - iii. Grievance Handling Policy;
 - iv. Employee performance management policy;
 - v. Separation policy for staff transitioning out of the Association;
 - vi. Social Media Policy;
 - vii. It and Communications Policy;
 - viii. Finance, Accounting, and Audit Policy;

Further Actions and Consideration

While there were a number of learnings and improvements identified by the Marvin Report, the report confirmed that there were no serious concerns that need addressing. The Association is committed to continually improving to best meet the objectives and further the interests of the Association on behalf of all members. As the above policies and procedures are updated or created we will ensure that they are published and made available to the appropriate audience (internally for staff procedures, and available on the Association website for any procedures that address the wider Association and Membership). As any further professional reports and recommendations become available the Association will endeavour to ensure that the membership is provided with appropriate updates so that you can keep abreast as we develop and grow as an Association.