

Strengths of RACP

The organisation has a strong purpose and now has an excellent and increasingly strong executive leadership team. The CEO is doing a great job on culture and moving the organisation forward.

The team is developing a strong tech platform that should take the organisation into the future with strength.

The President is an amazing person with exceptional resilience and tenacity. She is also a good chair however has had her work cut out with her with extremely difficult to manage behaviour. I'm an experienced chair and I would be challenged to lead this group! The President is in the role because she wants to make a difference for the College and see it improve and grow. She is pursuing constitutional changes that may be to her detriment, but which she sees (and I agree) is critical for the organisation's' future.

Reasons for Leaving

My workload generally has increased and I needed to step off at least one board. I chose RACP for the following reasons. I should say, that if the issues below were resolved I would be happy to recommend the role of independent director of RACP to colleagues!

There are some serious issues this board needs to resolve. To be effective, a board needs to be a team of people who have diversity of thinking, collaborate, debate issues with respect, and fully understand their roles. Directors need governance experience and apart from intimate member knowledge, each director should bring a skill set to the board which helps lead the business of the College. Directors must always put the interests of the organisation before their own and it should never be about leaving a self directed legacy!

When I began there were around 24 meetings a year – that is not workable. We are now on a good schedule of meetings so the meeting workload has decreased.

The ongoing conflict within the board is very wearing and in the end, the impact is too much to be sustained as a volunteer with nothing other than wanting to help the organisation as a reward. Unless the organisation does something different, this will continue to be the case. Each time there is a new cohort of member directors, the process begins again!

Recommendations

1. Have an independent experienced chair. They will be able to manage the robustness of the board. It will also give the president a clear focus on the members.
This should be a paid role ideally.
2. Have all directors participate in member events. The President duties are too onerous for one volunteer person to do.
3. Find a better recruitment system for member directors! Here are some options:
 - a. Have a board that is 50 / 50 members / independents
Have a full day induction EACH YEAR for all directors that focuses on corporate governance.
I think this is a minimum position.

- b. In addition to the above, implement a nominations committee to review all applications. This committee needs to assess candidates and then rank them in order for the vacancies – eg 2 vacancies, 4 candidates.

This committee should have external governance experts on the panel together with two Council members and two Board member directors.

- c. Ideally, Council would select the directors from the recommendations made by the Nominations Committee.

In reality, this is members selecting directors but with a lens over the candidates to check for competence as a director and for skills needed to compliment those on the board.

4. Consider remunerating the independent directors.

Summary

It's been a privilege to serve the members of RACP. I hope that I have made a contribution that has moved the organisation forward in a positive way.