

DOCUMENT TYPE:	Section 86 Committee Governance Manual
DOCUMENT STATUS:	Approved
POLICY OWNER POSITION:	Director Corporate Services
APPROVED BY:	Director Corporate Services
DATE ADOPTED:	18/07/2018
VERSION NUMBER:	2
REVIEW DATE:	18/07/2019
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Section 86 Committee of Management Policy
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	 Signed by Director Corporate Services

FILE LOCATION: K:\EXECUTIVE\Strategies policies and procedures\Procedures - adopted PDF and Word\Section 86 Committees of Management Governance Manual\PRC GG02 Succession Planning v2.docx

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## 1 PURPOSE

This section provides information to members of Section 86 committees about succession planning to protect the committee's future over the long term.

## 2 SCOPE

All Section 86 committees of management are encouraged to consider succession planning.

## 3 SUCCESSION PLANNING

Succession planning is a process of identifying and developing people with the potential to fill key leadership positions in the committee.

This process is very important for community groups that rely on the passion and commitment of their committee members. This reliance makes them vulnerable to the sudden departure of key

people. To eliminate the risk and stress associated with losing key committee members, committees should think about succession planning and have plans in place to manage any changeover in key roles.

It is important to acknowledge that committee membership should change. If it doesn't, and the committee has been much the same for several years, there are questions to be asked - "Are the members staying because the committee can't get new members" or "are members staying because no-one can find the courage to ask them to leave?" However, planning for those changes is important.

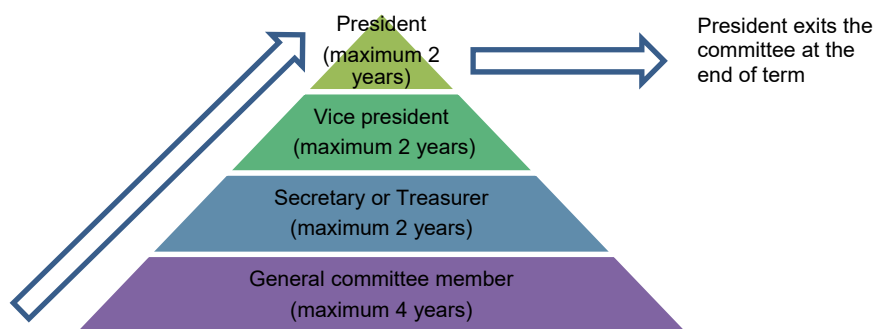
## 4 STRATEGIES FOR SUCCESSION PLANNING

### 4.1 Plan for turnover

Some committees have long term plans in place to deal with changeover. This not only protects the committee as far as changeover is concerned, it also ensures that new committee members have the opportunity to join the committee, bringing new enthusiasm and ideas to the group.

Committees document the maximum terms that committee members can hold a position, so that all committee members, current and prospective, know how long they will hold a position, and whether at the end of their term they can apply for another position, or are expected to leave the committee.

An example of a hierarchical structure is:



This strategy clearly outlines the maximum commitment that is required of a committee member, and provides the opportunity for future incumbents to learn from the current office bearers, giving them enough time to develop into the roles they take on.

Some committees have successfully put this strategy in place, knowing years ahead who will be their future presidents.

### 4.2 Develop a skills matrix

Every committee member will bring their own set of skills to a group, and it is a good idea for the committee to document those skills, and then use them to advantage.

Committee members might be deterred from joining or staying on a committee if they are asked to do tasks that they are either not good at, or are taking them out of their comfort zone.

By developing a skills matrix, the committee will know the strengths of each of their committee members, and be able to use them to advantage. It will also provide the committee with insight into the types of skills they will need to replace when a committee member leaves.

Every committee's skills matrix will be different. Some skills will be interpersonal skills, while others will be technical skills. The committee should decide what skills they need to operate most effectively.

An example of a Skills Matrix is provided as Attachment 1. It is all encompassing, and includes a number of interpersonal and technical skills.

### **4.3 Document everything**

One of the biggest problems facing community groups is ensuring that the loss of one key committee member doesn't mean the loss of all the committee knowledge they held.

The best way to ensure that doesn't happen is to document as much information as possible.

For example, decisions may be captured in minutes, but may also need to be reflected in the committee's charter or terms of reference to remain relevant.

Documentation should be held in an organised filing system, which should be useable and complete. Many committees have extensively documented rules and guidelines about the filing of hard copy documents and no rules on what computer files are kept and where. Computer networks should be indexed in an organised way, and any passwords centrally listed. Computer drives should also be backed up to ensure that any hard disk failure does not destroy all committee information.

It is important that key committee knowledge is not held with one person, and is shared as widely as is practical – obviously taking into account what knowledge can and can't be shared to the general committee.

When a committee member has indicated their intention to leave, effort must be made to extract their knowledge - their methods, their contacts, their procedures, their committee memory, so that the committee knowledge does not leave with them.

Ideally, the committee should have documented this information as part of its normal processes.

## **5 RECRUITMENT**

Voluntary committees can find it difficult to recruit new members, particularly in small communities. Therefore, recruitment needs to be front of mind at all times, with all committee members on alert for future committee members.

Early discussions with prospective committee members may help in the recruitment process, as good people are usually busy and often can't or don't want to join a committee immediately.

Regular advertising for new members may also alert different people to opportunities they may not have been aware of, and may bring new skills that word of mouth recruiting may miss.

Some committees make the mistake of focussing on the busy people instead of focussing on people who are not so busy, and may in fact, have more time to commit to a committee – they just need to be asked. New people in the community are usually looking for a connection to their new home; a committee position (or even just starting as a volunteer for the committee) may just be what they are looking for.

## 6 INDUCTION

New appointees to committees can often feel lost at the beginning of their committee term. Providing support to them will not only skill them up more quickly, it will also show that the committee values their presence and their commitment to joining, and will make them feel more welcome.

Assigning a mentor to new committee members is something that can be done very easily and can be very effective in providing support.

Induction is another good way of showing support. If it is not standard practice, because it does take some effort, the offer should at least be made to new appointees to undergo an induction process.

Generally the process can be verbal for most of the induction, although it is good practice to have a standard list of items to be covered.

Should the committee choose to provide a more formal induction, the following documents are some that could be considered (acknowledging not all committees will have all of these documents):

- Mission or vision statement
- Constitution and/or Rules
- Committee structure and office bearers
- Strategic plan
- Policy manual
- Minutes of committee meetings for the past year
- Annual report
- Auditor's report
- A summary of the activities of the committee for the year
- A summary of sources of sponsorships and grants (if the Annual Report doesn't have one)
- Current year budget
- Addresses and telephone numbers of committee members
- Copies of the newsletters for the current year
- Recent relevant media clippings.

## 7 REVIEW

The Director Corporate Services will review this procedure for any necessary amendments no later than 1 year after adoption of this current version.

## 8 ATTACHMENTS

Attachment 1: Skills Matrix

## Attachment 1: Skills matrix

Tick which skills each committee member has:

Skill	Name	Name	Name	Name	Name
<b>Trade qualified:</b> Has a trade qualification or experience that can assist the committee (identify which trade).					
<b>Project management:</b> Can manage projects, including overseeing contractors where necessary					
<b>Financial:</b> Has a qualification or experience in finance and can advise on short term and long term financial position to ensure sustainability. Ensures generally accepted accounting principles are continually adhered to and related to all budget and financial matters. Understands and can manage operations within budget constraints.					
<b>Legal:</b> Has a qualification or experience in law and can provide basic legal advice.					
<b>Governance:</b> has experience in good governance and can advise the committee about this.					
<b>Credibility:</b> Demonstrates honesty, sincerity, humility and respect for individuals while modelling committee's values. Inspires trust in and from others.					
<b>IT savvy:</b> Has an ability to use information technology effectively.					
<b>Strategic thinking:</b> Provides focus and long-term direction for the committee.					
<b>Fundraising and sponsorship:</b> Provides direction and acts as primary contact for sponsors, government and donors.					
<b>Talent management:</b> Has the ability and contacts to attract, develop and retain the talent pool needed to meet the committee's goals.					
<b>Interpersonal skills:</b> Relates well to people of diverse backgrounds and exhibits genuinely warm and approachable behavior. Listens attentively to understand the needs, intentions and values of others, and builds rapport and constructive relationships both internally and externally.					
<b>Intelligence and judgment:</b> Demonstrates capacity to analyse information to effectively identify and solve problems. Makes informed decisions, and successfully addresses committee challenges.					

Skill	Name	Name	Name	Name	Name
<p><b>Passion for purpose:</b> Demonstrates and communicates passion for the committee's core purpose and inspires others about the core purpose.</p>					
<p><b>Leading and managing change:</b> Continuously challenges the status quo and leads the necessary changes. Provides information and gathers feedback that allows others to accept change.</p>					
<p><b>Community development:</b> Brings strong community relationships to leverage goodwill and support for the committee.</p>					
<p><b>"The doer":</b> Brings enthusiasm to the committee and is happy to sell raffles tickets, take money at the door, wash dishes, clean up, but is not keen to take on a leadership role.</p>					
<p><b>Facilitator:</b> Able to coordinate and plan the skills of committee members to get things done, see activities through to completion, identifies and removes obstacles or problems.</p>					