



COMMITTEE SUCCESSION PLAN



ANU Women's Football Club Committee Succession Plan

Endorsed September 2026

Purpose

ANUWFC is governed and operated by volunteers. Strong succession planning helps ensure the Club can continue to operate effectively when Committee members change, reduces reliance on individual volunteers and creates opportunities for new people to contribute and develop as leaders.

The purpose of this Succession Plan is to provide a simple and sustainable approach to:

- identify upcoming Committee vacancies early
- encourage members to consider Committee and leadership roles
- retain organisational knowledge when volunteers leave
- support new Committee members to understand their roles
- reduce reliance on individual office-holders
- develop future volunteers and leaders from within the Club
- maintain continuity in key operational and governance functions.

ANUWFC's approach to succession planning will be proportionate to the size and volunteer nature of the Club. It should support volunteers rather than create unnecessary administrative work.

Principles

ANUWFC's approach to Committee succession will be guided by the following principles.

Succession is everyone's responsibility

Succession planning should not begin when nominations open for the AGM. Committee members should encourage interested members to become involved throughout the year and identify opportunities for people to gain experience through volunteering, projects, events, mentoring or supporting existing portfolios.

No role should depend entirely on one person

Where practicable, important Club information should be maintained in shared Club systems rather than only in:

- personal email accounts
- personal devices
- an individual's memory
- inaccessible files.

Committee members should use role-based accounts and shared Club records where available.

People should not have to know everything before volunteering

Potential Committee members should not be discouraged because they have never held a governance or sports-administration position. ANUWFC will provide reasonable induction, handover and support to help new Committee members learn their roles.

Succession should be inclusive

Committee opportunities should be promoted openly and inclusively to members. ANUWFC will encourage participation from people with different:

- backgrounds
- ages
- levels of football experience
- professional skills
- identities
- lengths of involvement with ANUWFC
- perspectives.

Recruitment should be based on the Club's needs and the person's interest and capacity rather than assumptions about who "normally" does particular jobs. This reflects the ASC principle that diverse governance groups with an appropriate mix of skills and perspectives support better decision-making.

Volunteer sustainability matters

Succession planning should help distribute knowledge and workload rather than creating expectations that experienced volunteers remain indefinitely. Members should be able to leave Committee positions without feeling responsible for finding an exact replacement.

ANUWFC aims to make roles attractive and manageable enough that people are willing to take them on.

Values matter as well as capability

Committee members are expected to model ANUWFC's values of: Inclusivity, Sportspersonship, Community and Support.

Succession planning should consider both the capabilities needed to operate the Club and the behaviours expected of people representing ANUWFC.

The ANUWFC succession cycle

ANUWFC will use a simple annual succession cycle rather than maintaining an elaborate succession-planning system.

Step 1: Check intentions

Approximately two to three months before the AGM, the President or Secretary will ask current Committee members whether they expect to:

- renominate for their existing position
- nominate for another position
- leave the Committee
- remain undecided.

This is an indication only and does not prevent a Committee member changing their mind or any eligible member nominating in accordance with the Constitution. The purpose is simply to identify likely gaps early.

Step 2: Identify priority vacancies

The Executive will review the expected vacancies and identify any roles where an unfilled position could materially affect Club operations. Particular attention should be given to functions involving:

- governance and statutory obligations
- finances
- registration and competition administration
- ANU Sport and Capital Football relationships
- coaching
- player welfare and safeguarding
- communications
- facilities
- other significant operational responsibilities.

This will be a short discussion at an ordinary Committee meeting, not a separate planning exercise.

Step 3: Identify possible future volunteers

Throughout the season, Committee members may encourage members who have:

- expressed interest in helping
- volunteered at Club activities
- participated in the mentoring program
- demonstrated useful skills or interests
- shown leadership within their team
- acted as Team Managers, coaches or other volunteers
- expressed an interest in greater involvement

to consider Committee or other volunteer opportunities.

This does not mean privately pre-selecting the next Committee. Formal Committee positions remain subject to the nomination and election processes in the ANUWFC Constitution. The purpose is to make sure members know opportunities exist and feel confident putting themselves forward.

Step 4: Promote opportunities openly

Ahead of the AGM, ANUWFC will communicate expected Committee vacancies and invite nominations from eligible members. Communications should:

- briefly describe each role
- indicate the approximate workload where reasonably known
- explain that handover and support will be available
- make clear that people do not need previous Committee experience
- identify transferable skills that may be useful
- encourage people to ask questions before nominating
- use inclusive, welcoming language consistent with the Inclusive Communications Guide.

Where practical, members should be able to speak informally with the current role-holder about what the position actually involves.

Step 5: Election and appointment

Committee positions will be filled in accordance with the ANUWFC Constitution. The Succession Plan does not override:

- members' voting rights
- eligibility requirements
- nomination requirements
- constitutional vacancies procedures
- the authority of the AGM.

Its purpose is to create a healthy pipeline of willing candidates undergoing a transparent process, not determine election outcomes.

Role descriptions

ANUWFC will maintain current Committee Position Descriptions. Each should identify, at minimum:

- the main purpose of the role
- key responsibilities
- approximate time commitment where reasonably predictable
- significant preseason/in-season/post-season responsibilities
- key internal and external relationships
- systems or accounts used
- any particular knowledge, screening or requirements relevant to the role.

Position descriptions should describe what is genuinely required rather than an idealised wishlist that makes the role unnecessarily intimidating.

They should be reviewed when:

- the role materially changes
- responsibilities are redistributed
- an outgoing/incoming Committee member identifies information that is substantially inaccurate.

Handover

Every outgoing Committee member should provide a proportionate handover to their successor where reasonably possible. For most roles, this should consist of a short handover conversation, ideally between the outgoing and incoming role-holder. This may cover:

- major annual tasks
- recurring deadlines
- key relationships
- current issues
- useful tips
- anything requiring immediate attention.

Transfer of Club information and access

The outgoing member should ensure relevant:

- documents
- correspondence
- passwords/access arrangements
- calendars

- registers
- templates
- stakeholder information
- outstanding tasks

are held in the appropriate Club system and accessible to the incoming role-holder.

A simple handover note

Where useful, this should be no more detailed than necessary. A suggested format is:

- Role:
- Key recurring tasks:
- Upcoming deadlines:
- Current matters requiring attention:
- Key contacts:
- Where files are stored:
- Systems/accounts used:
- Things I wish someone had told me:

Committee induction

New Committee members will receive a proportionate induction after the AGM. The induction will be supported by the Committee Induction Pack, which will be emailed to Committee members after their appointment.

New Committee members will also be advised that they are not expected to memorise every policy. They should instead understand:

- their main responsibilities
- the behaviours expected of them
- where Club information is kept
- how Committee decisions are made
- where to seek assistance or refer an issue.

Developing future Committee members

ANUWFC will provide low-barrier opportunities for members to gain experience before taking on a Committee role. These may include:

- Team Manager roles
- event volunteering
- fundraising
- communications assistance
- merchandise
- mentoring
- project-based volunteering
- helping with trials
- supporting a Committee portfolio
- coaching or assistant coaching
- short-term working groups where genuinely required.

There is no expectation that every volunteer progresses to Committee membership. These opportunities simply allow members to contribute, understand how the Club operates and develop confidence if they later choose to nominate.

Mentoring

ANUWFC's existing mentoring initiative may also support succession planning. Where appropriate and only where participants are interested, the Club may:

- identify volunteering and leadership opportunities through the program
- connect potential volunteers with experienced Committee members
- provide insight into Committee roles
- encourage participants to contribute to specific projects
- support members considering future leadership positions.

The mentoring program should not become a compulsory Committee recruitment pipeline. Its primary purpose remains member development. Succession is a potential additional benefit.

Critical roles and contingency planning

Because ANUWFC is volunteer-run, unexpected vacancies can occur. The Club does not need a named successor for every Committee position. Instead, for critical functions, the Executive should know:

- where the relevant records are stored
- what immediate obligations need to continue
- which other Committee member can access required systems
- which responsibilities could temporarily be redistributed.

Critical functions include:

- banking and financial administration
- statutory/incorporation matters
- player registration
- Capital Football competition administration
- field/facility coordination
- safeguarding and member protection
- core Club communications.

If a vacancy occurs during the year, the Committee should follow the Constitution regarding casual vacancies and appointments. Until the vacancy is filled, responsibilities may be temporarily redistributed so essential functions continue.

Corporate knowledge and Club systems

ANUWFC will take reasonable steps to ensure that important Club knowledge belongs to the Club rather than individual volunteers. Accordingly:

- final or important Club documents should be saved in shared Club systems
- role-based email accounts or addresses should be used where practical
- significant external relationships should be recorded in relevant stakeholder/contact registers
- important decisions should be recorded in Committee minutes
- current templates should be retained centrally
- Club passwords and administrative access should be managed appropriately
- outgoing volunteers should transfer relevant information when leaving.

Volunteer workload and role design

Where a Committee position repeatedly:

- cannot be filled
- requires unreasonable hours
- depends heavily on specialist knowledge
- causes burnout
- consistently requires substantial support from other Committee members,

the Committee should consider whether the role needs to change, rather than assuming the problem is a lack of willing volunteers.

Options may include:

- splitting the position
- combining overlapping responsibilities
- simplifying processes
- delegating individual tasks to non-Committee volunteers
- improving templates or digital systems
- reducing unnecessary activities
- redistributing responsibilities.

Succession planning should therefore help identify unsustainable roles, not merely replacements for them.

Diversity and inclusion in succession

ANUWFC seeks a Committee that collectively brings the skills, experiences and perspectives required to govern the Club effectively. The Club particularly aims to ensure that Committee recruitment remains accessible to people who may otherwise assume:

- they lack enough football experience
- they have not been at ANUWFC long enough
- they do not have a traditional governance background
- they cannot commit unlimited volunteer hours
- a particular role is "not for someone like them".

Vacancy communications should therefore focus on what a person actually needs to do the role, distinguish essential from learnable skills and explain the support available.

Behaviour and governance expectations

Incoming and continuing Committee members must operate consistently with:

- the ANUWFC Constitution
- Values and Club Behaviours Framework
- Volunteer Agreement
- Safeguarding Policy and Procedure
- Safeguarding and Reporting Guide
- Respect and Anti-Racism Framework
- Inclusive Communications Guide
- relevant conflicts, privacy and financial requirements
- applicable ANU Sport, Capital Football and Football Australia requirements.

Committee members are expected to model the standards the Club asks of players, coaches and other volunteers.

Annual succession check

ANUWFC's formal succession-planning process each year will consist of three simple actions:

1. Two to three months before the AGM: ask existing Committee members whether they expect to continue.
2. Before nominations open: identify likely vacancies and actively communicate them to members.
3. After the AGM: provide handover and induction to incoming Committee members and update Club access/contact information.

Once those three things have happened, the annual succession process is considered complete.

Measuring whether the plan is working

The Committee should simply consider annually whether:

- key Committee vacancies were identified before the AGM
- vacancies were communicated to members
- newly elected Committee members received a handover/induction
- critical Club information remained accessible through transitions
- significant positions remained unfilled for an extended period
- particular roles appear unsustainable
- members are continuing to move from broader volunteering into leadership opportunities.

Any obvious issue should inform planning for the following year.

Review

This Plan will be reviewed annually ahead of the AGM, or earlier where there is a material change to the Committee structure or ANUWFC Constitution. The review can occur as part of an ordinary Committee meeting and does not require a separate report unless significant changes are proposed.

Version control

Version 1.0 drafted August 2026.



ANUWFC Committee Succession Checklist

July/August: Who's staying?

- ☐ Ask Committee members whether they currently expect to renominate.
- ☐ Update the one-page Succession Register.
- ☐ Identify likely gaps and particularly important vacancies.

August/September: Who might be interested?

- ☐ Mention opportunities to members who have shown interest in volunteering or leadership.
- ☐ Encourage mentoring participants, Team Managers, coaches and other volunteers to consider roles where appropriate.
- ☐ Make sure position descriptions are reasonably current.

Before AGM: Open recruitment

- ☐ Publish Committee vacancies and nomination information to all eligible members.
- ☐ Explain workloads and support available.
- ☐ Offer informal chats with existing role-holders.

After AGM: Handover

- ☐ Hold outgoing/incoming handover conversations.
- ☐ Transfer files, accounts, access and outstanding matters.
- ☐ Give new Committee members the induction pack.
- ☐ Update website/contact details and role-based access.