

Websites

Section 1: Introduction

Victorian Community Road Safety Partnership Program is VicRoads' community road safety model for the development and delivery of effective community road safety programs

<http://www.vicroads.vic.gov.au/Home/SafetyAndRules/AboutRoadSafety/StrategyAndPrograms/VictoriaCommunityRoadSafetyPartnershipProgram/>

Section 2: What is Good Governance

Australian Charities and Not for Profits Commission is the independent national regulator of charities, providing guidance to help charities understand and meet their obligations <http://www.acnc.gov.au/>

The Victorian Office for the Community Sector provides a list of governance resources for community organisations

<http://www.dpcd.vic.gov.au/communitydevelopment/community-sector/resources-for-nfps>

Federation of Ethnic Communities Council has developed the FECCA Good Governance Toolkit for Australian not-for-profit organisations

<http://www.fecca.org.au/>

Australian Institute of Company Directors provides education and professional development programs and events for committees and directors and produces publications on director and governance issues <http://www.companydirectors.com.au/>

Section 3: Roles and Position Descriptions

Consumer Affairs Victoria provides a range of resources and training programs to assist committee members of not-for profit incorporated associations meet their legislative and regulatory obligations under the Associations Incorporations Reform Act (2012)

<http://www.consumer.vic.gov.au/clubs-and-not-for-profits/incorporated-associations>

The Public Interest Law Clearing House (PILCH) developed a Guide to the Legal Duties of Committee or Board members of not-for-profit organisations in Victoria, describing the legal duties that apply to committee members of community organisations

<http://www.pilch.org.au/>

Our Community provides advice and tools for Australia's not-for-profit community on governance, recruitment and orientation of committee members

<http://www.ourcommunity.com.au>

Volunteering Victoria provides resources and information on volunteering including legal responsibilities <http://volunteeringvictoria.org.au/>

Australian Taxation Office essential website for not for profit taxation, concessions, volunteers, GST, donations, PBI, employees, contractors and other compliance issues

<http://www.ato.gov.au/nonprofit>

Section 4: Recruitment and Induction

Volunteering Victoria provides training services to ensure up to date skills for volunteer program managers or coordinators including volunteer recruitment and retention

<http://volunteeringvictoria.org.au/>

Good Company provides online assistance and advice for both volunteers and community, including a facility to post committee vacancies

<http://www.goodcompany.com.au/>

Pro Bono Australia provides listings for committee vacancies

<http://www.probonoaustralia.com.au/>

Australian Institute of Company Directors: allows community organisations can advertise for committee members on the AICD free register

<http://www.companydirectors.com.au/>

Women on Boards strives to improve the gender balance on Australian Boards through partnerships with corporate, government and non-profit sectors

<http://www.womenonBoards.org.au/>

Section 5: Managing Finances and Risk

Victorian Managed Insurance Authority provides coverage for NFPs that receive government funding. Free training is provided to eligible organisations statewide on best practice in risk management

<http://www.vmia.vic.gov.au/>

Volunteering Victoria provides written information on risk, finance and insurance for community organisations

<http://www.volunteer.vic.gov.au/toolkit-for-volunteer-organisations>

Our Community provides Help Sheets on managing finances and risks

<http://www.ourcommunity.com.au/management/>

Section 6: Marketing and Sponsorship

Our Community discusses fundraising compliance issues

http://www.ourcommunity.com.au/management/view_help_sheet_list.do?categoryid=384

Australian Government Grants Link provides government grants and assistance for individuals, businesses and communities. Also has information about funding programs

<http://grants.myregion.gov.au/>

Crowd Funding websites enable people to post their ideas for a project and seek funding from interested parties

<http://www.businessinsider.com/trendwatching-presumers-2012-10?op=1;>

Grant Guru is a free website listing all Australian national and state grants available

<http://community.grantready.com.au/>

Local Government Community Grants are often available to organisations in local municipalities and shires. Contact details for every local government in Victoria are at <http://www.dpcd.vic.gov.au/localgovernment/find-your-local-council>

Our Community Australian Institute of Grants Management (AIGM) provides a best practice network for government and local government grants managers and grant makers. The AIGM is working to help grant makers review and improve their grants programs, and keep abreast of best practices both within Australia and internationally http://www.ourcommunity.com.au/best_practice/best_practice_main.jsp

Philanthropy Australia is the national peak body for philanthropy <http://www.philanthropy.org.au/>

Victorian Department of Planning and Community Development provides a Victorian Government grants listing <http://www.dpcd.vic.gov.au/home/grants>

Section 7: Managing Volunteers, Employees and Contractors

Australian Taxation Office provides advice on taxation, volunteers, employees and contractors and compliance issues <http://www.ato.gov.au/nonprofit>

Worksafe Victoria promotes work places that are free of risk, injury and disease www.worksafe.vic.gov.au/

Fairwork Australia provides everything you need to know about workplace rights and responsibilities <http://www.fairwork.gov.au>

Victorian Human Rights and Equal Opportunity Commission provides advice to organisations on discrimination in employment <http://www.humanrightscommission.vic.gov.au/>

VCOSS has a Training and Development Clearinghouse which provides information for community organisations wanting to engage a skilled volunteer as well as training resources for capacity building assistance <http://vcoss.org.au/clearinghouse/>

VicRoads has produced a Volunteering Guide that provides a range practical tips and resources to assist local community road safety groups

[Insert link](#)

Resources

Sample Statement on Role of the Committee

The committee's primary role is one of stewardship on behalf of its members and stakeholders, ensuring that (community group name) remains viable and effective now and into the future.

The committee should:

- Determine strategic direction, core values and ethical framework
- Approve, monitor and review the financial and non-financial performance of the organisation
- Ensure an effective system of internal controls is operating and that policies on key issues are in place and appropriate (and can be applied effectively and legally)
- Develop clearly articulated and effective complaints and grievances procedures
- Ensure financial and non-financial risks are appropriately identified and managed
- Ensure the organisation complies with all relevant laws, codes of conduct and appropriate standards of behaviour
- Provide an avenue for key stakeholder input into the direction of the organisation
- Ensure committee member, committee and chair performance evaluation occurs.

Members of the committee are expected to make decisions for the betterment of the organisation and not to promote or advance their own interests or those of any other individual or group.

Members of the committee should be appropriately prepared for and commit to attending committee meetings (held frequency and location) at (time). In addition committee members are expected to attend the annual AGM, relevant sub-committee meetings and commit to (e.g. social functions, travel requirements, personal contributions etc.)

Adapted from: Vicsport Good Governance Toolkit, Melbourne
<http://www.vicsport.asn.au/womenssport/womenonBoards/toolkit/>

Sample Committee Code of Conduct

The committee should ensure and actively promote ethical behaviour and decision-making as set out in this Code of Conduct. Committee members are expected to act with integrity to ensure that the reputation of (organisation name) is managed, protected and enhanced.

Committee members are required to meet the following legal obligations:

- Act in good faith and for a proper purpose
- Exercise due care and diligence
- Ensure the organisation does not continue to carry on business if insolvent
- Meet all other requirements of applicable federal and state laws relevant to the structure and operations of the organisation.

Committee members are expected to act honestly and in the best interests of the members as a whole and not to represent individual constituents.

Committee members are expected to disclose actual/potential conflicts of interest.

Committee members are expected to behave responsibly particularly regarding confidential information.

Committee members are expected to review committee papers before committee meetings and acquaint themselves with the issues confronting the committee.

Committee members are expected to contribute to a positive committee behaviour and culture by showing respect for other committee member's opinions and allowing each member a fair and equal opportunity to contribute to discussion and decision-making.

The committee recognises the importance and value of committee diversity. The committee and its members are expected to promote and encourage equity and inclusiveness throughout the organisation and consider age, gender, cultural background and people with a disability in decision-making.

Adapted from: Vicsport, Good Governance Toolkit, Melbourne

http://www.vicsport.asn.au/Assets/Files/FINAL_Good_Governance_ToolKit_Update.pdf

Sample Committee Member Position Description

[Organisation name and logo]	
Position	Committee Member
Term	X years commencing on X date (date of AGM or date appointed by the committee)
Date of Position Description	
Date of next review	(to be reviewed every two years)

POSITION REQUIREMENTS
A time commitment of [X] hours per month
Knowledge and skills in one or more areas of governance: policy, programs, finance and/or HR
Willingness to serve on at least one sub-committee and participate actively in its work
High level of commitment to the work of [organisation]
Willingness to invest in developing his/her own governance skills
Be informed of the projects/activities undertaken by [organisation] and support them publicly
Prepare for and participate in the discussions and the deliberations of the committee
Be aware of and abstain from any conflict of interest

POSITION RESPONSIBILITIES	
Planning	<ul style="list-style-type: none"> Participate in establishing and reviewing [organisation] mission and values Participate in the strategic planning process Participate in establishing and reviewing organisational policies Review and approve the organisation's budget annually
Organisational	<ul style="list-style-type: none"> Participate in committee succession planning processes including committee recruitment and induction of new committee members Participate in committee performance review
Operations	<ul style="list-style-type: none"> Monitor performance against policies and strategic plan Provide candid and constructive criticism, advice and comments Participate in major decisions such as program changes, capital expenditure
Finance	<ul style="list-style-type: none"> Monitor financial performance Ensure that published reports properly reflect the operating results and financial condition of the organisation Review compliance with relevant legal requirements Ensure appropriate risk assessment and management procedures are in place
Advocacy and marketing	<ul style="list-style-type: none"> Promote the organisation's interests actively within the broader community. Represent the organisation to key agencies and sectors such as government, funding bodies, the community sector, and the media

Sample Position Description for the Committee Chair

[Organisation name and logo]	
Committee Member Position	Chair (President)
Term	X years commencing on X date
Date of Position Description	
Date of next review	(to be reviewed every two years)

POSITION REQUIREMENTS
Chairing committee meetings and events of the organisation
A time commitment of [X] hours per month which includes time spent meeting outside committee meetings and overseeing preparation of committee agenda and minutes
Chairing of the Annual General Meeting
Knowledge and skills in areas of committee governance: policy, programs, finance and/or personnel
Willingness to serve on at least one sub-committee and participate actively in its work
High level of commitment to the work of [organisation]
Willingness to invest in developing his/her own governance skills
Be informed of the projects/activities undertaken by [organisation] and support them publicly
Prepare for and participate in the discussions and the deliberations of the committee
Be aware of and abstain from any conflict of interest

POSITION RESPONSIBILITIES	
Planning	<ul style="list-style-type: none"> ▪ Approve the mission and values of [organisation] ▪ Lead the strategic planning process and monitor performance against plan ▪ Approve organisational policies and monitor performance against policies ▪ Review and approve the organisation's budget annually
Organisational	<ul style="list-style-type: none"> ▪ Lead committee succession planning including new member recruitment ▪ Review the performance of the committee annually
Operations	<ul style="list-style-type: none"> ▪ Review results achieved with the organisation's mission and strategic plan ▪ Provide candid and constructive criticism, advice and comments
Finance	<ul style="list-style-type: none"> ▪ Monitor financial performance ▪ Ensure the financial structure is adequate for current and future needs ▪ Ensure that published reports properly reflect financial and operating results ▪ Ascertain that appropriate conflict of interest policies are in place and that they are monitored and enforced ▪ Appoint independent auditors, subject to approval by members ▪ Review compliance with relevant legal requirements ▪ Ensure appropriate risk assessment and management procedures are in place
Advocacy and marketing	<ul style="list-style-type: none"> ▪ Promote the organisation's interests actively within the broader community. ▪ Represent the organisation to key agencies and sectors

Checklist: Committee Member Responsibilities

Participation	✓
All members attend meetings or provide an apology if unable	
All members read reports and important documents prior to meeting	
All members complete assigned tasks within the specified time frame	
All members have the opportunity to ask questions and clarify information	
All members are offered training or mentoring to address gaps in knowledge/skills	
Financial responsibilities	✓
The treasurer ensures that financial statements are prepared for committee meetings	
The treasurer ensures that annual financial report is prepared and presented at the AGM	
All members are aware of the organisation's financial position	
All members contribute to decisions involving significant costs	
All committee members ensure that debts can be paid on time	
If committee members have grounds for suspecting that the organisation will be unable to pay debts when due, they must not allow further debts to be incurred	
Committee members attend training if needed in financial responsibilities	
Legal responsibilities	✓
Conflict of Interest is clearly understood by all members of a community road safety group	
All members must be aware of actions that need to be taken if a conflict of interest arises including: <ul style="list-style-type: none"> ▪ Declaring any conflict of interest – if in doubt, treat as a potential conflict ▪ Leaving the discussion or room ▪ Refraining from voting ▪ Ensuring that the declaration of conflict and removal from discussion and voting was noted in the minutes 	
Where necessary, committee members are to seek relevant information in understanding legal responsibilities associated with their operation	
Any declaration by a committee member of a financial interest in the organisation's operation is presented to members at the earliest available meeting	
Occupational Health and Safety (OH&S)	✓
The community road safety group adheres to OH&S procedures to ensure a safety workplace for all members	
Committee members understand their liability under negligence laws	

Checklist: Office Bearer Responsibilities

Position	Function	✓
Chair		
Leadership	Demonstrates leadership	
	Inspires trust and confidence amongst committee members	
	Creates an inclusive environment; fosters collaborative processes	
	Provides a positive public face to the organisation	
	Demonstrates commitment to organisational values	
	Resolves disputes	
	Fosters committee development and ensures review of performance	
Meetings	Chairs regular and focused meetings of the committee	
	Adheres to agendas and timeframes for discussion, manages differences of opinion and ensures clear outcomes are agreed	
	Promotes participation of all committee members	
	Calls special meetings of committee or subcommittees as required	
Treasurer		
Financial Sustainability	Monitors financial position, including cashflow, budgets and forecasts	
	Oversees financial systems	
Financial Risk	Monitors financial systems to identify errors and discrepancies	
	Ensures that the finances are protected against theft and criminal activities; arranges regular audits and supports the audit process	
Controls Finances	Ensures budget and expenditure reflect strategic intent of committee	
	Assists preparation of budget and presents to committee for approval	
	Establishes financial processes and delegations; oversees all financial transactions and signs cheques within limits of authority	
Secretary		
Reporting	Oversees the timely and accurate lodging of compliance statements	
Agenda & minutes	Consults the Chair and other relevant people to develop agenda	
	Circulates agenda and meeting papers prior to meetings	
	Creates minutes that are timely, true and accurate	
	Provides notice of committee meetings when notice is required	
Correspondence	Maintains membership records	
	Deals with correspondence and disseminates information promptly	

Checklist: Who does your committee need?

The following checklist will assist to identify the skills and competencies you may require on your committee. Results will assist your search for new committee members.

Each director should rate their competency against the key committee skills using a 0-3 scale (0=lowest and 3=highest). The final table is reviewed to identify skills missing from the committee as a whole:

Committee Skills Assessment Matrix								
Committee Skill	Chair	VP	Treas	Sec	1	2	3	4
Leadership, stakeholder management								
Industry/sector experience								
Governance/committee experience								
Financial/accounting/audit								
Advocacy/communications								
Fundraising								
Community relations								
Diversity (e.g., gender, culture balance)								
Geography (knows our local area)								
Government/public sector relations								
Human resources management/compensation								
IT/e-commerce								
Legal/regulatory								
Marketing and sales								
Member relations								
Risk and controls								
Operational/organizational activities								
Project management								
Strategic planning								

Checklist: Inducting new committee members

Task	Action	✓
Committee Manual	Develop an Induction Manual which contains: <ul style="list-style-type: none"> ▪ Consent form for collection and distribution of contact details ▪ Current committee member profiles and contact details ▪ Committee member roles and responsibilities and Code of Conduct ▪ Mission, vision and values of the organisation ▪ Constitution/Model Rules, current year-to-date budget and annual report if produced ▪ Strategic plan and how it is updated and monitored ▪ Activities undertaken by the group ▪ Meeting schedule and event calendar ▪ Key documentation; may include, Conflict of Interest and Confidentiality 	
Introductions	As soon as possible after the committee has confirmed the appointment of a new member the President or Chair should: <ul style="list-style-type: none"> ▪ Introduce the new member to other members of the committee and ensure they are included in all committee activities ▪ Provide a copy of the Committee Manual ▪ Nominate committee member to act as mentor to the new member 	
Briefing	The mentor should: <ul style="list-style-type: none"> ▪ Affirm the importance of the roles and responsibilities of the committee and the expectations of them as an individual ▪ Brief the new member on current issues ▪ Discuss important decisions and outcomes of recent meetings ▪ Inform of any future planned initiatives ▪ Explain the decision-making process ▪ Outline the committee performance and evaluation process ▪ Discuss any questions/concerns the new member may have 	
Tour	Provide tour of any facilities and how to use photocopier, computers etc, car parking, kitchen, toilets etc	
Feedback	The new member to provide feedback on the induction process to the Chair so that the process can be improved in the future	

Adapted from: Vicsport, Good Governance Toolkit

http://www.vicsport.asn.au/Assets/Files/FINAL_Good_Governance_ToolKit_Update.pdf

Checklist: Questions intending committee members should ask themselves

Questions intending committee members should ask themselves	Yes/No
1. Is the organisation a registered not-for-profit organisation i.e. an Incorporated Association or a Company Limited by Guarantee?	
2. Is the organisation able to provide you with the most recent copy of the annual report, audited accounts, mission statement and other relevant documentation?	
3. Does the organisation have professional indemnity and insurance which covers committee members when discharging their duty?	
4. Is there a written position description for you as a committee member and does it explain your role as a committee member?	
5. Have you been fully briefed on the governance role of the committee and the legal liabilities and requirements of a committee member?	
6. Is the philosophy of the organisation compatible with your own values and beliefs?	
7. Is the time commitment required of you achievable?	

Adapted from: Volunteering Australia

<http://www.volunteeringaustralia.org/files/CM42PCVBKY/Checklist%20for%20Vols%20as%20Board%20Members.pdf>

Checklist: Developing a mission statement

How to create and use a mission statement	✓
1. Think of the mission statement as an executive summary for your group	
2. A mission statement should say: <ul style="list-style-type: none"> ▪ Who you are ▪ What you do ▪ What you stand for ▪ Why you do it 	
3. Mission statements can be more than one sentence long (but an effective mission statement should be able to tell your story in less than 30 seconds)	
4. An effective mission statement is best developed with input from as many people in the organization as possible (people 'buy in' more if their opinion is solicited)	
5. Effective mission statements take time – this allows for input and final editing	
6. Simplicity, honesty and frankness are the best characteristics of a mission statement (try to avoid humor, cynicism, eloquence etc)	
7. Effective mission statements need not set the world on fire. Lofty statements have little credibility. The best ones are direct and powerful	
8. Make certain your statement is you and not some other organization (i.e. do not copy a statement)	
9. Make certain you believe in your statement. If you do not believe it, it is untrue and almost everyone that deals with you will know that it is untrue	
10. Review and edit your mission statement on a regular basis. Questions to ask when reviewing the mission statement include: <ul style="list-style-type: none"> ▪ Does it require modification to accurately reflect societal changes? ▪ Should some of our current programs be revised, even discontinued in light of our existing mission? ▪ What new programs should we develop? ▪ Is our mission statement too long or lacks clear focus? ▪ Does our mission statement convey a commitment to making a difference or is it simply a summary of well-intended activity? ▪ How does our mission statement compare to other organisations working in the same area as us? 	
11. Make certain everyone in your organization gets a copy of the mission statement. Use it in your policy manual, business meetings, post it in the workplace etc	

Checklist: Strategic planning

Preparation	✓
The committee is committed to the planning process	
Adequate time has been allocated to the planning cycle	
The scope and the period of the plan has been decided (e.g. 1, 3 or 5 years)	
People to be involved are decided and process agreed	
Necessary resources are allocated	
Dates for planning sessions involving the committee are set	
2. Carry out background research and consultation	
Key stakeholders to be involved are identified and the process for engaging them is determined (consultations, surveys, interviews)	
Required information is obtained	
Summary data (road safety data, relevant population data, review of organisational performance, external issues and related factors) is obtained	
3. Establish the mission	
The continued relevance of the mission is confirmed or agreed changes made	
Mission statement and organisational values are endorsed	
4. Analysis of organisation's current situation	
The organisation's operating environment is analysed using a SWOT analysis	
5. Set strategic directions	
Planning sessions involving stakeholders are conducted	
Key goals are identified	
Key actions or strategies are identified for each goal and prioritised	
6. Resource and risk analysis	
Resource implications of actions and strategies are reviewed	
7. Documenting the plan	
Plan is documented including appropriate performance measures for key goals	
8. Budget setting	
Budget is allocated and approved	
9. Finalise and approve	
Draft plan is circulated and amendments made – final plan is endorsed by the committee	
10. Implementation and monitoring	
Performance monitoring is regularly carried out	
Changes to the plan are made arising from the monitoring process	
Agreed changes to the plan are endorsed	
11. Evaluation	
The plan is evaluated annually and reviewed or extended	

Checklist: Evaluating the effectiveness of the strategic planning process

Indicator	Met	Not	N/A
The organisation's purpose and activities meet community needs			
The organisation frequently evaluates, by soliciting community input, whether its activities provide benefit to the community			
The organisation has a clear, meaningful mission statement which reflects its purpose, values and people served			
The committee periodically reviews the mission statement and modify it to reflect changes in the environment			
The committee developed and adopted a written strategic plan to achieve the mission			
The committee, volunteers, key constituents and general members of the community participate in the planning process			
The plan was developed by researching the internal and external environments			
The plan identifies changing community needs including the organisation's strengths, weaknesses, opportunities and threats			
The planning process identifies the critical issues facing the organisation			
The plan sets measurable goals that address the critical issues			
The plan prioritises the goals and develops timelines for achievement			
The plan establishes an evaluation process and performance indicators to measure progress toward achievement of goals			
Human and financial resources are allocated to ensure the accomplishment of the goals in a timely fashion			
The plan is communicated to all stakeholders – the committee, staff, volunteers and general community			

Adapted from: National Disability Services ACT Governance Better Practice Guide
<http://www.nds.org.au/projects/article/31>

Checklist: Basic financial management

Indicator	Met	Not	N/A
Accounting practices which conform to accepted standards are followed			
There are systems in place to provide the appropriate information to make sound financial decisions and to fulfil statutory requirements			
The organisation prepares timely financial statements including the Balance Sheet and Profit and Loss Statement			
The organisation prepares financial statements on a budget versus actual and/or comparative basis to achieve a better understanding of finances			
There is an annual comprehensive operating budget which includes costs for all programs. This budget is reviewed and approved by the committee			
Project costs are monitored by documentation of expenses			
The organisation prepares cash flow projections			
The organisation reconciles all cash accounts monthly			
Procedures cover the periodic billing and collection of accounts			
Government contracts and grant agreements are in writing and are reviewed to monitor compliance with all stated conditions			
Organisations that purchase/sell merchandise take inventories			
The organisation has documented a set of internal controls, including the handling of cash, approval of spending/disbursements			
The organisation has a policy identifying authorised cheque signatories and the number of signatures required on cheques			
All expenses are approved by a designated person before payment made			
The organisation has a written policy related to investments			
Capital needs are reviewed at least annually and priorities established			
The organisation has a plan identifying actions to take in the event of a reduction or loss in funding			
The organisation has established, or is actively trying to develop, a reserve of funds to cover at least three months of operating expenses			
The organisation has suitable insurances which are periodically reviewed to ensure the appropriate levels and types of coverage are in place			
The organisation files GST and income tax returns where applicable within prescribed time lines			
There is an annual, independent audit of financial statements by a certified public accountant where required by their rules or constitution			

Template: Risk Management

Step 1: Risk Identification	Step 2: Risk Assessment		Step 3: Risk Management			
List of Possible Risks	Likelihood H/M/L	Impact H/M/L	What are we already doing about it?	What else can we do about it?	Timescale	Person Responsible

Date to be reviewed:	
Person/group responsible for review:	

Adapted from: Volunteer Development Agency <http://www.diycommitteeguide.org/resource/example-risk-management-templates>

Checklist: Planning and Conducting Effective Meetings

Prior to the meeting	✓
The agenda focuses on important material	
The time allocation reflects the committee's priorities and responsibilities	
The agenda is focused on decision-making rather than presentation of information	
Each item includes reference to papers or attachments (that provide detail)	
The agenda and papers are circulated with sufficient time for members to consider them prior to the meeting (usually papers should not be tabled at meetings)	
The Chair has considered and planned the most appropriate approach to discussing the items on the agenda and associated meeting procedures	
Matters on the agenda that are covered by existing policies or relate to previous committee decisions are removed	
At the meeting	✓
Conflicts of interest have been identified for any agenda items that require members to abstain from discussion or voting and have been noted in the minutes	
Committee members are all actively participating; members who dominate discussions are managed and quieter members encouraged to speak	
The dialogue is focused on agenda items and completed within the allocated time	
Frank and open debate is occurring	
Conflict and tension is managed appropriately	
Good decision-making steps are being followed	
There are opportunities for members to ask questions or seek further information	
Verbal updates are concise, brief and relevant	
The committee is aware of government policy and stakeholder positions	
Decisions and corresponding actions are clearly identified and allocated	
The meeting finished with a brief group reflection on how the meeting went	
Over the year	✓
Policies are regularly reviewed and updated as necessary	
The range of issues relevant to the committee's responsibilities are all considered over the course of a year	
The committee evaluates its own performance	

Adapted from: Western Australia: Public Sector Commission <http://www.publicsector.wa.gov.au/public-administration/integrity/good-governance-Boards-committees/resources/chairperson%E2%80%99s-agenda-checklist>

Template: Sample agenda

[Committee Name]

Date: [Insert Date]

Time of meeting: [Insert Time]

A G E N D A

1	Welcome: [Chairperson's Name]
2	Apologies
3	Confirmation of Minutes of Previous Meeting
4	Business Arising Out of the Minutes
5	Disclosure of any pecuniary interest or conflict of interest of any member
6	Correspondence If appropriate, requires two actions: Secretary reads out the correspondence, followed by the motion "that the correspondence be received" If any action is required, appropriate motions should be moved, e.g. "that the Secretary reply to Mrs Smith informing her that..."
7	Treasurer's Report Includes receipts and expenditure for the period just passed and shows the balance in hand. The Treasurer moves for the adoption of the report
8	Adjourned Business Adjourned business takes precedence over all other business
9	Special Agenda Items
10	General Business
11	Date of Next Meeting: [Insert]
12	Close Meeting: [Insert]

Source: Golden Plains Shire

http://www.goldenplains.vic.gov.au/webdata/resources/files/Form3_Ordinary_Meeting_Agenda.pdf

Template: Minutes of Meetings

Minutes of Meeting

Date/Time:	
Location:	
Attendees:	
Apologies:	
Chair:	
Secretary:	

Agenda Item	Discussion/Outcomes	Action Officer	Due Date
1. Welcome and Apologies	Chair welcomed members to the meeting and noted apologies as listed above		
2. Confirmation of Minutes from Previous Meeting			
3. Business Arising from Previous Minutes	Actions: 3.1 3.2 3.3		
4. Reports			
5. General Business			
6. Other Business			
7. Closure	Meeting closed at		
Next Meeting			

Checklist: Governance Effectiveness

Good Governance Principles	✓
There is clarity regarding individual committee member responsibilities and the role of the committee	<input type="checkbox"/>
The committee has the right group of people, with the combination of individual backgrounds, skills and experience matching the needs of the organisation	<input type="checkbox"/>
The committee sets the vision, mission and strategies of the organisation, and adapts the direction or plans as appropriate	<input type="checkbox"/>
The committee has an appropriate system of risk oversight and controls	<input type="checkbox"/>
The committee determines performance indicators for itself and the organisation to help deliver on its mission	<input type="checkbox"/>
Committee meetings are run in an efficient manner and to an annual plan; sub-committees are used where appropriate	<input type="checkbox"/>
The committee receives the information it needs to make good decisions and there is transparency and accountability to stakeholders	<input type="checkbox"/>
The committee ensures the integrity of financial statements and other key information	<input type="checkbox"/>
The committee helps the organisation to engage effectively with its stakeholders	<input type="checkbox"/>
The committee has a succession plan	<input type="checkbox"/>

Checklist: Committee Sustainability

Committee Succession Planning	✓
The committee has recruitment on its agenda	
All policy documents relating to committee roles and responsibilities are up to date	
Risk management systems are in place to limit reliance on a single individual, e.g. document storage and back up; reporting and compliance requirements; major donors and suppliers; insurances; passwords; keys etc	
Committee succession planning is on the agenda for committee meetings and reviewed at regular intervals	
Recruitment goals and timelines are set	
A list of prospective committee members is maintained and reviewed annually	
Prospective committee members are people who are known to be committed to the mission of the organisation and are the best people for the position	
The good reputation and work of the organisation is actively promoted as part of the recruitment process	
The committee looks at opportunities to mentor skilled (young) people who may be new to a governance role	
Rotate note taking tasks within subcommittees to skill up members as potential secretaries	
Founders are given an opportunity to step back for an extended period of time to enable the committee to function without their input	
The contribution of founders is publicly acknowledged through life memberships or patron roles	
Succession planning is carried out consistent with the Constitution or rules of the organisation	

Checklist: Recognising Founder's Syndrome

Indicators that your group might be suffering 'Founder's Syndrome'	✓
The 'founder' is at the centre of all decision-making and decisions are made quickly with little or no input from others	
A casual observer would hear a lot of "I, me, my" in conversation - my organisation, my vision etc	
There is little organisational infrastructure in place, no succession plan and no process for identifying or cultivating potential leaders	
The committee is recruited by the founder rather than by the committee itself. Committee members are often friends or long-term staff loyal to the founder	
Rather than leading the organisation, the committee is there to simply 'support' the founder. They are a rubber stamp committee whose commitment is to the founder rather than the stated mission of the organisation	

A leader with 'Founder's Syndrome' may exhibit the following characteristics	✓
Reluctant to relinquish strategies and procedures that have worked in the past, although current circumstances dictate the need for new approaches	
Does not value planning activities, meetings and administrative policies	
Neglects to institute new systems even though the committee has requested them	
Does not seek or accepts little input from others when making decisions	
Sees all challenges as hostile and drives away committee members perceived as disloyal	
Refuses to delegate authority	

Questions leaders should ask themselves	✓
Can I say "When I'm gone, things will be done differently and that is ok"?	
Am I fighting to stay on "for the good of the organisation"?	
Am I afraid that if I leave, the organisation will turn into something I do not want?	
Do I think "I'm indispensable"?	
Can I separate the issue the organisation is about from my own stake in that issue?	