



Board Succession Plan

Policy Number – S002

SUCCESSION PLAN



Executive Summary

Pinjarra Harness Racing Club (PHRC) is governed by a passionate, knowledgeable and experienced Board.

PHRC is well positioned to implement a comprehensive Board Succession Plan (Plan) over the ensuing three-four year period.

Our Plan has been developed through a detailed analysis of our organisations present and future requirements, including the skills and experience required of Board Directors.

We have provided in our Plan a thorough and systematic process for the identification, recruitment and training of Board members to ensure best practice governance principles and standards are understood and applied, and Directors understand and are able to discharge their obligations to PHRC.

Furthermore, our Plan has been designed to ensure continuity of business through planning in advance for Board member retirement and replacement.

Most importantly, our Plan is a key component of ensuring the ongoing viability and long term sustainability of our organisation.

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1. Introduction and Context

Pinjarra Harness Racing Club Inc. (PHRC) is one of Australia's best known pacing tracks, offering a beautiful function room, undercover facilities, member area, dining options, tote, bar and of course our famous Pinjarra Paceway.

PHRC has a distinguished history as an organisation with a 1,000 metre harness racing track in Western Australia, located only 1 hour from Perth CBD in the picturesque town of Pinjarra. Race meetings are held every Monday throughout the year.

In September 2024 the members approved a new PHRC Constitution which provides a more contemporary governance structure for the Board which, inter alia, facilitates the development and implementation of an effective succession plan.

This Board Succession Plan (Plan) has been developed in accordance with good governance principles and standards and to ensure PHRC's continuity and sustainability as an organisation.

This Plan serves to outline both an overall Succession Plan for PHRC and an inaugural assessment for succession planning purposes.

A workshop with an independent Consultant and a detailed analysis of PHRC's current governance status and documentation has provided important information and insight into the development of this Plan.

2. Board Structure

The Board structure (number of Directors), eligibility and process for election and appointment is contained within the PHRC Constitution. Importantly:

- Seven Directors are to be elected and no more than two Directors are to be appointed (by the elected Directors);
- Directors terms are staggered to facilitate continuity and retention of corporate knowledge.

3. Underpinning Documentation

In accordance with good governance principles and sport governance standards promulgated by Sport Australia, and, in order to attract high quality Directors to the Board, PHRC has in place the following:

- A contemporary Constitution
- Board Governance Charter
- Director induction process
- Directors Code of Conduct and Conflict of Interest Policy and Register
- Strategic Plan
- Board Meeting schedule/Annual Calendar
- Position Descriptions for Critical Board roles
- This Board Succession Plan

- Board Skills Matrix

4. Board Skills, Experience and Diversity

The Board undertook a comprehensive self-assessment in January 2025 using a Board Skills Matrix to determine the current Directors:

- Skills (Core, Technical and Behavioural)
- Experience and Motivations
- Diversity (Gender, Age, Ethnicity/Race, Disability, Geographical Location, National Representation)

The Board then ranked the level of importance of each of the components and prioritised each component with respect to recruitment.

The Matrix used to undertake this data capture and analysis is attached at **Appendix 1**.

The PHRC Board was reasonably well represented by Director skills, experience and diversity in a number of key areas thought critical for the good governance, growth and development of PHRC given its current size and level of maturity as an organisation.

In recruiting new/additional Directors, to supplement the skills, experience and diversity of the Directors serving at 2 April 2025, PHRC has identified Directors with the following skills/attributes as High recruitment priorities:

- Board and Governance
- Strategic Planning
- Legal
- Risk Management
- Government and Government relations
- Financial Management
- Engages Authentically
- Challenges the Status Quo
- Emotional Intelligence
- Adopts a Growth Mindset
- Collaborative Problem Solving
- Makes Evidence Based Decisions

The current directors have indicated the following intentions with respect to longevity on the Board (Year upon which intend to retire):

G McLarty	G Fuller	G Turner	M Cox	K Prentice	C Voak	M Tomlinson
2029	2029	2029	2025	2029	2029	2029

The existing directors current terms are as follows:

G McLarty	G Fuller	G Turner	M Cox	K Prentice	C Voak	M Tomlinson
2026	2026	2025	2025	2026	2025	2026

5. Critical Roles and Required Skills

The Board undertook a comprehensive analysis of the critical roles at PHRC. This included the role of General Manager.

Attached at **Appendix 2** is a copy of the Critical Roles Analysis.

The Critical Roles Analysis establishes for each critical role:

- The Objective of the role
- The Required Skills for the role
- Training Development options
- Job Description status and location

The Critical Roles Analysis document will be reviewed every 12 months or whenever changes in the composition of the Board occur to ensure it remains relevant and appropriate to PHRC needs.

Key Insights from undertaking this analysis were:

- a. Current Board members were experienced and possessed the required skills to undertake their respective roles.
- b. One Board members indicated they would be retiring or standing down from positions within the next 2years.
 - i. *There is no urgent requirement to immediately find successors.*
 - ii. *Existing Board members will be available to provide education/training and handover to their successors*
- c. Board members in the critical roles of Chairperson, Vice Chairperson and the General Manager, indicated that they would be looking to retire or stand down from positions in approximately 2.5-5 years' time.
- d. General Board members indicated a willingness to continue to serve on the Board for more than a 4 year period.
 - i. *Longer term tenure of these Board members assists with retention of corporate knowledge, continuity and the potential for recruitment from within PHRC to the critical roles.*

6. Potential Successors and Recruitment Strategies

Whilst no immediate successors were identified, the Board has sufficient time to implement an appropriate strategy to identify and secure appropriate successors and Directors possessing the skills identified above as priorities.

The Board's Plan for identifying and securing potential successors has been aligned with PHRC Constitutional requirements and Annual General Meeting elections is as follows:

- a. Ensure all Board roles have appropriate and up to date position descriptions inclusive of the required skills for the positions;
- b. Prepare a concise history and ethos document on PHRC that can be used to assist in promoting PHRC Board positions;
- c. Ensure the PHRC Board is provided with a copy of this Plan and Skills Matrix/Analysis and receives a written brief on recruitment priorities;
- d. Prepare a list of external organisations that may be able to assist with personnel for the Board, including but not limited to:
 - i. Sport Australia
 - ii. Australian Institute of Company Directors - <https://www.aicd.com.au/>
 - iii. Institute of Community Directors Australia - <https://communitydirectors.com.au/board-positions>
 - iv. Contacts in Government Departments, other Sporting Organisations.
- e. Identify potential Board members through personal connections/relationships in the corporate or wrestling community and provide these to the Nominations Committee;
- f. Once elected or appointed, provide letters of appointment setting out, inter alia, roles and responsibilities of the Board as a whole and as individual Board members;
- g. Provide on-boarding induction pack with appropriate documentation.

The Board may add to or amend the above steps where additional steps are determined to be beneficial in identifying and securing potential successors.

7. Training and Education

PHRC recognises the importance of initial, and ongoing, training and education of Board members to enable them to fulfill their roles and responsibilities.

The following training and education will be provided and/or offered to Board members:

- a. One-on-one meeting with the Chairperson and General Manager as part of onboarding;
- b. Handover from previous Board member in the role (if applicable), including but not limited to, any written records and information relevant to the role;



- c. If required after analysis, the opportunity to attend courses or training relevant to the skills necessary to fulfill the relevant role;
- d. If required, identification of a mentor or support person/resource.

Possible organisations from which training could be sourced include:

- Sport Australia
- Australian Institute of Company Directors – Company Directors or Not for Profit Directors course
- Institute of Company Directors Australia
- Australian Institute of Management

8. Implementation

PHRC has given considerable thought to the implementation of this Plan, including allocating responsibilities and timeframes so success can be measured.

An implementation plan is contained within **Table 1**.

Once our plan is implemented for the first time, it will be modified and amended in order that it can be used as an ongoing process in the identification, election/appointment, training and succession of PHRC Board members.



Table 1 – Board Succession - Implementation Plan

No.	Action	By When	Person Responsible
	Formally adopt Board Succession Plan	19 June 2025	Chairman
	Create Position Descriptions for all Board Positions	30 June 2025	General Manager
	Create concise PHRC history and ethos document	30 June 2025	Dale & Geoff Fuller
	Identify external organisations to “advertise” for potential Board members	31 December 2025	ON Hold
	Identify potential Board members through personal corporate and harness racing contacts	31 August 2025	Board Members
	Provide letters of appointment setting out, inter alia, roles and responsibilities of the Board as a whole and as individual Board members	Already created and provided	General Manager
	Provide on-boarding induction pack with appropriate documentation	Already created and provided	General Manager & Chairperson
	Undertake one-on-one meetings with the Chairperson and General Manager	Already in operation	General Manager & Chairperson
	Undertake handover from previous Board member (if applicable)	Already in place	General Manager & Chairperson
	Assess skills of elected and appointed Board members and identify education, training and mentoring/support opportunities	By third Board meeting after each AGM	General Manager & Chairperson
	Provide opportunities for education, training and mentoring/support to identified Board members	Ongoing minimum 1 per year	General Manager & Chairperson
	Undertake 12-month review of the Plan	31 August each year	General Manager

9. Evaluation

Success of this Plan will be measured against the following criteria:

- a. Adherence to the implementation plan actions and timeframes;
- b. The skills, experience and diversity of the PHRC Board as a whole;
- c. The number of positions filled and vacant on the Board at any given time;
- d. The number of nominations and expressions of interest received for Board positions;
- e. The ease with which new Board members are inducted into their positions;
- f. The number of education, training and mentoring/support opportunities undertaken by Board members;

Where necessary this Plan will be amended/updated to ensure it remains relevant and fit for purpose. In this respect the Plan will be a living document.



Signature

Dale Putland
Name

General Manager
Position

28 August 2026
Date