

Council Succession Planning Guidelines

Purpose

1. The purpose of this document is to assist Council in identifying and selecting new Council members in the event of an anticipated or unanticipated vacancy.
2. This document must be applied in conjunction with the [Southern Cross University Act 1993 \(NSW\)](#) and the [Southern Cross University By-law 2005 \(NSW\)](#).

Responsibility

3. The People and Culture Committee is responsible for the Council member succession planning process.

Skills and attributes

4. The People and Culture Committee will maintain a skills matrix which identifies the skills and attributes which are required in order for Council to carry out its functions and to assist the University in achieving its strategic priorities. This includes the requirement for financial and commercial expertise as specified in the [Southern Cross University Act 1993 \(NSW\)](#)¹.
5. Council will endeavour to maintain diversity which is representative of its communities, including, but not limited to:
 - Gender
 - Disability
 - Location, with a particularly focus on the areas served by the University's main campuses
 - Age
 - Ethnicity
6. A member cannot serve more than 12 consecutive years in office unless the Council otherwise resolves in relation to that person. Council will endeavour to maintain a balance between renewal and experienced members.
7. New Council members will evaluate their skills and attributes against the approved skills matrix on commencement. All Council members will re-evaluate their skills and attributes against the skills matrix on at least an annual basis.
8. At least annually, the People and Culture Committee will:
 - review the skills matrix to identify whether there are any skills or attributes which should be added or removed.

¹ Pursuant to the clause 9C of the SCU Act, the Council must have at least:

- Two members with financial expertise, as demonstrated by relevant qualifications and by experience in financial management at a senior level in the public or private sector.
- One member with commercial expertise, as demonstrated by relevant expertise at a senior level in the public or private sector.

- undertake an analysis of Council as a whole to identify skills which may be required in the future.

Vacancies

9. The People and Culture Committee will maintain a list of candidates who may be suitable for appointment as a Council or committee member in the event of an anticipated or unanticipated vacancy ('Potential Members List').
10. At least annually, the People and Culture Committee will conduct a review to assess any upcoming and potential vacancies. This will include identifying:
 - appointed members whose terms are due to expire within the next twelve months
 - any likely unanticipated vacancies.
11. For each vacancy identified under clause 10, the People and Culture Committee will develop a succession plan for consideration by Council. The proposed succession plan will be based on:
 - the skills matrix and future skills identified.
 - for Ministerially appointed members, the Ministerial Appointments to University Governing Bodies: Guidelines for University issued by the NSW Department of Education from time to time.
 - for unanticipated vacancies, the requirements set out in the [SCU By-law , Division 4 Casual vacancies](#).
12. The succession plan may recommend:
 - Re-appointing the Council member
 - Appointing a candidate from the Potential Members List
 - Undertaking a search process to identify a suitable candidate

Version	Purpose	Approver	Approval Date
1.0	Initial approval by Council	Council	24 November 2022