

Carmichael.

Creating Support and Succession Planning for Community Groups

**Senan Turnbull for
Wicklow PPN
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Guiding nonprofits
carmichaelireland.ie

Last Week – Part 1

1. The **changing context** in which not-for-profit organisations operate,
 2. Committee members **Roles and Responsibilities**,
 3. Organising your work **Standing Orders**
- Enable groups/committees to work effectively as a team while minding themselves and each other

Purpose of this Session – Part 2

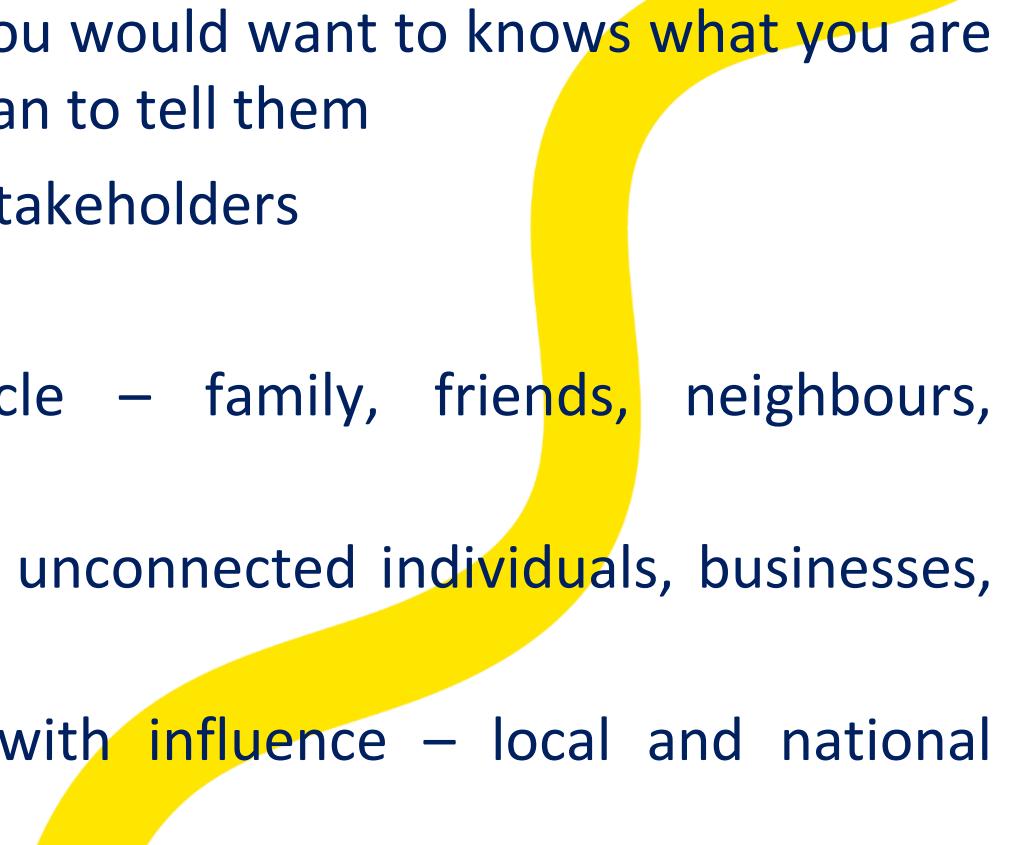
To create an understanding of:

- 1 How to tell Your Story and Getting Community Support
- 2 Succession Planning for committees
- Enable groups/committees to engage with others, so that everybody connected with the group feels included and valued
- Motivate and encourage engagement of volunteers for succession and group resilience

Telling Your Story

- Is there a written communications policy and annual plan
- Is there enough – and just enough – timely and helpful information available to whoever might like to have it on appropriate channels
- Can stakeholders communicate easily with the committee and expect to be engaged with/responded toespecially on complaints – feedback forms, complaints procedures on your website
- Do you publish your annual accounts and an annual activities report

Outside your bubble

- Not everybody that you would want to know what you are doing. You need a plan to tell them
 - Different audiences/stakeholders
 - - members
 - -their extended circle – family, friends, neighbours, colleagues
 - -wider community – unconnected individuals, businesses, other organisations
 - - individuals/bodies with influence – local and national state, politicians
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But the target audience is changing

- Know your audience
- Who are your priority targets? - Stakeholders.
- Many people are newly arrived and have no sense of the history or activities of the area.
- Most homes have two working adults and little time for engagement.
- Some are from countries with a very different/no experience of voluntary organisations.

How do you Communicate

- Posters/Notices
 - Newsletters
 - Local media
 - Website
 - Social Media
 - Annual Report
 - - one-stop-shop/calling card
 - Communications Officer/Role Description/Annual Plan
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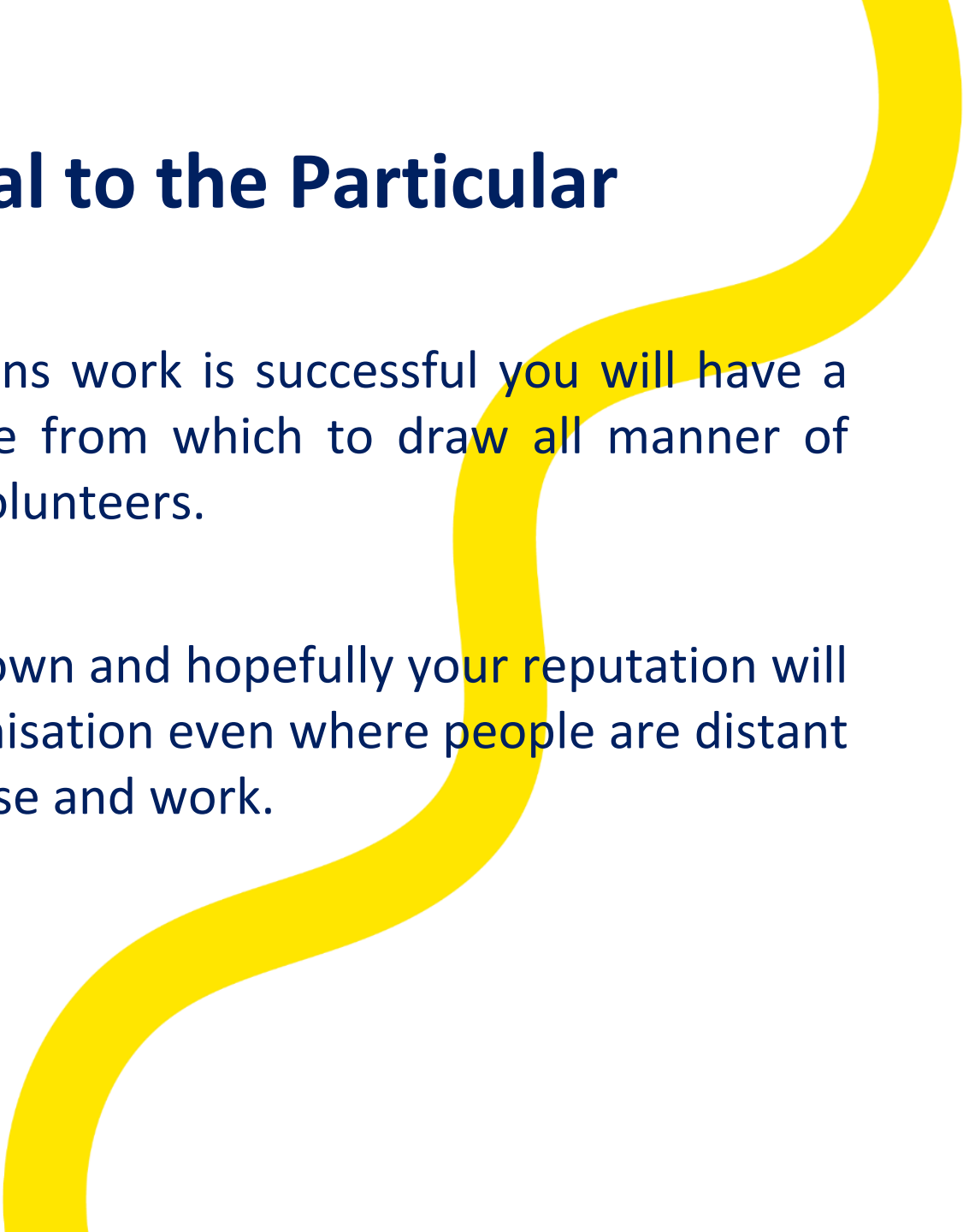
Annual Report

- The best way to tell your story with all the relevant information in the one place.
- Don't see it as another job but as
- A calling card for all of the stakeholders to know who you are, what you do, how and when you do it including your financial report for the year.
- <https://goodgovernanceawards.ie/resources/>
- Role Description for the Communications Officer

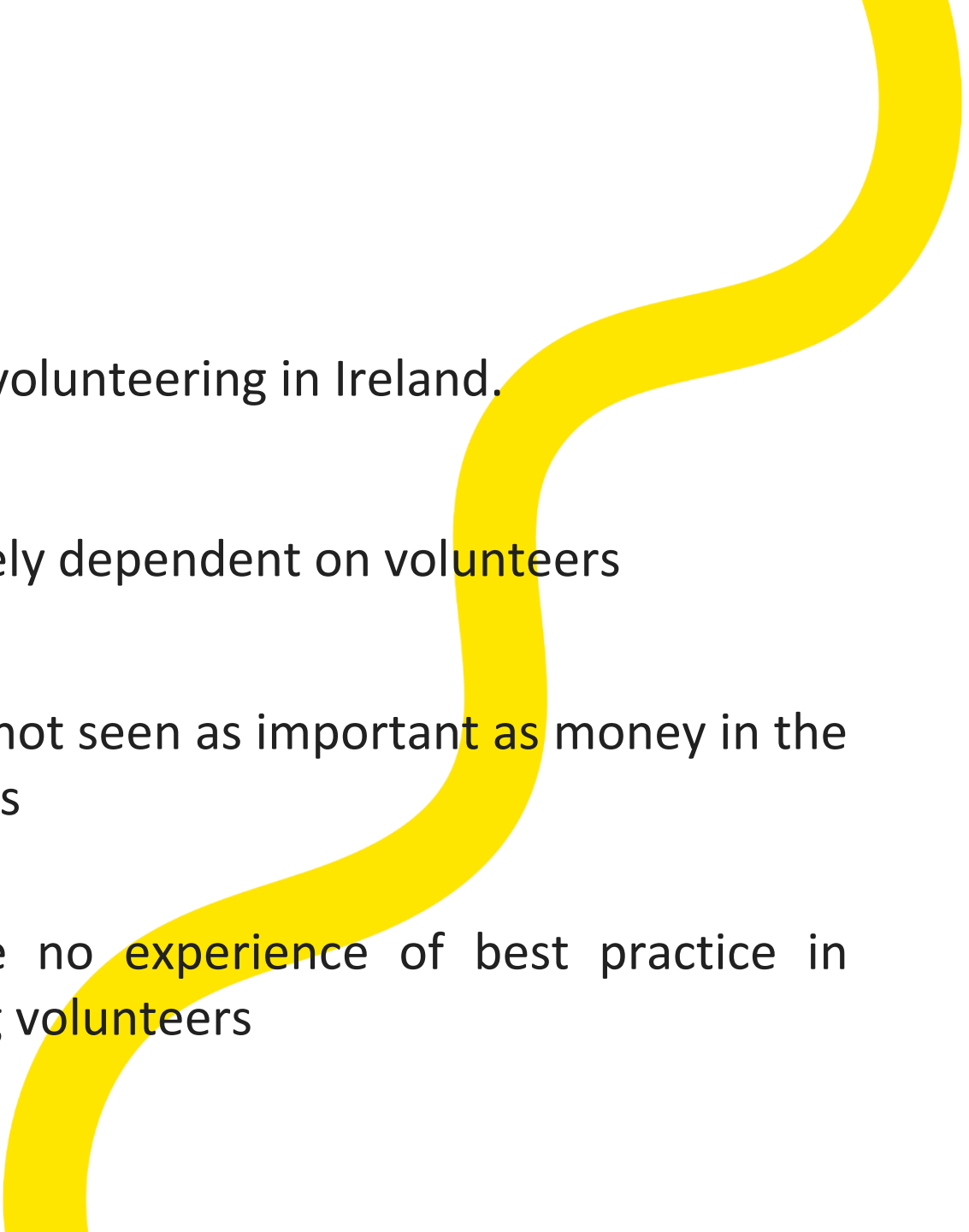


2. Volunteer Recruitment and Retention/Succession Planning

From the General to the Particular

- If your communications work is successful you will have a bigger pool of people from which to draw all manner of support ..especially volunteers.
 - You will be widely known and hopefully your reputation will be as a well-run organisation even where people are distant from your core purpose and work.
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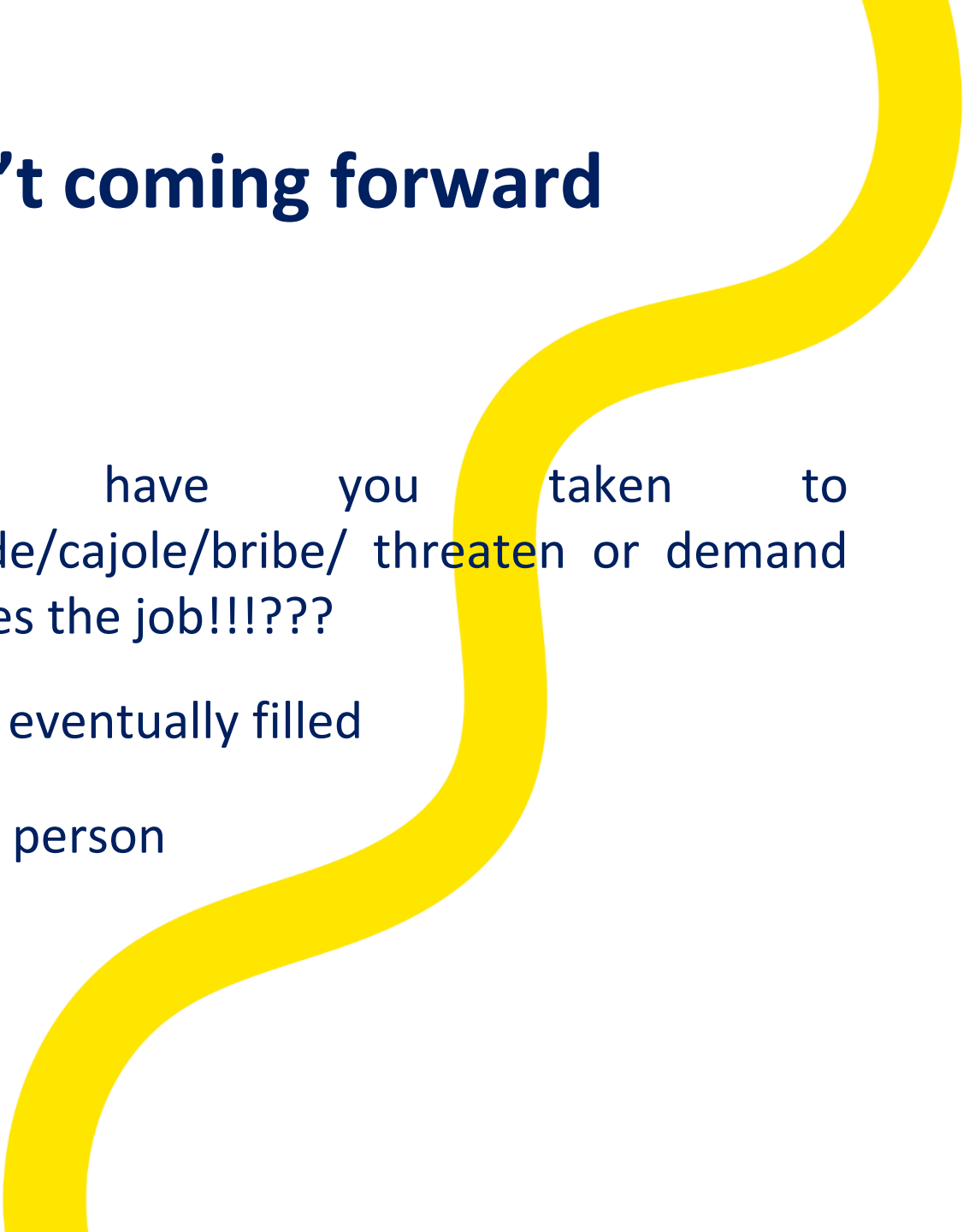
Volunteering

- Wonderful culture of volunteering in Ireland.
 - Our society is absolutely dependent on volunteers
 - Butvolunteering is not seen as important as money in the running of organisations
 - Because people have no experience of best practice in recruiting and retaining volunteers
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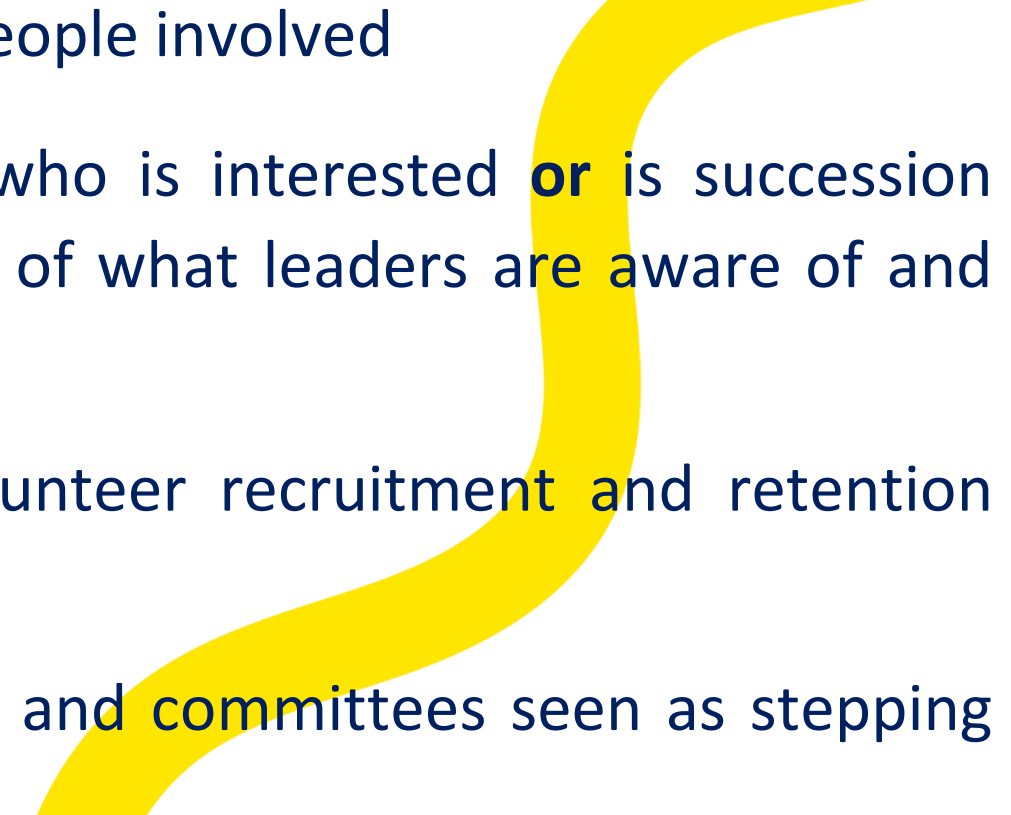
Succession Planning

- Is a process for identifying and developing new leaders who can replace current leaders when they leave, or retire.
- Increases the availability of experienced and capable volunteers that are prepared to assume these roles as they become available, to sustain and grow the organisation.
- It avoids a mad scramble to get somebody to take on the job when a vacancy occurs

But people aren't coming forward

- Why?
 - What approach have you taken to ask/encourage/persuade/cajole/bribe/ threaten or demand that somebody else does the job!!!???
 - How was the position eventually filled
 - Did you get the 'right' person
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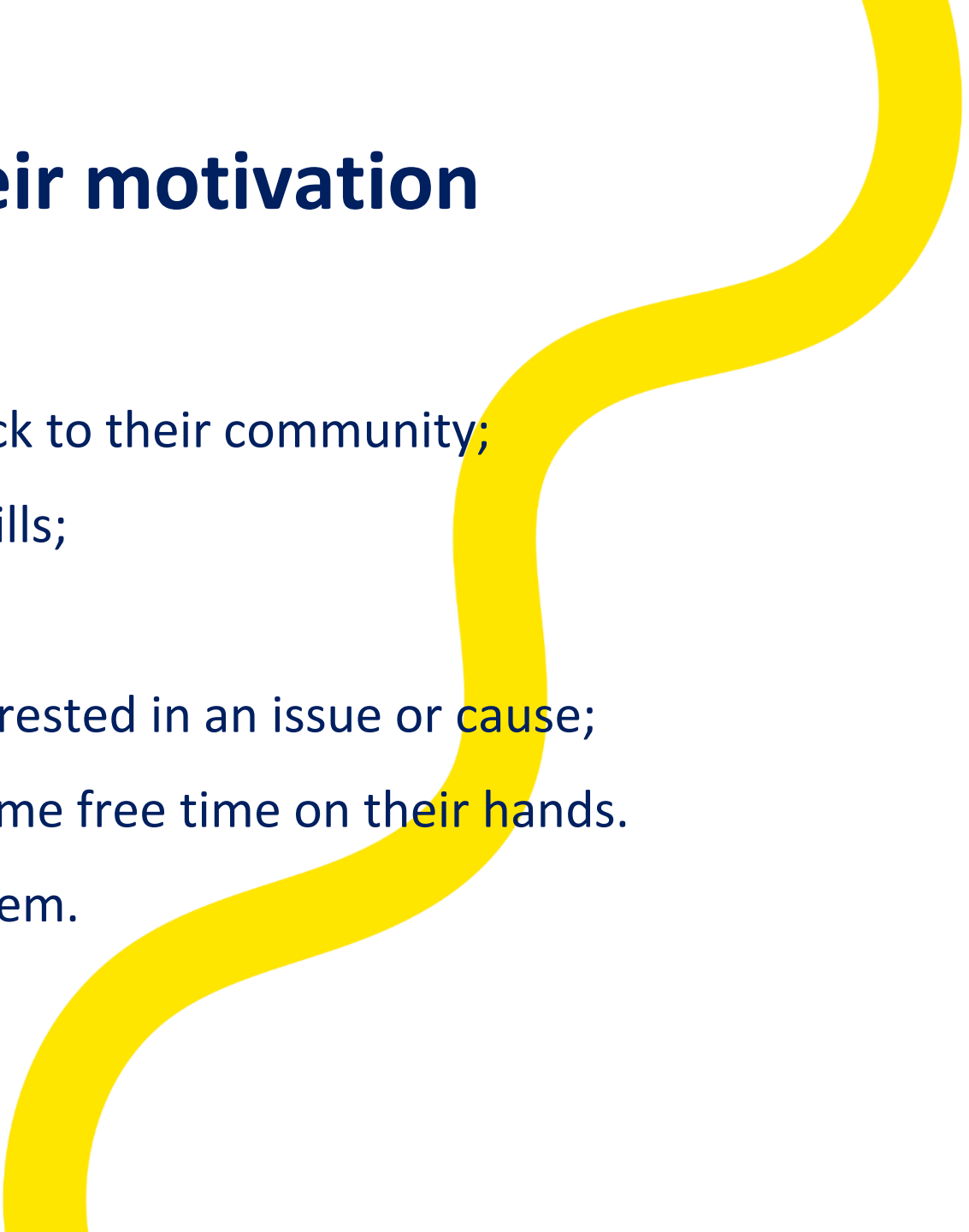
Getting more People Involved

- 'Its difficult to get people involved
 - Is it wait and see who is interested or is succession planning a key part of what leaders are aware of and involved in.
 - Do you have a volunteer recruitment and retention strategy/plan?
 - Are working groups and committees seen as stepping stones?
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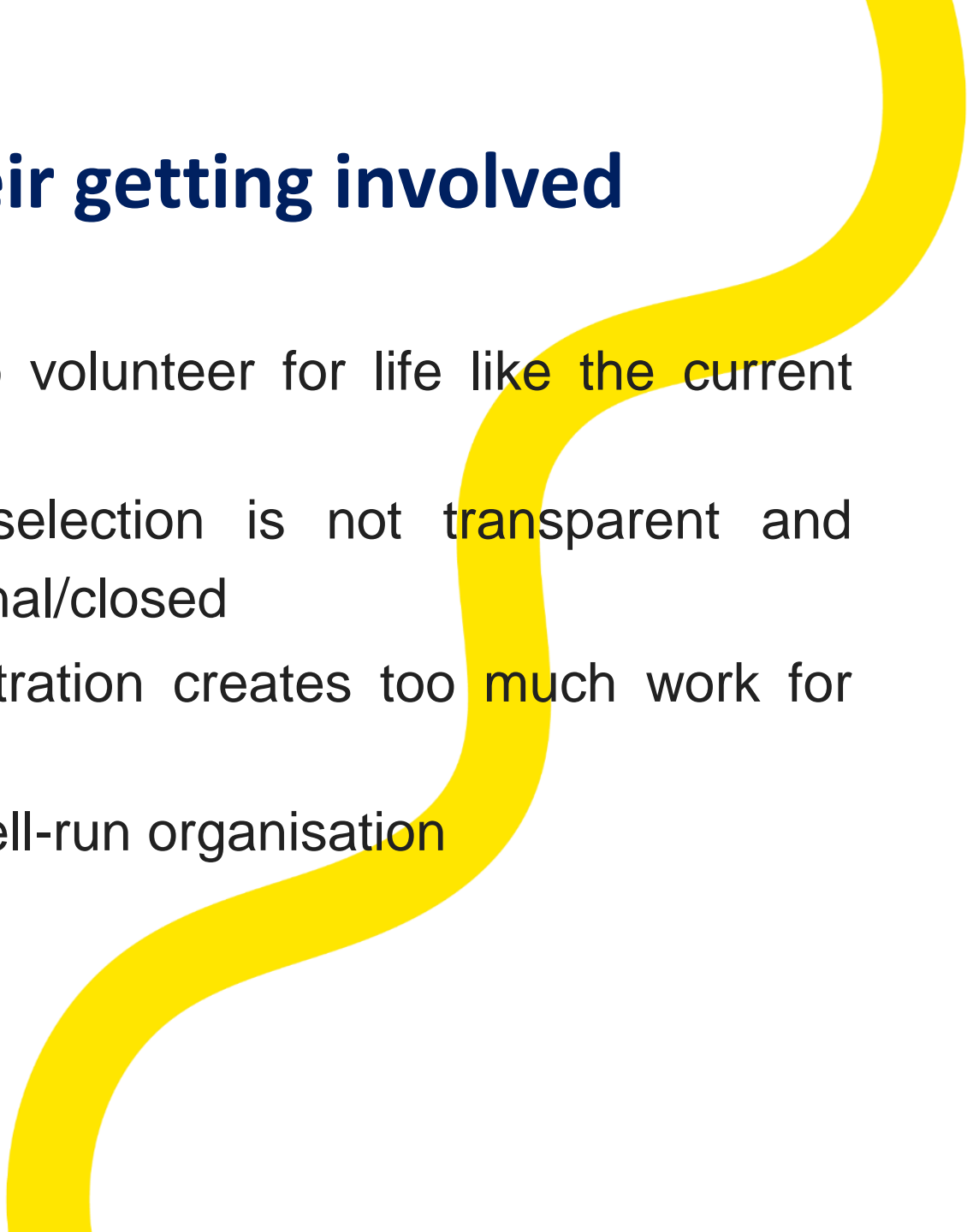
A Volunteer Strategy/Plan

- Does your Committee have one
 - What does it consist of
 - Who should take responsibility for it
 - <https://www.volunteer.ie/resources/factsheets-and-guides/>
 - The Role Description for the Volunteer Officer
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Understand their motivation

- To give something back to their community;
 - To gain or improve skills;
 - To meet new people;
 - Because they are interested in an issue or cause;
 - Because they have some free time on their hands.
 - Because you asked them.
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Obstacles to their getting involved

- They don't want to volunteer for life like the current officers seem to have
 - Recruitment and selection is not transparent and seems political/factional/closed
 - Too much administration creates too much work for volunteers
 - They don't see a well-run organisation
 - Garda vetting
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Recruiting Volunteers

- Plan to do it systematically by having a Volunteer Officer just like having a Treasurer
- Be aware of the term limits and look for replacements years ahead! - succession planning
- Encourage members in general to become involved.... but
- Approach people directly also
- Skills and experience are the first criteria to be considered
- Availability and motivation are necessary considerations

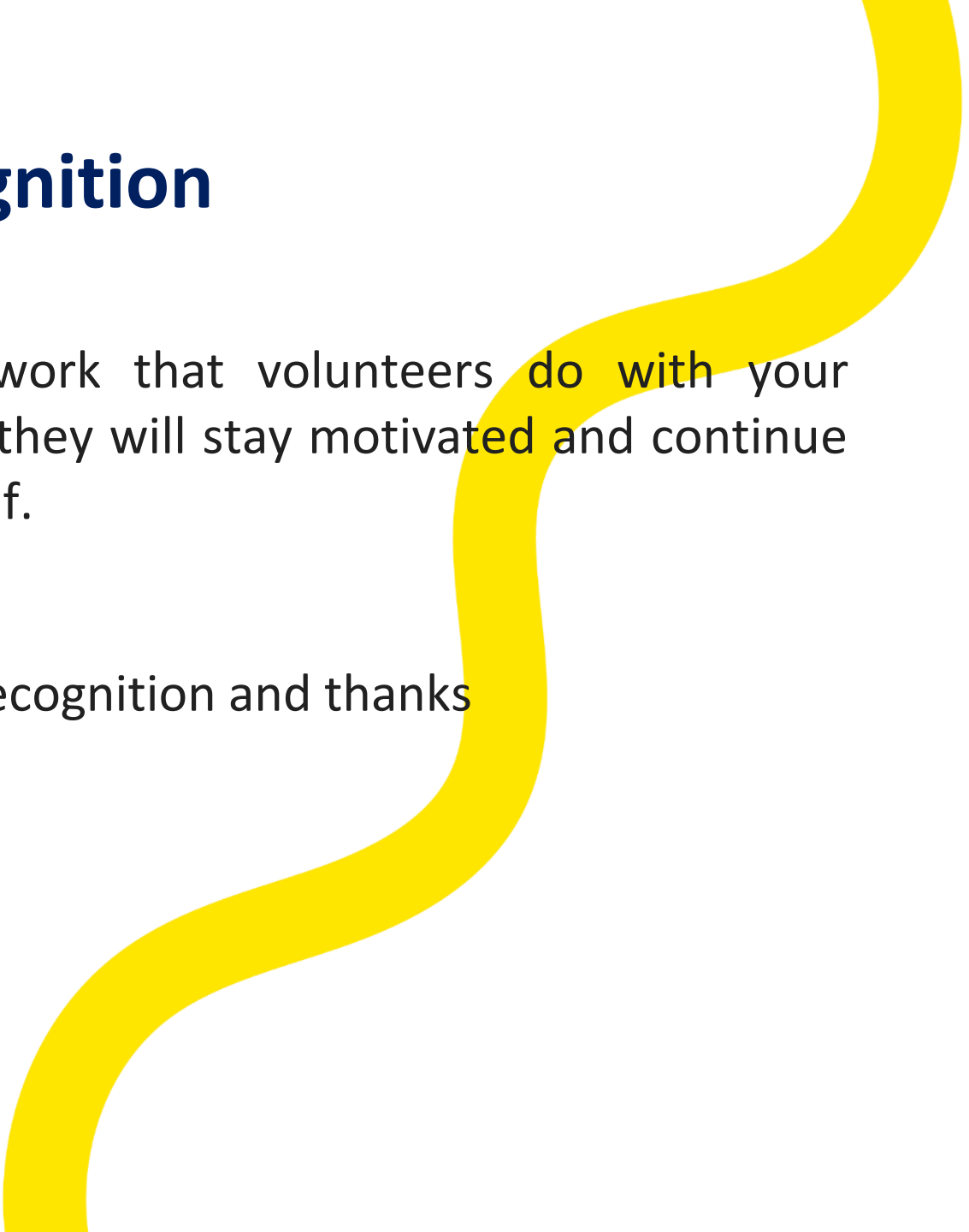
Obstacles to them becoming involved

- Personalities and 'agendas' can get in the way of decisions
 - Poor record keeping, policies and procedures
 - Incumbents fear of change
 - Inadequate training
 - Failure to review and improve succession planning
 - Not all members understand the benefits of succession planning
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Other Perspectives

- Everybody on a Committee is responsible for succession planning and not just for their own position
- Have a clear plan for the organisation's future, to
- Encourage and motivate people to be active
- Showcase your culture, values, and vision.
- Be confident that the practices of the organisation create a positive and welcoming image among members and the wider community.

Volunteer Recognition

- Acknowledging the work that volunteers do with your organisation ensures they will stay motivated and continue to work on your behalf.
 - Awards and smaller recognition and thanks
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Moving Ahead

- Everybody on a Committee is responsible for succession planning and not just for their own position
- Have a clear plan for the organisations future, to encourage and motivate people
- Showcase your culture, values, and vision
- Be confident that the culture of the organisation speaks for itself.

Getting the Job Done

- Be the best organised that you can be – follow best practice
- Communicate your story in a carefully managed way
- Have a plan to find and hold-on-to people
- Take time to plan and reflect and to change if necessary to remain in the heart and minds of the community you are there to lead and help

Resources

- Volunteer Ireland <https://www.volunteer.ie>
- Local Volunteer Centres
- <https://www.volunteer.ie/about-us/vcs/>
- provide advice, support and maybe people
- <https://www.wicklowcommunitydirectory.ie/node/2066>

Discussion / Q&A

- What are your immediate thoughts on **how your organization** measures up to what has been presented.?
- What needs to be done to ensure **better practices**?
- What **obstacles** exist to doing these things?
- What can you do from **today** to make **progress**?

General Resources

- There are templates and advisory notes on the following websites
- <https://www.charitiesregulator.ie/media/1609/charities-governance-code.pdf>
- <https://www.sportireland.ie/GovernanceCode/Resources>
- <https://countywicklowppn.ie/train-support/>

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**Thank you for your time and best
wishes with all that you do.**

senanturnbull@gmail.com

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