

Board Nomination

A guide to recruiting the best
candidates for your club



ClubEducation

Foreword

One of our greatest industry challenges is to find replacement directors. Many of our current directors, after long and dedicated terms of service, have indicated they will be stepping down from office.

Stewardship of our clubs — and the essential community services that they entail — is a task of great importance. Maintaining relevance to our communities, as they evolve year after year, to ensure the long-term sustainable and profitable delivery of their products and services, is both a challenging and rewarding task.

Now, more than ever, we must seek out potential members of our clubs and communities with the desirable skills, knowledge and experience to shoulder this challenge.

The refreshed *Board Nomination Guide* provides you with essential tools and processes to ensure succession planning to fill vacancies as smoothly as possible. These will assist in the facilitation of your communication to potential directors and with the assessment of your current board's diversity and skills, and will guide the selection of suitable directors.

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1 Step by Step

Do Your Preparation

Board recruitment is a vitally important process for every club's succession planning, ensuring continuity of a diverse, skilled and educated board to continue the professional stewardship of their clubs. In order to identify the potential directors and skills required to meet the immediate needs of your club governance team, there are a number of steps to follow.

Step 1

The first step is doing the research to identify the skills available on your current board, highlighting any gaps that may need to be filled, and providing a snapshot of skills for each director that would need to be replaced, should they step down from the board.

Step 2

The second step of your preparation is to refer to your club's strategic plan, with the club's strategic objectives providing parameters for the skills that will be needed for the next few years of the plan period.

Step 3

The third step of your preparation will be to analyse your existing membership database, to see who of your current members may have the appropriate skills required for the board. These people should be identified and invited to consider nominating for the board.

Using the Diversity Matrix



This Diversity Matrix consolidates the individual director experience ratings to arrive at an overall board rating for each capability.

By holding your cursor over each skill, instructions will be provided to guide your rating. Enter your ratings for each director using a scale of Low (1), Medium (2) and High (3) as per the guidance. *See over for an example.*

Once you have entered the ratings for the whole board, move to the second page of the matrix.

The Recruitment Priority column, on the second page of the tool, will need to be manually input using a scale of Low, Medium and High. This will be dependent on the current and future needs of the club.

Note: a consolidated board experience level of Low (1) does not necessarily mean a recruitment priority of High (3), as it may not be reflective of the club's immediate or future needs.

Our club

Board Diversity Matrix

This tool is designed to help boards assess the level of experience each director has in various skill areas, as well as the overall composition of the board as it relates to diversity.

Directions: In the Skills/Experience Section, give each board member a score out of three to reflect the level of experience possessed in a particular skill area – 1 Low/no experience, 2 Medium, 3 High level of experience. **Hover the mouse over the particular skill or experience for a detailed overview of how to rate individuals.** In the Demographic Background Section, enter the qualifications as it relates to each director. Once completed, continue to Tab 2 Consolidated Matrix.

Experience Score	
High	3
Medium	2
Low/NA	1

	Board of Directors									
	Sam	Bill	Gwen	Rob	Mary	Simon	Hope	Daniela	Ben	
Board Tenure										
Previous Director Experience	3	3	3	3	2	2	3	3	3	
Financial	2	2	2	3	3	3	1	2	1	
Legal	1	1	1	2	3	1	1	2	3	
Human Resources										
Leadership	Leadership experience relates to both business and personal leadership experience and leadership qualifications. Rate: 1 for no real business experience in leadership (i.e. leading teams or groups like Rotary, Lions, sports teams) and no leadership qualifications 2 for some business experience in leadership (i.e. leading teams or groups like Rotary, Lions, sports teams) and up to Cert IV leadership qualifications 3 for lots of business experience in leadership (i.e. leading teams or groups like Rotary, Lions, sports teams) and leadership qualifications and up to MBA level leadership qualifications									
Marketing/PR										
Social Media										
Strategic Planning										
Risk Management										
Technology/IT										
Cybersecurity										
Organisational Management										
Hospitality Industry Knowledge										
Succession Planning										
Community Engagement/Networks										
Work, Health & Safety										
Logistics										
Facilities Management										

Individual Director Diversity Matrix (Tab 1 Sample) – please note that this screen capture only shows a section of the matrix.

Our club

Consolidated overview of board experience

This Consolidated Overview matrix provides a snapshot of existing board capabilities and areas of opportunity. It averages the data from the Matrix tab and provides information to determine recruitment priorities for the board.

Directions: After considering your club's strategic plan, membership and regional demographic profiles, manually rate the recruitment priority by clicking in the cell and then choosing the appropriate rating.

Refer to the legend definitions on the right to gain an understanding of the rating priorities.

Note: a Consolidated Board Experience level of 1 does not necessarily mean a Recruitment Priority of High, as it may not be reflective of the club's immediate or future needs.

Recruitment Priority	
High	• Aligned with strategic plan and both current and future needs • Board and experience skill gap
Medium	• Aligned with strategic plan priorities and current OR future needs • Board experience skill gap
Low/NA	• No current or future need

Note: a consolidated board experience level of Low does not necessarily mean a recruitment priority of High, as it may not be reflective of the club's immediate or future needs.

	Consolidated Board Representation (auto-fill)	Recruitment Priority (manual input)
Skills & Experience		
Previous Director Experience	3	Low/NA
Financial	2	Medium
Legal	2	High
Human Resources		
Leadership		
Marketing/PR		
Social Media		
Strategic Planning		
Risk Management		
Technology/IT		

Consolidated Overview Diversity Matrix (Tab 2 Sample) – please note that this screen capture only shows a section of the matrix.

Now you are ready to go to your members and the community with a targeted approach to potential candidates and with the skills required to create a well-balanced, diverse board.

Marketing to the Right Candidates

Marketing to the right candidates is essential in finding the right people for your board. There are various ways you can market a board position, depending on your budget.

Advertising

Placing ads in local community papers and notice boards, and if appropriate, on the local radio stations, are all great ways to target those in your local community.

Try not to overload your ad with too many details – board meeting frequency, number of staff, turnover, mission statements etc. All of these details are very important information, but should only be provided after a candidate makes their first enquiry.

Hook them in first - *see page 7 for an example.*

Internal Channels

Ensuring your members are aware of the upcoming Board Nomination Information Session is an important initial step in attracting the right candidates for your board.

Club communication channels are key – newsletters, noticeboards, posters or digital signage, website, email – to bring your recruitment drive to the attention of members and patrons. *See page 7 to download a sample poster.*

Likewise, you can invite candidates to your Board Nomination Information Session via a targeted email – *see page 7 for suggested text.*

External Channels

Additional external avenues could include advertising through the Australian Institute of Company Directors or the Australian Institute of Community Directors and also placing an ad in Seek Volunteer or with Volunteering Australia.

Holding a Board Nomination Information Session

Holding a Board Nomination Information Session can be the critical success factor to identifying your next board members with the right attitude, background, skills and experience to enhance the board's operation.

This session gives an overview of:

- the roles and responsibilities of a club director
- the mandatory director training required to be completed and the continuing professional development, recommended as industry best practice
- the five key pieces of Federal and State legislation they must be aware of and that the club operations must comply with
- the legal and financial responsibilities and liabilities of being a director
- an understanding of the time commitment required to successfully execute the role
- an understanding and ability to use the technology that facilitates the oversight of a modern club whether small, medium or large.

A member of the ClubsNSW Learning & Development Team can facilitate a Board Nomination Information Session for up to 10 candidates at your club, at a time to suit you.

Face-to-Face Session (per group of 10)

CEI Member* \$1,800

Non-CEI Member \$2,200

Virtual Delivery (per group of 10)

CEI Member* \$600

Non-CEI Member \$750

All prices do not include GST.

**The person booking the session must be a CEI Member.*

Are you our next board director?

[Club Name] is a vital contributor to the [area/town/suburb/municipality] community. To meet the needs of members and to secure its long-term viability [Club Name] is looking for a voluntary director to join the board.

Do you have expertise in?

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

If so, your skills could make a significant impact on the strategic direction of the club while providing you with professional development opportunities.

A Board Nomination Information Session will be held on [date/time/location].
For more information, contact [name/position/phone/email]

Club Logo

Board Nomination Information Session Poster

**Your club board needs you
NOMINATE TODAY**

Your club board plays a vital role in ensuring the success of your club.

Clubs need enthusiastic people of all ages with diverse backgrounds and skills to serve their club and community as directors.



At your club's next **Board Nomination Information Session**, important information about the roles and legal responsibilities of a club director, as well as the rewards and professional development opportunities, will be provided.

Date _____ **Time** _____

Location _____

RSVP _____

 



DOWNLOAD
[Recruitment Poster](#)

Board Nomination Information Session Email Invite

You're invited to [club name]'s Board Nomination Information Session.

Have you thought about joining the Board of Directors?

Your club board plays a vital role in ensuring the success of your club. [Club name] is looking for the next generation of club directors with a diverse range of skill sets and backgrounds to join our Board of Directors. Becoming a director can be rewarding both personally and professionally, and by serving on the Board you will be giving back to your community in an important way.

Attend the upcoming Board Nomination Information Session at [location] on [date] at [time] to find out important information about the roles and responsibilities of a club director.

RVSP by return email by [date].

2 Resources

[Candidate Information Flyer](#)
[Nomination Form Template](#)
[Statutory Declaration Template](#)

What do I need to do to become a club director?



Candidate Information

1. Attend the Board Nomination Information Session

All prospective directors need to be aware of what is required of them as a director of a not-for-profit community organisation. This session gives an overview of:

- the roles and responsibilities of a club director
- the Mandatory Director Training required to be completed within the first year of your tenure and the continuing professional development, recommended as industry best practice
- the five key pieces of Federal and State legislation of which directors must be aware and club operations must comply with
- the legal and financial responsibilities and potential liabilities of being a director
- an understanding of the time and effort commitment required to successfully execute the role – it is not just one meeting of two hours per month
- an understanding and ability to use the technology that facilitates the oversight of a modern club whether small, medium or large.

2. Nominate Yourself as a Candidate

You need to register your interest with your current Chair and/or Secretary Manager to stand as a candidate. As a potential director, you will need to prove that you are a person of good standing in the community. You will need to provide:

- your club's nomination form
- a statutory declaration that you are not, nor have been a bankrupt nor have a criminal record.

3. Once Elected

You have 12 months to complete the Mandatory Director Training, or be deemed competent through Recognition of Current Industry Knowledge (RCIK). The two mandatory modules are:

- *Director Foundation & Management Collaboration* — details everything you need to know about the legal aspects, roles and responsibilities (expanding on the Board Nomination Information Session)
- *Finance for Club Boards* — details the financial aspects of governing the operations of a modern club and the responsibilities directors have in being aware of the financial health of the organisation and avoiding the risk of trading insolvent.

4. Commitment

As a successful and participative director, you should:

- attend the monthly board meetings and contribute to the meetings — get involved with roles on the board, committees or sub-committees, share the load with the other directors and ensure you maintain strict confidentiality of all board matters
- attend regional meetings, conferences, seminars and training with ClubsNSW and/or the Club Education Institute (CEI) and others, to keep abreast of the latest governance trends, globally and locally
- continue to learn and develop in your role as a director, upholding the traditions of your club, representing your club in the community, maintaining and building relationships and representing the interests of all your members, not just one faction.

**For more information, contact
ClubASSIST on 1300 730 001
or enquiries@clubsnsw.com.au**



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ClubsNSW

Board Election Nomination & Acceptance Form

Club Name

This form must be lodged with the Board Election Returning Officer

at (full address)

by (time & date)

I (full name)

of (full residential address)

Contact Phone Nos

Membership No

Hereby nominate

Full Name

Full Residential Address

Contact Phone No(s)

Membership No

For the Position(s) of

Signature of Proposer

Date

Second

Full Name

Full Residential Address

Contact Phone No(s)

Membership No

Signature of Second

Date

I (full name)

of (full residential address)

Contact Phone No(s)

Membership No

Hereby accept the nomination for the position(s) of

Signature of Candidate

Date

Board Election Nominee Statutory Declaration

Oaths Act 1900 (NSW), 9th Schedule

I (name of declarant)

of (residence)

do hereby solemnly declare and affirm that:

- | | | |
|-------|--|-------------------------------|
| 1 | I am the person nominated for office as a director of (insert club name) | Tick ☐ |
| | in the attached nomination form. | |
| <hr/> | | |
| 2 | I am not an undischarged bankrupt | ☐ |
| <hr/> | | |
| 3 | I have not executed a Deed of Arrangement under Part X of the <i>Bankruptcy Act</i> , the terms of which have not been fully complied with. | ☐ |
| <hr/> | | |
| 4 | I have not entered into a composition with my creditors under Part X of the <i>Bankruptcy Act</i> whereby a final payment has not been paid. | ☐ |
| <hr/> | | |
| 5 | I have not had a personal representative or Trustee appointed to administer my estate under the provision of any legislation relating to protected persons. | ☐ |
| <hr/> | | |
| 6 | I am not disqualified from managing a corporation under the <i>Corporations Act</i> . | ☐ |
| <hr/> | | |
| 7 | I am not disqualified from being a director of a registered club pursuant to any order or declaration made by the Licensing Court of New South Wales. | ☐ |
| <hr/> | | |
| 8 | I am not a key official* or former key official* as those terms are defined in the <i>Registered Clubs Act</i> . | ☐ |
| <hr/> | | |
| 9 | I acknowledge that the principal statutes governing the duties of directors of registered clubs are: the <i>Registered Clubs Act</i> , the <i>Corporations Act</i> and, in the case of Co-operatives, the <i>Co-operatives Act</i> . | ☐ |
| <hr/> | | |
| 10 | I acknowledge that there are other pieces of legislation which may impact on my duties and responsibilities as a director | ☐ |
| <hr/> | | |
| 11 | These include but are not limited to the <i>Industrial Relations Act</i> , the <i>Occupational Health & Safety Act</i> , the <i>Anti-Discrimination Act</i> and the <i>Trade Practices Act</i> . | ☐ |

[the facts to be stated according to the declarant's knowledge, belief, or information, severally]

Board Election Nominee Statutory Declaration

Oaths Act 1900 (NSW), 9th Schedule

And I make this solemn declaration, as to the matter (or matters) aforesaid, according to the law in this behalf made and subject to the punishment by law provided for any wilfully false statement in any such declaration.

Declared at (place)

on (date)

Signature of declarant

in the presence of an authorised witness, who states:

I (name of authorised witness)

Qualification of authorised witness

certify the following matters concerning the making of this statutory declaration by the person who made it: [*please cross out any text that does not apply]

- 1 *I saw the face of the person OR *I did not see the face of the person because the person was wearing a face covering, but I am satisfied that the person had a special justification for not removing the covering, and
- 2 *I have known the person for at least 12 months OR *I have confirmed the person's identity using an identification document and the document I relied on was (describe identification document relied on)

Signature of authorised witness

Date



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