

Our Club

Licensee responsibilities



Changing club committees

9

Changing club committees

Overview

Introduction

Transfer of knowledge between incoming and outgoing club committee members is often ineffective. When little or no information is shared, incoming committee members are unclear about their obligations, role and responsibilities.

This section will help both outgoing and incoming committee members perform an effective handover when changes to club committees occur.

Although all aspects of an outgoing committee member's role must be handed over, this section focuses on the liquor licence component.

Resources

The following tools have been provided at the end of this section of the resource kit and will assist you in meeting the record keeping obligations as a club that holds a liquor licence:

- Handover document
- Incoming committee member handover checklist
- Outgoing committee member handover checklist.

Contents

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General obligations

Introduction

As a committee member of a club, you have certain obligations associated with your club's liquor licence.

See: 'General obligations' (section 3 page 7).

About effective handovers

When is a handover required?

A handover is required whenever you have existing committee members who are being replaced by new committee members, for example after annual elections, as a result of a resignation, or when a committee member takes extended leave.

Research

The purpose of a formal handover is to ensure that all required knowledge and information is passed on from the outgoing committee members to the incoming committee members in a structured and thorough manner.

In particular, by the end of the handover, the incoming committee members must have a clear understanding of:

- the nature of the club's liquor licence
 - their associated roles and responsibilities
 - the obligations and conditions that must be abided by and enforced under the *Liquor Control Reform Act 1998* (the Act).
-

Consequences of a poor handover

Poor handovers may result in a club being 'exposed', as committee members may be unable to enforce the licence conditions in a seamless manner. By breaching its obligations under the Act, the club may incur financial penalties.

Key to success

Often critical information that needs to be conveyed is not documented and is often only known by the outgoing committee member.

To ensure a successful handover, this information must be:

- documented
- brought to the attention of the incoming committee member.

The outgoing committee members should share past experiences, situations, mistakes and lessons learned to help the new committee understand critical issues relating to their role.

Duration of handover

It is important that the handover is not rushed and seen as a 'one-off' task. Effective handovers usually occur over an elapsed period of time so that the incoming committee members have time to digest the information and validate their understanding as time progresses.

Outgoing committee members – tips

About effective handovers continued

If you are an outgoing committee member, consider the following table during the handover process.

DO	DON'T
<ul style="list-style-type: none">• Be thorough in your preparation and execution.• Discuss the mistakes you made and the lessons learned.• When you encounter a problem during the year, make a note of it, in particular documenting how you could prevent it from happening again. It is likely that the incoming committee member(s) will encounter similar problems.• Put yourself in the shoes of the incoming committee member(s). Write down all of the things you had to learn on the job or that you wished you had known when joining the committee.• Use the materials that have been developed to assist you, that is the handover document template.• Be contactable after the handover as there may be some things that require further clarification. <p>See: 'Outgoing committee member checklist' at the end of this section of the resource kit for tasks that outgoing members should perform during the handover.</p>	<ul style="list-style-type: none">• Don't make assumptions about the incoming committee's knowledge. Recap and reinforce if they have prior knowledge.• Don't take shortcuts.• Don't leave the handover until the last minute as you may forget to convey important information and not leave sufficient time to answer queries.

About effective handovers continued

Incoming committee members – tips

If you are an incoming committee member, consider the following table during the handover process.

DO	DON'T
<ul style="list-style-type: none">• Drive the handover and take ownership for its success, for example book meetings as required.• Prepare a list of questions to ask the outgoing committee member(s). There is no such thing as a silly question!• Ensure all of your questions are answered to the level of detail you require.• Take thorough notes.• Make a list of tasks that you need to perform in the year ahead and plan them accordingly.• Walk around the premises with the outgoing committee member and sight necessary documents, for example red-line plan, current licence, signage, sign-in registers.• Take the time to do your own homework during the handover period so you can ask any additional queries that may arise. <p>See: 'Incoming committee member checklist' at the end of this section of the resource kit for tasks that incoming members should perform during the handover.</p>	<ul style="list-style-type: none">• Don't rely on just 'learning on the job' or reading information to obtain the knowledge.• Don't make assumptions.• Don't take shortcuts.

Materials required

Introduction

The following materials are required for the handover:

- this resource kit
- the 'Handover document' template in this section of the resource kit.

This resource kit

This resource kit contains information, tools and templates that the outgoing and incoming committee members need to walk through during the handover.

It also includes useful checklists that the incoming and outgoing committee members can use throughout the handover.

Handover document

If there is any information that must be passed on to incoming committee members that is not contained in this resource kit, it must be captured in a handover document.

Information that may need to be captured in this document includes:

- general words of wisdom, such as lessons learned, ideas for the role(s)
- current/outstanding issues relevant to the role(s)
- steps to follow for key tasks
- names and information about useful contacts
- list(s) of any required information that is not included in this resource kit.

Tip: Use the 'Handover document' template in this section of this resource kit to capture this information.

Recommended approach

What methods can be used?

Depending on the number of people leaving and joining your committee, a combination of the following methods could be used to ensure an effective handover:

- committee meetings
- one-on-one meetings, including a tour of the club premises
- shadowing the outgoing committee members
- observing
or
- self-study.

These methods are explained below in detail.

Committee meeting(s)

All incoming committee members should be provided with the same introductory information in a series of committee meetings, i.e:

- the type of liquor licence held by the club
- where your licensed areas are located as per the red-line plan
- hours that alcohol can be served
- general obligations, for example sign-in and record keeping requirements, posters to be displayed, training requirements (if applicable) and any current or past amenity concerns (effect that your venue and its patrons may have on the surrounding area)

See: 'Amenity' (section 3 page 10).

- club specific obligations for either an unincorporated or incorporated association
- common breaches to be aware of
- other breaches that can occur
- renewal date(s) of licences and permits
- change of address requirements
- where key documents are kept, for example licence or permit, red-line plan, required signs.

Note: This resource kit contains the above information. As a result, incoming and outgoing committee members should refer to the relevant sections throughout the meetings.

See: The 'Outgoing committee member checklist' at the end of this section of the resource kit that can be used to help facilitate these meetings.

Recommended approach continued

One-on-one meetings and tour

Each incoming committee member should have individual one-on-one meetings tailored to their specific role and responsibilities.

The information in this resource kit and the handover document should be referred to during these meetings. Incoming committee members should also have an opportunity to ask all of their questions.

A tour of the premises should also be performed where the clear boundaries of the licensed areas are shown, signage is pointed out and the locations of key documents are shown, for example the club's liquor licence or permit, red-line plan, sign-in registers and incident register.

Shadowing

Meetings could be complemented by shadowing. This is where an incoming committee member observes the functions performed by an outgoing committee member by:

- attending meetings
- viewing emails that are received and sent
- listening in on discussions with club members and guests.

Observations

The incoming committee members could also benefit from observing the behaviour of members and guests during the handover period and assessing whether they believe the club is meeting its obligations.

By doing this during the handover period, the incoming committee members can check their understanding of what has been learned and seek further clarification if required.

Self-study

During the handover period, the incoming committee member could look at the content in this resource kit and the VCGLR website at vcglr.vic.gov.au. Again, further clarification can be sought if required.

Check your understanding – changing club committees

Checkpoint

It's time to check your understanding of what has been covered so far. Please complete the questions below and check your answers against the answers provided at the end of this section of the resource kit.

Questions

1. When is a handover required?

2. The handover should be performed as a one-off task.

True ☐ False ☐

3. What type of information should be included in the handover document? Provide two examples.

4. If some of your committee members were resigning, which methods would you use to ensure an effective handover?

Tips

Changing club committees

Summary

See: 'About effective handovers' (page 3) in this section of the resource kit.

Check your understanding answers

1. When is a handover required?

Whenever you have existing committee members who are being replaced by new committee members, for example after annual elections, as a result of a resignation, or when a committee member takes extended leave.

2. The handover should be performed as a one-off task.

False. Effective handovers usually occur over an elapsed period of time so that the incoming committee member(s) have time to digest the information and validate their understanding as time progresses.

3. What type of information should be included in the handover document?

Any information that must be passed on to incoming committee members that is not contained in this resource kit, e.g:

- general words of wisdom, such as lessons learned, ideas for the role(s)
- current/outstanding issues relevant to the role(s)
- steps to follow for key tasks
- names and information about useful contacts
- list(s) of any required information that is not included in this resource kit.

4. If some of your committee members were resigning, which methods would you use to ensure an effective handover?

Answers will vary depending on your circumstances and will be a combination of:

- committee meetings
- one-on-one meetings, including a tour of the premises
- shadowing
- observations
- self-study.

Handover document (for changes to committee members)

Name of outgoing committee member:

Name of incoming committee member:

Date

 /

Incoming committee member handover checklist:

☐ completed

Outgoing committee member handover checklist:

☐ completed

Lessons learned / ideas for the role / tips

Current / outstanding issues relevant to the role

Steps to follow for key tasks (if required)

Additional information required (that are not in the resource kit)

Information

Purpose

Where it is located

<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

Key contacts

Name

Title

Contact number

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Incoming committee member handover checklist

Complete the following checklist to help facilitate the knowledge handover.

- ☐ Prepare questions to ask the outgoing committee member(s).
- ☐ Ensure you know where all the key documents are located:
 - ☐ Licence/permit
 - ☐ Red-line plan
 - ☐ Displayed required signs
 - ☐ Sign-in register(s)
 - ☐ Incident register
- ☐ Ask any outstanding questions you have about:
 - ☐ your role as a committee member
 - ☐ licence conditions, requirements and obligations.
- ☐ Include a reminder in your diary/calendar (prior to 31 December) to renew the club's licence.
- ☐ Obtain details of key contacts including the outgoing committee member's details.
- ☐ If the postal address on the licence has changed, contact the VCGLR.
- ☐ If there is a nominee listed on the licence, check that the correct person is listed, otherwise notify the VCGLR in writing if he or she has ceased to be the nominee.
- ☐ Update the club's internet/intranet with any relevant changes, for example names of committee members.
- ☐ Track the progress of your handover against the outgoing committee member checklist.
- ☐ Schedule additional handover meetings if required.
- ☐ Complete the 'check your understanding' questions in each section of this resource kit once the knowledge transfer has been performed.
- ☐ Perform any other tasks that were identified during the handover.

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Outgoing committee member handover checklist

Complete the following checklist to help facilitate the knowledge handover to the incoming committee member. Where applicable, the section of the resource kit to refer to has been provided.

- ☐ Schedule handover meetings with the incoming committee member(s).
- ☐ Prepare the handover document.
- ☐ Explain at a high level the nature of the role(s).
- ☐ Discuss the following with the new committee member(s), referring to your actual licence/permit and information in this kit:
 - ☐ Responsibilities of being incorporated or unincorporated (see *Section 2*)
 - ☐ Type of liquor licence held by the club (see *Section 3*)
 - ☐ General obligations/Schedule 1 conditions/amenity requirements (see *Section 3*)
 - ☐ Club specific obligations (refer to actual licence/permit)
 - ☐ Types of patrons you can have (see *Section 3*)
 - ☐ Hours alcohol can be served (refer to actual licence/permit)
 - ☐ Renewal date of liquor licence/permit, that is by 31 December each year
 - ☐ The club's licensed areas (refer to actual red-line plan and see *Section 4*)
 - ☐ Recording keeping requirements (see *Section 5*)
 - ☐ Common liquor licence breaches to avoid (see *Section 6*)
 - ☐ Other breaches that can occur (see *Section 6*)
 - ☐ Responsible Service of Alcohol guidelines, including training requirements (see *Section 7*)
 - ☐ 'Managing underage patrons' guidelines (see *Section 8*)
 - ☐ Additional key points (see *Section 10*)
- ☐ Discuss the information contained in the handover document.
- ☐ Handover copies of previous correspondence, such as emails and meeting minutes.
- ☐ Conduct a tour of the premises and point out:
 - ☐ the licensed areas
 - ☐ mandatory signage that has been displayed
 - ☐ where the licence/permit is displayed
 - ☐ where the red-line plan is kept
 - ☐ where the sign-in register(s) are kept and purpose, if applicable
 - ☐ where the incident register is kept and its purpose
- ☐ Introduce any relevant third parties to the incoming committee member(s).
- ☐ Provide the incoming committee member(s) with your contact details.
- ☐ Advise the incoming committee member(s) of future meeting dates.
- ☐ Ensure all questions have been answered.