



Shoreham Board Succession & Governance Planning Report

Reporting Period: February–March 2026

Respondents: 3 of 6 Board members

Introduction

This report summarizes the results of the Shoreham Board Succession and Governance Planning survey conducted between February and March 2026. The purpose of this exercise was to gather Board member perspectives on anticipated Board transitions, leadership succession, and priority areas for future recruitment.

The information collected provides an early snapshot of potential changes in Board membership and leadership over the coming years, as well as insights into the skills and expertise that may strengthen the Board moving forward. These insights are intended to support the Board in proactive succession planning and ongoing governance development.

1. Board Commitment and Anticipated Transitions

Survey responses indicate that the Board may experience several transitions in membership and leadership within the next one to two years.

One respondent indicated that they plan to complete their final year of service and conclude their Board term in June 2026.

Two respondents noted that they are approaching the end of extended Board service, with one highlighting the importance of regular Board renewal as a governance best practice. Another respondent indicated they are considering transitioning leadership responsibilities in the near future, including supporting the development of a Vice-Chair who could eventually assume the role of Chair.

These responses suggest that the Board should anticipate upcoming turnover and leadership transition, reinforcing the importance of proactive succession planning.

2. Priority Skills and Recruitment Needs

Respondents identified several priority skill areas that should be considered when recruiting new Board members.

The most frequently identified areas include:

- Legal expertise
- Human resources
- Financial/ accounting expertise
- Government relations and public sector knowledge

Additional areas suggested include:

- Governance expertise
- Communications
- Advocacy
- Fundraising
- Project management
- Policy development

These areas reflect the need for expertise that supports both organizational oversight and strategic leadership, particularly within the healthcare and community service environment in which Shoreham operates.

3. Potential Board Candidates

Responses regarding potential candidates varied.

- One respondent indicated that they were not aware of any potential candidates at this time.
- One respondent expressed comfort with candidates already being discussed by the Governance Committee.

4. Successor Planning

Respondents provided input regarding potential leadership successors and future Board leadership development.

Key themes include:

- The importance of identifying individuals who can assume leadership roles over time, particularly the Chair position.
- Recognition that some current members are nearing the end of their Board tenure, making leadership succession planning important.
- Identification of individuals within the current Board who may have the skills and experience to transition into leadership roles, such as Vice-Chair and eventually Chair.

5. Key Themes Emerging from Responses

Several consistent themes emerged across responses:

Anticipated Board Turnover: Multiple respondents indicated that Board membership may change in the near future due to term completion or governance renewal.

Leadership Succession: There is recognition that future Board leadership should be developed proactively, particularly through the identification and mentorship of potential Vice-Chair and Chair candidates.

Recruitment Priorities: Respondents consistently identified the need for expertise in legal, HR, financial oversight, and government relations, which are important for effective governance.

Governance Best Practices: Some respondents emphasized the importance of regular Board renewal and rotation to maintain accountability and fresh perspectives.

6. Considerations for the Governance Committee

Based on the responses received, the following considerations may support succession planning:

- Planning for anticipated Board vacancies within the next governance cycle.
- Continuing to identify and engage potential candidates who bring legal, HR, financial, and government relations expertise.
- Supporting the development of future Board leadership, including individuals who could transition into Vice-Chair and Chair roles.
- Considering individuals who have strong community connections and familiarity with Shoreham's mission and services.

7. Next Steps

To support effective succession planning, the following next steps may be considered:

1. Collect responses from remaining Board members. Update the summary findings once all responses are received.
2. Review identified recruitment priorities alongside the Board's existing skills matrix.
3. Continue discussions regarding potential candidates and leadership succession planning.