



Succession planning

Policy name

Succession planning

References

1	Policy number	
2	Date ratified	
3	Date of review	
4	Reference to evidence guidelines	4d
5	Responsibility	
6	Links to other policies	

Policy

Tropical Housing Company (THC) will ensure a strong and sustainable organisation through robust succession planning for the governing body, CEO and other key staff. Staff and governing body changes will be thoroughly anticipated and steps will be taken to ensure a seamless transition where changes take place. Knowledge management and documentation will be comprehensive to ensure that the organisation always has access to information, files, resources and documents that improve succession of staff and governing body members.

Procedures: examples

1. An audit of skills necessary for an effective governance body will be conducted.
2. A skills matrix will be used to attract appropriate governing body members.
3. The skills matrix will be used to respond to identified gaps in knowledge, skills and experience.
4. If the governing body has term limits, then advanced plans should be in place to ensure appropriate persons are identified for the purposes of succession.
5. Transitional arrangements should be considered such as new staff or governing body members having ready access to outgoing personnel for training, induction, questions.
6. In the case of a significant appointment, consideration might be given to a period of handover where both personnel are onsite and working together for the purposes of succession and transition.
7. Wherever possible, deputy personnel and governing body members will be identified and their capacity to perform in identified key roles, actively nurtured through opportunities to act in roles and through induction and training.
8. Information and resources developed by staff and/or governing body members will be recorded and stored using official electronic and paper based files.
9. A careful and thorough induction of governing body members and new staff will cover things such as:
 - a. The organisational structure
 - b. Delegations
 - c. Anti-fraud and corruption measures
 - d. Complaints procedures
 - e. Structure
 - f. Strategic and operational plans
 - g. Employee entitlements
 - h. Policy and procedure manual
 - i. Code of conduct
 - j. Conflict of interest



10. A comprehensive induction manual will include relevant documentation and resources that can be referenced by staff and governing body members as they perform their role.
11. Consideration will be given to providing external trainers in areas such as codes of conduct and legal responsibilities of governing bodies.

Example evidence sources

- Induction manual
- Induction process/session
- Training outline
- Training evaluations

Links to relevant resources

Our Community resource on succession planning	Download here
Australian Institute of Company Directors resource for developing a board skills matrix	Download here
Mornington Peninsula/Frankston Medicare Local Board Skills Matrix (provided as an example)	Download here
Effective governance website – board skills	Download here