SUCCESSION PLANNING

NDIS POLICY NUMBER: GOV 21

INTENT

The purpose of this policy is to ensure the continuity of leadership and critical operational functions at Real Living Options Association Inc. through proactive succession planning. The Service recognises that sudden or planned departures of key personnel can impact service quality, governance, and compliance. This policy sets out a framework to identify, develop, and retain employees capable of assuming leadership and essential roles, ensuring operational stability.

DEFINITION

Succession planning is a proactive approach to good governance through ensuring the long-term sustainability of the Service.

POLICY STATEMENTS

- The role of the Management Committee of Real Living Options Association Inc. is to contribute to the good health and future development of the Service and to ensure it has the relevant knowledge, skills and experience that will assist it to achieve its goals.
- Succession Planning for transition of Management Committee and staff positions will ensure continued good management and governance of the Service. The Management Committee as a whole will have a proactive approach to identifying potential new committee members.
- Succession Planning of the Management Committee will include taking into account the Service is a family driven service. In accordance with the Constitution Family Members/Advocates of users of the Service will be encouraged to become members of the Management Committee.
- Succession Planning for recruitment of Management Committee members will be in accordance with Governance Policies and Procedures.
- Succession Planning for Staff will be in accordance with Staff Policies and Procedures.

PROCEDURES

Succession Planning for Management Committee includes:

- Strategies for succession planning for the Management Committee include identifying the range of skills required to adequately manage the corporate governance of the Association.
- Identifying which skills the Management Committee currently cover and any vacancies.
- Reviewing and identifying gaps and the required or desirable positions to be filled.
- Providing training to all Committee Members and increasing individual skills and knowledge of the work of the Service which may lead to members taking up an executive role in the future.

- Having a knowledge of when Committee members may plan to retire from Committee.
- Having appropriate resources available to all Management Committee members.

Desirable skills required on Management Committee

- Family members of Service Users
- Leadership
- Financial and bookkeeping knowledge
- Secretarial
- Computer skills and email availability
- Legal
- Business Skills and Marketing
- Knowledge of issues regarding and impacting on people with a disability
- Understanding of an ordinary life and inclusion strategies
- Mediation skills-negotiating
- Teamwork

Planning for Training and Skill development for Committee members

- Considering the need for a member of the Management Committee to share or have a knowledge of the vision and values of the Service or have the ability to work within the vision and values of the Service.
- Including training, knowledge and the responsibilities involved to persons taking up positions to ensure continuation of corporate knowledge of the Service and its work.
- Providing training on relevant issues pertaining to governance, financial management, planning and marketing, disability knowledge etc.
- Increasing knowledge of the roles and work of Executive members by including them in the work of the position e.g. assistant executive positions, specific roles.
- Including members of Committee on Subcommittees where they will have the opportunity to be more conversant with the broad aspects of the service and service delivery.
- Encouraging Committee members to participate in project work with more experienced Committee members.

Staff

- Succession Planning for employees will include strategies which will include:
    - Identifying critical roles. Positions are considered critical if their sudden vacancy will disrupt operations, compliance or Participant safety
    - Determining the likelihood and impact or departure of each critical role

- Identifying and documenting the desirable skills and knowledge required for each position, ensuring each critical position has an up-to-date position description, documented key processes, current work instructions or handover notes and a designated interim contact where possible
- Identifying potential staff for training and development of staff advancement in the Service for staff to progress within the Service
- Recruitment of relief staff to backfill positions during illness or leave with a view that the relief staff member may have the possibility of fulfilling the role where possible and/or available

- Succession Planning should be ongoing and be reviewed/reported on each year to identify any changes which may be needed.

DELEGATIONS

Management Committee

- Have a focus on succession planning for members of the executive and committee members
- Identify skills, knowledge and motivation required when recruiting new Management Committee Members
- Provide induction and training to new Management Committee members
- Provide training opportunities as is relevant to the position

General Manager

- Make recommendations to the Management Committee on staff advancement
- Make recommendations to the Management Committee on suitable relief staff
- Provide training as appropriate to relief staff
- Ensure relevant training is provided to new and existing office team members.

RELATED DOCUMENTATION

Strategic Plan
Risk Management Policy
Performance Achievement Plans Policy
Position Descriptions

REFERENCES

Associations Incorporation Act 1981
Disability Service Act 2006
NDIS Practice Standards and Quality Indicators

AMENDMENTS REVIEWS

Amended 26.07.18, Amended 23.06.22, Amended 04.09.25