*[Sporting Organisation Name*]

Board Succession Plan

Version XX

**Prepared:** [*Date prepared]*

# Identify future talentneeds

Refer to the [Board Skills Matrix](https://www.sportaus.gov.au/__data/assets/excel_doc/0003/912873/Board-Skills-Matrix-Template.xlsx) and Board Succession Planning Worksheet to populate key roles, tenure, departure dates andpotential successors.

**Critical roles and known departures**

*[e.g., CEO, Chair, Deputy-Chair or Director] – [Known departure dates] – [Priority skills].*

*Delete after use: At a minimum, sporting organisations should have succession plans in place for key roles on the board, i.e., Chair/President role and the CEO (or equivalent) to ensure business continuity.*

# Quantify and categorise talent

**Determine skills and knowledge needs for each position**

*Delete after use: More mature sporting organisations should utilise the board skills matrix to plan for all board director’s departures, including key committee roles, and match this with the identified required skills and diversity goals of the organisation.*

*List all the key roles where succession plans are required, and the skills and training required for the people that are expected to fill the positions, as well as any skills or diversity gaps based on the Board Skills Matrix, and future strategic needs of the sport.*

*Refer to the ‘Chair, Director and CEO Success Profiles’ for information on skills requirements for key roles. You can add additional skills and training needs as required.*

| Job Title | Name | Skills required | Training required |
| --- | --- | --- | --- |
| [e.g., CEO, Chair, Deputy-Chair, or Director] | [Insert name of first successor] | [Relevant qualifications and/or experience - current and future needs] | [On the job coaching. Formal training in risk management.] |
| [Insert role e.g., CEO, Chair, Deputy-Chair or Director] | [Insert name of second successor] | [Relevant qualifications and/or experience - current and future needs] | [On the job coaching. Formal training in risk management.] |
| [Insert role e.g., CEO, Chair, Deputy-Chair or Director] | [[Insert name of third successor] | [Relevant qualifications and/or experience - current and future needs] | [On the job coaching. Formal training in risk management.] |

**Successor details**

*List all the key roles and preferred successors from your succession planning worksheet – you may create as many successors as required.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Role**  | **Ready now** | **1-2 years**  | **3 years**  |
| [Insert role e.g., CEO, Chair, Deputy-Chair or Director]  | [Potential Successor(s)] | [Potential Successor(s)] | [Potential Successor(s)] |
| [Insert role e.g., CEO, Chair, Deputy-Chair or Director]  | [Potential Successor(s)] | [Potential Successor(s)] | [Potential Successor(s)] |

**Training programs**

*Delete after use: The highest level of maturity for sporting organisations will plan for the departure of all key roles and build this into their development plans and training needs. Mature sporting organisations will be able to identify the training and development needs based off director and CEO performance evaluations.*

*Identify any training programs (internal or external) available for potential successors, for example, the ASC’s director education program. Consider the on-the-job exposure opportunities you can provide, for example, for senior staff or potential CEO successors, increased engagement with the board or lead on strategic projects.*

**Contingency/risk management**

The below table outlines the potential risks to the succession plan and any contingencies.

| Succession risk | Likelihood | Impact | Contingency |
| --- | --- | --- | --- |
| [What can go wrong while the succession plan is being implemented? What is the potential impact to your organisation?]*For example: a sudden or unexpected departure of the CEO or Chair* | [Highly Unlikely, Unlikely, Likely, Highly Likely.] | [High, Medium, Low.] | [What is your contingency plan if this risk happens? *For example: business continuity plans in place including passwords, access etc.* |

# Build development plan(s)

The below table outlines the relevant development plans for the identified potential successors.

*You can refer to Appendix 2 for a sample Development Plan template or use your organisations performance planning tools. Each prospective successor should have an individual development plan that outlines the goals needed to be achieved, the time frame to achieve the goals* *and a review date.*

| Position  | Successor | Date established  | Review date  |
| --- | --- | --- | --- |
| [e.g., CEO, Chair, Deputy-Chair or Director] | [Insert name of successor] | [Insert date established] | [Insert review date] |
| [e.g., CEO, Chair, Deputy-Chair or Director] | [Insert name of successor] | [Insert date established] | [Insert review date] |
| [e.g., CEO, Chair, Deputy-Chair or Director] | [Insert name of successor] | [Insert date established] | [Insert review date] |

# Implement and review

[Insert sporting organisation] will review this Succession Plan on [insert date] (at minimum a formal discussion should occur annually).

*Delete after use: Have you considered diversity, equity and inclusion targets in your strategy e.g., pathways to creating more opportunities for women or candidates with culturally diverse backgrounds?*

Appendix 1: Succession Plan Checklist

The below activities will support the planned succession of key personnel and retention of corporate knowledge for <insert sporting organisation>.

1. Schedule CEO and director succession planning into the board’s annual planner
	1. For directors this should be scheduled 3-6 months in advance of the AGM
	2. Involve all directors in a discussion of strategic priorities and desired skills to ensure alignment (ensuring future needs are met)
2. Update the board skills matrix and ensure that it includes the tenure of each director, identify any skill or diversity gaps (ensuring gender composition is met based on any Constitution requirements)
3. Update the Succession Plan Worksheet with board skills matrix results and complete the CEO and relevant senior executive sheet
4. Assess potential and upcoming board vacancies and call for nominations through nominations processes
5. Recruit board directors and engage closely with members on director elections (see recruitment strategy)
6. Ensure an onboarding process and induction is completed
7. Ensure succession planning is part of the board, chair, directors and CEO annual evaluation and performance processes
8. Continue to review succession plan at least annually and update accordingly

Appendix 2: Development Plan - Template

|  |  |
| --- | --- |
| Employee/Volunteer: | Department: |
| Position held: | Date commenced in current position: |

|  |  |
| --- | --- |
| Date: | Appraiser: |
| Identified Learning & Development Need: |
| Professional Development Strategy to be used: |
| Goals & Objectives |
| Start Date: | End Date: |
| Evaluation: |

|  |
| --- |
| Appraiser comments:Signed: Date: |
| Employee/volunteer comments:Signed: Date: |

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