

# NORFOLK TENNIS SUCCESSION PLANNING

## Introduction

An effective Management Committee has members with a mix of professional skills, personal experience, and different perspectives. The ideal combination will depend on the organisation, its operation and purpose and its future strategy. It must also aim to reflect the community it serves. Succession planning is a process for identifying and developing new members who can replace existing members when they leave or retire. Understanding the skillset of the Management Committee is important in order that recruitment is strategic and aligned to meet organisational needs. The skills audit process will help with future recruitment and succession planning.

## Committee Roles and Succession Planning

Norfolk Tennis will adhere to the following:

- Ensure fixed terms are clearly identified in role descriptions so volunteers are not too daunted by a role '*forever*'
- Have a skills inventory to help with succession planning and identify people we may wish to approach to join the committee
- Produce and review annually a skills audit (based on the LTA template), this will help to:
  - Understand Norfolk Tennis' current composition in terms of skills, experience, and backgrounds
  - Consider the challenges and opportunities facing Norfolk Tennis
  - Identify gaps in the current composition, which highlights what Norfolk Tennis needs from new members
- Implement a dual recruitment approach, incorporating e-mail, social media and advertising campaigns to publicise vacancies, in addition to headhunting for key roles based on known skillsets and personalities
- Encourage committee members to find someone who could support their role and subsequently take it on
- Allocate larger jobs into smaller roles, splitting responsibilities and recruiting more individuals into sub-committees reporting to (within) the Management Committee, so that people with less time but the right skills can be involved
- Have staggered terms to reduce the risk of the organisation seeing a lot of change in its leadership at one time
- Have detailed role descriptions available, detailing Core County responsibilities, ensuring that these documents are reviewed regularly with revision history and version control updated
- Spread succession over two years, to ensure that collective experience can be passed on gradually and to allow settling-in time for new committee members performing key roles.
- Encourage volunteers leaving roles to have a handover period and provide checklists/ notes on how to undertake specific tasks
- Explore the use of a "buddy" approach for new joiners to roles
- Show appreciation for volunteers such as nominations for the LTA Awards

## Document Revision History

Ownership of this document belongs to the Chair of Norfolk LTA. Please ensure revisions are documented in this table and the filename version and date are updated.

Version	Date	Review Date	Revision	Completed by
1.0	21/11/23	/11/26	First version, no revisions	Liz Gill