**Document Name: Succession Planning**

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**Approved by:**

**[Date]:**

**[insert name Local Optical Committee]:**

### Succession Planning

1. **Introduction and scope**

[insert name Local Optical Committee ‘the LOC’] aims to provide excellent support to our local contractors and performers, now and for years to come. Our five-point succession planning programme is central to this.

We enable a blend of experience and new ideas. We actively encourage an environment of learning and continuous development so that officers and members are on top of the latest developments and trends. And we ensure that the LOC serves our whole local optical committee and not just a portion of it.

Through the implementation of this plan, we are confident that our committee is well positioned well into the future.

1. **Responsibility**

Responsibility for enacting this plan lies with the LOC officers with support from LOC members. However, the whole local sector has an interest in the viability of the LOC into the future and so the LOC draws upon as wide a support base as possible.

1. **Succession Planning model**

The LOC implements the following succession planning model:

* **Role fulfilment**

It is essential that the LOC both retains existing expertise and positions itself to develop new expertise. In order to achieve this, we implement the staggered election system in our LOC Model constitution. In this system:

* + All membership terms are three years, with commencement dates being AGM dates
  + At each AGM, one-third only of current membership places become open with elections held where there are more candidates than available slots. Existing members are eligible to stand for re-election but they are not permitted to ‘rollover’ their existing membership without due process at the AGM.
* **Building role profiles**Building role profiles acts as the bridge between role identification and required areas of improvement. Each LOC officer role has a role description which we share with the local sector to demonstrate the skills and experience that we think is necessary to achieve our long-term goals.
* **Skills gap analysis**

This shows the LOC where we are lacking in important areas and is the essential precursor to offering development opportunities.

* **Development opportunities**

For any organisation, training and development of new members is a key part of succession planning and LOCs are no different in this respect.

The LOC makes full use LOCSU’s training programmes to offer as wide a suite of learning as possible to develop leaders for the future. These courses, available to LOCs only are:

* + Facilitated Online Induction Programme
  + Treasurer Online training
  + How to Attract New Members to the LOC
  + Coaching and Mentoring
  + Leadership Skills Programme.

In addition, the LOC encourages local contractors and performers to utilise the training courses for extended primary care services delivered by the Wales Optometry Postgraduate Education Centre (WOPEC), with access codes provided by LOCSU.

* **Continuous quality improvement**   
  The LOC is committed to continuously improving its support to the local sector. Skills required in the future may be different to those of today. By continually stress-testing our succession planning approach, adapting this policy and other resources as necessary, we ensure that the LOC is ‘futureproofed’ as best as possible.

1. **Sector and wider engagement**

The LOC recognises that our members and local contractors and performers represent different optical disciplines and specialities, and work for organisations of different sizes and structures. We welcome this diversity and believe that through it we can offer a more complete service.

We ensure that we engage fully with both optometrists and dispensing opticians, independents and multiples, and also non-optical stakeholders. The LOC pledges to do everything we can to break down sector cliques and special interests.

We also work with counterpart organisations across primary care, local commissioners and authorities, national optical bodies, the third sector and any other organisation we feel that we can learn from.