

# Succession Planning Document for Active Norfolk

Reviewed by Board January 2018



## Contents:

Purpose	Page 2
Responsibility	Page 2
Context	Page 2
Planning for succession	Page 2

## Appendixes

Appendix 1 – Staff Structure	Page 3
Appendix 2 - Summary of succession plan for Key Roles	Page 4
Appendix 3 - Succession Plan - Chair	Page 5
Appendix 4 - Succession Plan - Director	Page 7
Appendix 5 - Succession Plan – Development Managers	Page 9

## **Purpose**

This document sets out the key roles in Active Norfolk's senior team & board which require planning for succession and identifies the specific actions that will be taken to manage succession effectively.

## **Responsibility**

This plan is the responsibility of the Nomination Committee, and ultimately the Active Norfolk Board and Director, Norfolk County Council serve as consultees.

## **Context**

Succession planning is a positive activity for an organisation and should form an intrinsic element of the strategic plan, people strategy and personal development plans of the organisation and individuals. It not only helps the organisation prepare for permanent changes in staffing, but also means it should be better prepared to manage a range of other scenarios including unplanned absences due to ill health or short/medium term secondments or breaks.

Succession planning generates thinking in the organisation about the key tasks and responsibilities that are carried out by individuals and how they will be maintained. It also encourages the organisation to identify the availability of experienced and capable employees that are prepared to assume alternative roles should they become available, either on a temporary or permanent basis.

As an organisation with few senior positions it is important to consider both the significant impact of one of these positions being vacated and the opportunity for the relatively high number of officers to progress.

Therefore this plan covers succession planning for all senior staff roles and the Board Chair. Please see the current staff structure at Appendix A

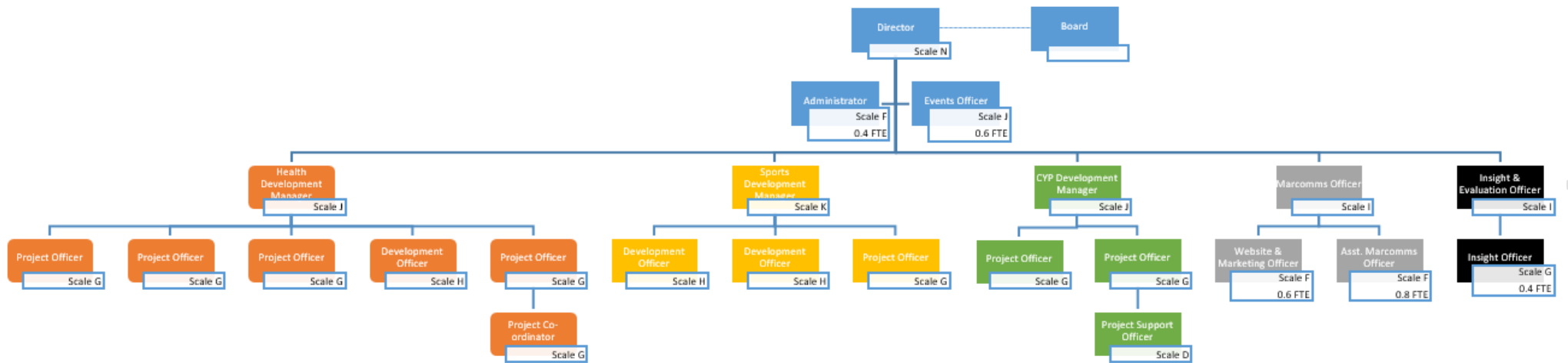
## **Succession Planning for all roles**

*In addition to the role specific actions highlighted in this plan, the following actions will underpin succession planning for all roles;*

- To maintain a training needs analysis for the team to ensure the necessary skills are in place to allow for internal succession. We will support the training development of staff (training needs are identified through staff appraisals) to support the delivery of the Business plan.
- creating a learning and sharing culture and a sense of team
- all key personnel covered by this plan will complete a personal succession plan, (Appendix 5).
- Job descriptions will also be reviewed and updated on an annual basis, when annual objectives are set, to ensure they are accurate and ready to support any necessary recruitment.

**Appendix 1 – Active Norfolk Organisational Structure** – this plan will provide consider succession planning for the following positions:

- Chair of the Board
- Director
- Children & Young People Development Manager
- Sports Development Manager
- Health Development manager



**Appendix 2 – Summary of Succession Plan for Key Roles**  
**Keys duties and skills**

The following summary is reviewed and updated by the Chair/Director every quarter

<b>Role</b>	<b>Chair</b>	<b>Director</b>	<b>Health Dev Manager</b>	<b>CYP Dev Manager</b>	<b>Sports Dev manager</b>
<b>Key Duties</b>	<p>Lead board to achieve board responsibilities:</p> <p>Drive the strategy and direction of Active Norfolk</p> <p>Actively promote and further its work through building partnerships</p> <p>Have oversight of the work of the executive, providing input and challenge</p>	<p>Lead organisation</p> <p>Principal spokesperson</p> <p>Provide sound financial management</p> <p>Manage relationships with key funders, hosts and stakeholders</p> <p>Provide leadership and clear vision for organisation</p>	<p>Maintain detailed understanding of the health sector</p> <p>Develop and maintain relationships with key health partners</p> <p>Support the development of Active Norfolk’s strategy within the health sector</p> <p>Identify gaps in provision and secure funding develop interventions</p> <p>Manage team of project officers</p>	<p>Maintain detailed understanding of the education and youth sector</p> <p>Develop and maintain relationships with key youth sector partners</p> <p>Support the development of Active Norfolk’s strategy within the youth sector</p> <p>Identify gaps in provision and secure funding develop interventions</p> <p>Manage team of project officers</p>	<p>Lead development of locality based plans</p> <p>Lead the development of charitable enterprise arm of organisation</p> <p>Lead the Delivery of the Primary Role of the CSP as outlined by Sport England</p> <p>Maintain relationship with Sport England as key funding partner</p> <p>Deputise for Director as and when required.</p>
<b>Key Skills</b>	<p>Strategic Leadership</p> <p>Influencing</p>	<p>Dynamic and communicative leader</p> <p>Collaborative and inclusive with highly developed diplomatic and influencing skills</p> <p>Ability to maintain a strategic overview</p> <p>Ability to forge strong relationships with a wide</p>	<p>Management experience</p> <p>Strong interpersonal and relationship management skills</p> <p>Strategic thinking</p> <p>Financial management</p>	<p>Management experience</p> <p>Strong interpersonal and relationship management skills</p> <p>Strategic thinking</p> <p>Financial management</p>	<p>Management experience</p> <p>Strong interpersonal and relationship management skills</p> <p>Strategic thinking</p> <p>Financial management</p> <p>Project management</p>

<b>Role</b>	<b>Chair</b>	<b>Director</b>	<b>Health Dev Manager</b>	<b>CYP Dev Manager</b>	<b>Sports Dev manager</b>
		range of people both internally and externally  Sound and well grounded judgement balanced by an entrepreneurial flair			
<b>Ideal area of succession</b>	External recruitment – but existing Board members may apply	External Recruitment	Promotion of Officer/ Potential Opportunity for Restructure/ External Recruitment.	Promotion of Officer/ Potential Opportunity for Restructure/ External Recruitment.	Promotion of Officer/ Potential Opportunity for Restructure/ External Recruitment.
<b>Current risk of short term need to re-appoint</b>	?	?	?	?	Low- recently recruited.

### Appendix 3 – Succession plan, Chair

Role	Current Notice Period	Interim arrangements	Recruitment arrangements	Reportees
Chair	3 Months	<p>Transition from one Chair to another should be well managed to avoid any gaps.</p> <p>There could be circumstances where there is a gap however and in those cases the Vice Chair would be asked to take up role of acting Chair until a new Chair was appointed.</p>	<p>Reappointment of existing Chair</p> <ul style="list-style-type: none"> <li>• Nominations Committee to oversee internal review process to confirm interest in Chair to continue and assessment by Board of suitability to continue.</li> <li>• Make recommendations to Board.</li> </ul> <p>Appointment of new Chair</p> <ul style="list-style-type: none"> <li>• External recruitment managed through Nominations Committee and an appointment panel</li> <li>• Panel would be chaired by Director with NCC and existing board input</li> <li>• Panel to approve Job Advert and interview process.</li> <li>• Any External Recruitment agency engaged to be approved by the Board</li> <li>• Advert to be circulated widely</li> </ul>	

<b>Key Messages</b>	<p>Departure before end of term: TBC dependent on circumstances of departure. Reference to robust governance arrangements in place, experienced Board member can take on Chair role pending full recruitment process.</p> <p>Departure at end of term(s):          Good Governance to refresh Board and Chair on a regular basis; Thanks to outgoing Chair for role they have played and contribution they have made to continued development of the organisation; Highlight examples of specific contribution; Look forward to welcoming new Chair to help organisation on next stage of development. (Director of MCME to lead on drafting key messages).</p>
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<b>Who needs to be informed and by whom</b>	<p>Other Board members – by Director (if Chair not already done)          Staff – by Director          Sport England – by Director          Norfolk County Council CES – by Director          Other stakeholders – by Director/Development Managers (dependent on stakeholder)</p>
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<b>Key areas to be undertaken in short term:</b>	
<b>Leadership</b>	Vice Chair to take over all Chair responsibilities in event of any gap.
<b>Board Engagement</b>	Acting Chair will take over responsibility of managing Board supported by Director
<b>Stakeholder/Sponsors Relations</b>	Communication to stakeholders from Director

#### Appendix 4 – Succession plan, Director

Role	Current Notice Period	Interim arrangements	Recruitment arrangements	Reportees
Director	Three months	<p>If recruitment cannot be completed in 3 month period:</p> <ul style="list-style-type: none"> <li>• Internal promotion of Sports Development Manager</li> <li>• Salary(ies) increase to reflect additional responsibility, particularly leadership role.</li> <li>• Increase in SMT/Team meetings to support interim Director</li> <li>• Increase in oversight from Chairman to support Director.</li> <li>• Backfill of key roles of SDM from wider team</li> <li>• Notification of arrangements to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Chair, Sport England and Norfolk County Council Asst Director (Culture &amp; Heritage) to decide recruitment arrangements</li> <li>• External Recruitment agency engaged</li> <li>• Advert to be circulated widely within sport networks and outside</li> </ul>	<ul style="list-style-type: none"> <li>• Development Managers</li> <li>• Events officer</li> <li>• Administrator</li> </ul>

<b>Key Messages</b>	Business as usual, organisation driving forward delivering Strategy. Wishing former Director every success in new role/future. Positive nature of taking organisation forward. (Chair to lead on drafting key messages).
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<b>Who needs to be informed and by whom</b>	<p>Board members – Director (Chair if Director unable)</p> <p>Staff – by Director (Chair if Director unable)</p> <p>Sport England – Director (Chair if Director unable)</p> <p>Key Stakeholders - Director (Chair if Director unable)</p> <p>Other stakeholders – Development Managers</p> <p>Banks (for signatory purposes) – by Administrator</p>
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<b>Key areas to be undertaken in short term if Director not replaced within 3 months:</b>	
<b>Financial Monitoring</b>	Interim Director to be supported by the Chair of Finance Committee and Development Managers
<b>Leadership/Management</b>	Interim Director to take on line management of other senior staff. Interim Director to attend key meetings to represent Active Norfolk Key decisions to be made by interim Director with support from SMT
<b>Board Engagement</b>	Business Support Manager to support interim Director
<b>Stakeholder/Sponsors Relations</b>	Interim Director to lead on Sport England relationship supported by Chair. Remaining Development Managers to divide Sports Development Manager key stakeholder relations between them.
<b>Legal</b>	Ensure alternative signatories are in place (Chair)
<b>Organisational Consideration/Risk</b>	Prepare Sports Development Manager to be ready to assume Interim Director role as part of PDP Full induction programme to be developed for incoming Director.

## Appendix 5 – Succession plan, Development Managers

Roles	Current Notice Period	Interim arrangements	Recruitment arrangements	Reportees
<p>CYP Development Manager</p> <p>Sports Development Manager</p> <p>Health Development Manager</p>	<p>Two months</p>	<p>If a replacement is expected within 3 months of end of notice period:</p> <ul style="list-style-type: none"> <li>• Responsibilities of Development Manager to be divided by Director amongst other 2 Development managers and most appropriate officers.</li> <li>• Exercise undertaken to identify priority areas of work during time of reduced capacity.</li> <li>• Notification of arrangements to key stakeholders</li> </ul> <p>If no replacement can be recruited within 3 months after end of notice period:</p> <ul style="list-style-type: none"> <li>• Internal Officers with appropriate skills, knowledge and experience consulted to gauge interest in an interim increase in responsibility</li> <li>• If more than one interested then an interview and selection process to take place.</li> <li>• Honorarium to reflect additional responsibility, particularly leadership role.</li> <li>• Increase in oversight from Director.</li> <li>• Backfill priority responsibilities amongst remaining officers/where capacity is identified.</li> <li>• Notification of arrangements to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Director to lead recruitment process working with board.</li> <li>• Advert to be circulated widely</li> <li>• Panel including key stakeholder(s) to appoint.</li> </ul>	<p>See Appendix 1</p>

<b>Key Messages</b>	Business as usual, organisation driving forward delivering Strategy with interim plan in place. Wishing former HO every success in new role/future. (Director to lead on drafting key messages).
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<b>Who needs to be informed and by whom</b>	Board members – by Director Staff – by Director Sport England – by Director Other stakeholders – by Director/Outgoing DM if more appropriate
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<b>Key areas to be undertaken in short term:</b>	
<b>Financial Monitoring</b>	Interim DM to be supported by the Director and SMT
<b>Leadership</b>	Interim DM to take on line management of other staff. If no interim in place then director to take on interim management.
<b>Prioritisation Exercise</b>	SMT to convene to prioritise outgoing DMs workload and identify key short-term tasks.
<b>Stakeholder/Sponsors Relations</b>	Director to communicate interim plan. Key relationships to be maintained by interim DM or divided amongst most appropriate staff depending on time to recruit replacement DM.
<b>Areas of work</b>	Identified priority areas of work to be undertaken by interim DM or divided amongst most appropriate staff depending on time to recruit replacement DM.

<b>Organisational Consideration/Risk</b>	Undertake exercise to identify which officers have the appropriate skills/knowledge/experience to take on increased responsibility for each DM role. Project plans up to date for all key areas of work and saved on shared folder
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## Appendix 5 - Personnel Succession Plan Template

**Name:**

**Position:**

*Active Norfolk is committed to your development and the ongoing success of the organisation. Please complete this form to assist in the succession planning and future of the organisation.*

What would the impact on Active Norfolk be if you left:

Tomorrow:

One week:

One month:

At the end of your notice period:

What measures can you integrate into your normal working to enable the delivery of your key roles and responsibilities when you are not here?

What would you put in place to continue the relationship with stakeholders? (Please list each key stakeholder even where there are other members of staff who maintain relationships)