

# Officer and Board role Succession Plan – November 2023

## Context to the Active Essex Succession Plan

The plan aims to provide a structured process to ensure leadership continuity in key positions of the Board and Officer team and to retain and develop knowledge capital, business intelligence and relationships for the future.

This succession plan will be considered into two different sections to cover the following scenarios:

- Emergency Succession Planning – A process that is in place in the event of Board members or senior management staff suddenly departing, either permanently or for an extended period of time (i.e., longer than three months)
- Departure-Defined Succession Planning – A process that is in place for a future planned retirement or permanent departure of Board members or senior management.

NOTE - Strategic Leadership Development and staff development – this will be addressed within the Active Essex people plan and this process that promotes ongoing leadership development for talent within Active Essex.

This plan will:

1. Identify posts that are critical to the success of Active Essex and how best to satisfy future requirements.
2. Provide detail on emergency planning.
3. Provide a summary table of key posts and actions

## Emergency Succession Planning

The purpose of this Emergency Succession Plan is to ensure continuous coverage of strategic duties, critical to the on-going operations and Active Essex's sustainability, in the event of an emergency departure of any of the:

1. **Board Chair**
2. **Director**
3. **Strategic Lead positions.**

This plan address issues related to both permanent (the member of staff will not return) and the temporary (employee will return after unplanned absence such as illness etc.) replacement.

To produce the detail necessary for the Emergency Succession plan the Board and Senior Management Team would be advised to work through the steps.

Define the interim post key responsibilities (dependant on the post to filled – some responsibilities will vary).

- Serve, with integrity and strength, as the organisation's primary leader, representative and spokesperson to the community/partners
- Support Board members, including preparing executive reports and attending board meetings
- Lead the management team
- Participate in the recruitment and selection for directly supervised staff
- Manage initiatives related to organisational capacity, sustainability and strategic plan
- Maintain accountability for current year operating budget and financial performance
- Establish, maintain, and cultivate relations with partners, funders and other stakeholders/volunteers.
- Outline authority and restrictions of appointed interim
- The person appointed as interim Director shall have the full authority for decision making and independent action, except for the following which must be approved by the Board:
  - Compensation for the interim post. The interim shall receive a temporary salary increase (if appointed internally) to the entry level salary of the position
  - Define an internal and external communication plan. Conversations between staff and Board members can significantly impact, negatively or positively, the interim post and transition success. It also helps alleviate concerns about Active Essex's direction and sustainability, particularly with key funders
  - Immediately upon departure, the Board should communicate the following internal information Effective departure date
  - Implementation of the approved succession plan and process to address transition and replacement issues
  - Temporary leadership structure and any changes in key contacts
  - Training for the interim post. The Board/Senior Management Team(SMT) will need to give thought to what critical training may be required for any individual taking on the interim position.

- Board oversight and support of the interim post.
- The Board will need to establish an information system that enables the Board Chair to gain access to critical information pertaining to Active Essex in an event of an emergency.

### **Departure-Defined Succession Planning**

The purpose of this Departure-Defined Succession plan is to ensure continuous coverage of senior management duties, critical to the on-going operations and sustainability of Active Essex, when a long-term senior member of staff plan a future retirement or departure date. Exit interviews will also give insight as to the reason for the move.

The objective of this process is to share the expertise of the departing senior member of staff, whilst simultaneously preparing Active Essex to fully support the successor.

The departing employee's input, along with involvement from the Board and successor, will be included to ensure continuity in external relationships and with staff, while promoting an environment of operational effectiveness under new leadership.

## Summary

Following consultation with the Active Essex Board the following positions have been deemed critical to the on-going operational and strategic success of Active Essex.

	Responsibilities / Major areas of loss	Succession for immediate term (less than four weeks)	Succession for medium term (Up to 6 months)	Succession on a vacant post	Actions
Director	<p>Overall responsibility for the organisation</p> <p>Relationship management with key internal partners</p> <p>Place based expertise and system change</p> <p>High level relationships with key strategic place and system partners across Greater Essex</p> <p>Relationships with partners</p>	<p>Responsibility to be passed to the Strategic Lead Business Operations with support (where required) from the chair</p>	<p>Internal recruitment to temporary position from the senior leadership team</p>	<p>External open recruitment</p>	<p>Ongoing training and development on management and leadership for all senior leaders.</p> <p>Senior leaders to build relationships with important individuals and stakeholders alongside Chief Executive Officer (CEO). In some cases, relationships are held by some of the senior leaders already.</p> <p>Senior leaders to understand the fundamentals of the governance and accounts.</p>
Relationship Managers	<p>Managing operational teams; developing and implementing programmes</p> <p>Loss of knowledge of work areas</p> <p>Loss of relationships</p>	<p>Responsibility passed to the other senior leaders and / or CEO</p>	<p>Internal recruitment to temporary position from the Relationship Managers / Assistant Relationship Managers</p>	<p>External open recruitment</p>	<p>Personal Development Plans (PDP), training, and development for Relationship Managers in place</p>

	<b>Responsibilities / Major areas of loss</b>	<b>Succession for immediate term (less than four weeks)</b>	<b>Succession for medium term (Up to 6 months)</b>	<b>Succession on a vacant post</b>	<b>Actions</b>
Strategic Lead Business Operations	<p>Managing financial process for the organisation</p> <p>Directing Marketing and Communications, Business information, project management, impact, learning and Evaluation work/ teams.</p> <p>Setting strategy and Policy for future direction of Active Essex</p> <p>Managing Place based relationships</p> <p>Managing internal Essex County Council (ECC) relationships and processes</p> <p>Managing existing and creating new external relationships with Sport England and London Marathon Foundation (LMF)</p> <p>Trustee/ Treasurer of Active Essex Foundation (AEF)</p>	Responsibility passed to Director	Internal recruitment to temporary position from the Relationship Managers / Assistant Relationship Managers	External open recruitment	Ensure PDP in place

	<b>Responsibilities / Major areas of loss</b>	<b>Succession for immediate term (less than four weeks)</b>	<b>Succession for medium term (Up to 6 months)</b>	<b>Succession on a vacant post</b>	<b>Actions</b>
Intelligence Manager	<p>Managing the work required for Measurement, evaluation and learning.</p> <p>Managing strategic relationships with internal and external partners</p> <p>Facilitation of Evaluation group meetings</p> <p>Production of reports and papers to support implementation plan and funder deadlines.</p> <p>Commissioning research</p> <p>Supporting share and learning work</p>	Responsibility passed to Strategic Lead Business Operations	Internal recruitment to temporary position from ECC	External open recruitment	Ensure PDP in place

	<b>Responsibilities / Major areas of loss</b>	<b>Succession for immediate term (less than four weeks)</b>	<b>Succession for medium term (Up to 6 months)</b>	<b>Succession on a vacant post</b>	<b>Actions</b>
Chair of the Board	Leadership of the Board	Responsibility passed to SIBM Board member	Responsibility passed to SIBM Board member	External open recruitment	Ensure CEO appraisal is up to date.
Senior Independent Board member (SIBM)	<p>Provide a sounding board for the chair and serve as an intermediary for the other trustees when necessary</p> <p>Act as an alternative contact for stakeholders to share any concerns if the normal channels of the Chair or senior management fail to resolve the matter.</p> <p>Lead on the process to appraise the Chair's performance.</p>	Responsibility passed to another Board member	Responsibility passed to another Board member	Role to be passed to an experienced Board Member with external open recruitment done to ensure skills on the Board are replaced.	<p>Ensure skills matrix is up to date to help identify another candidate as quickly as possible.</p> <p>Consider a succession plan for a retiring trustee</p>

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Board leads	<p>Provide leadership to the board to ensure the topic is addressed in discussions when required.</p> <p>Be a point of contact and experience in the topic for employees.</p>	Responsibility passed to another Board member	Responsibility passed to another Board member	Role to be passed to an experienced Board Member with external open recruitment done to ensure skills on the Board are replaced.	<p>Ensure skills matrix is up to date to help identify another candidate as quickly as possible.</p> <p>Consider a succession plan for a retiring trustee</p>
Chair of the Audit Committee	To chair the Audit Committee meetings	Responsibility passed to another Finance Sub-Committee member	Responsibility passed to another Finance and Audit Sub-Committee member	Responsibility passed to another Finance and Audit Sub-Committee member with external open recruitment done to ensure skills on the Finance and Audit Sub-Committee are replaced	Ensure skills matrix is up to date to help identify another candidate as quickly as possible.



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Board members	The overall responsibilities of the Board including financial, legal, strategic, risk and people responsibilities.	None	None	Once Board member term has been served or Board member leaves open recruitment to identified knowledge and skills gaps	Open recruitment to vacancies