



Continuity and Succession Plan 2018

This plan is established to ensure orderly appointments to Board and to safeguard against loss of key personnel within the staff team (specifically the Senior Management Team)

Board recruitment

1. Review skills and diversity matrix to identify gaps
2. Review current service of Trustees
3. Undertake appraisals to assess any changes or risk
4. Develop and advertise role profiles designed to meet gaps highlighted within the skills and diversity matrix
5. Shortlist and interview prospective candidates against published criteria
6. Retire and appoint Trustees at AGM
7. Induct new Trustees and Include within Strategic Planning Day

Key positions within Senior Management Team

Definition of 'Key positions': those without whom the strategic and operational leadership of the team could stall or fail

Key positions: CEO, Senior Managers (Strategic Projects and Local Area Operations)

Actions for 2018:

1. Appoint a Deputy CEO able to provide business continuity in the absence of a CEO/during the recruitment of a new CEO
2. Undertake competency gap analysis and use to inform personal development plans.
3. Use matrix management to build understanding and extend accountability of Senior Managers across the entire business, thus ensuring knowledge transfer and expanding 'organisational memory'
4. Build 'next generation' leaders from within the team, through skills and capacity-building and phased delegation of duties
5. Develop and communicate clear workplans so that individual responsibilities and interdependencies are understood by all, thus mitigating disruption caused when an individual leaves.

Measuring progress:

Progress against this plan will be reported to the People and Performance Subgroup on a quarterly basis and shared with the full Board on a quarterly basis.