



**A succession plan for our board and senior management team**

**Version 2.0 – September 2018**

team BEDS&LUTON – A succession plan for our board and senior management team – Version 2.0 – September 2018



## 1. Background

1.1 team BEDS&LUTON (tB&L) is one of 43 County Sports Partnerships (CSP) operating within England. Established in 2005, historically the organisation was been tasked with the strategic development and delivery of creative and worthwhile sport and physical activity interventions throughout Bedfordshire. Using a combination of advocacy and direct delivery, tB&L provides strategic leadership together with a broad range of services and opportunities to the sporting and physical activity infrastructure in the “old county of Bedfordshire” within the 3 local authority areas of Central Bedfordshire, Bedford & Luton.

1.2 tB&L is hosted by Active Luton, the Leisure Trust for Luton Borough Council. All contractual agreements, banking, finance arrangements, human resources and primary accommodation are provided through Active Luton. This organisation is a charity and registered as a company limited by guarantee.

1.3 tB&L is governed by a board of no more than 12 members. At the time of writing there are 11 members, with space for one further appointment. Three of the members are provided by an elected officer from each of the Unitary Authorities and each year one of the unitary authorities provides an officer to be part of the board. The CEO attends in an advisory capacity given his Senior Management position but is not a member of the board. This board is a sub-committee of the main Active Luton board.

1.4 The maximum term of service for Board Members is nine years (three terms of three years). This can be extended by three further years should the member take on the role of chairperson.

1.5 The CSP has diversity representation targets for its board and staff. The organisation has worked hard to increase female representation on the board over the last 2 years. Throughout this period representation has exceeded the requirements of the Code of Sports Governance; that being a minimum of 30% of each gender on the Board. Female representation on the board, following the new board appointments in March 2018, is 58%.

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1.6 The CSP is also working to ensure that the membership of the board is reflective of the BAME communities that we serve across Bedfordshire. These communities account for just under 20% of Bedfordshire's population. Following the recent board recruitment process representation from these communities is currently 17%. With one board space still to be filled, it is our intention to recruit a further member from the BAME community. We are also mindful that the board does not have any representation from the disability sector. Ideally, the aforementioned recruitment will also satisfy this requirement. If this cannot be satisfied the board will have to consider advisory support from this sector as it is important that this sector is represented.

1.7 The diversity targets outlined above inform recruitment to board and staffing posts.

1.8 The CSP staffing team is small, comprising 8 personnel and a full time equivalent number of 5.5. Female representation is currently 50%, with 25% BAME. The senior management team consists of three staff members. Two are male and one female. There is no BAME or disability representation within the senior management team although two of the senior management have very close family members who are registered disabled.

1.9 The CSP annually undertakes a skills audit of its board. It has identified a range of skills that are deemed essential to enable its board to function efficiently, effectively and to a high level. This skills audit informs the recruitment process.

2.0 Senior Management posts are recruited in line with the Human Resources Policies of our hosts Active Luton. The qualifications, skills and experience required for the post are outlined within the job specification for each post.

## **2. Our succession plan objectives**

2.1 Ensure that the replacement of board members is planned for in good time, and in accordance with the skills profile and diversity targets, such that the recruitment panel have a strong number of suitable candidates to choose from.

2.2 Ensure that the replacement of, or recruitment of new members of our senior management team is planned in good time, and in accordance with the qualifications, skills and experience requirements of the role and the diversity targets for the CSP, such that the recruitment panel have a strong number of suitable candidates to choose from.

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2.3 Use a wide range of sources to identify potential successors for board and senior management posts, overseen by a nominations committee.

2.4 Ensure that the role of Board Chair and Senior Independent Non-Executive Director are planned for in good time, such that the recruitment panel have a strong number of suitable candidates to choose from.

2.5 Ensure that there are appropriate procedures in place to effectively manage and operate as a result of the departure of a senior manager and/or board chair.

### **3. Our proposed activities**

3.1 Audit Board skills and diversity profile on a regular and planned basis.

The board to review its skills profile relative to the business need and its diversity profile by:

- Undertaking an internal review of the skills profile of each board member and completing a skills matrix, identifying strengths and weaknesses to inform training needs, future recruitment and succession planning for members.
- Identify those willing to undertake the role of Board Chair and/or Senior Independent Non-Executive Director.
- Undertaking a diversity questionnaire for all board members every 3 years alongside a similar questionnaire for staff including the senior management team.
- Undertaking a 'desk top' review of the diversity profile of the board whenever a board member leaves the board.

3.2 Understand the personal future plans and ambitions of our senior management team and also the maximum term dates for board members so that any potential departures or alternative future appointments within the organisation can be planned for.

The CSP to understand the personal future plans and ambitions of its senior management team together with a timetable for resignations by board members by:

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- Undertaking six monthly appraisals with each member of the senior management team and ensuring that a personal development plan for each individual is reviewed and updated.
- Positively and proactively dealing with changes in personal circumstances, and/or performance levels in the intervening period so that potential issues can be identified and managed appropriately within Active Luton Policy guidelines.
- Establish a schedule that timetables when board members posts come to the end of a 3 year term, when their three term period comes to an end and they have to leave the board, and the earliest date at which they can be re-appointed to the board (at least four years after their leaving date).

### 3.3 Progress talent from within the organisation and amongst our wider partnership base.

The CSP to identify and develop talent that are capable of stepping into senior management and board level posts by:

- Strong leadership, line management and mentoring support, both from within the CSP, but also through the County Sports Partnership Network to identify and developing a pipeline of diverse talent.
- Utilise the 6 monthly appraisal process to understand, review and update the personal development profiles of our existing staff, ensuring that staff are supported and given appropriate development opportunities to help them maximise their potential.
- Use the newly established relationship management structure to provide us with more and better opportunities to work closely with a more diverse range of people and community groups. This will broaden our understanding and knowledge of the talent that exists for the fulfilling of board member and senior management roles within our communities.

### 3.4 Ensure team BEDS&LUTON's succession plan and our board and senior management recruitment requirements are communicated through internal and external channels, and are professionally and consistently managed.

The CSP will broaden the marketing and communication of opportunities to a much wider range of organisations and ensure that a suitable process is put in place to oversee succession planning and recruitment by:

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- Broadening the pool from which it will recruit board and senior management personnel, and building awareness of the range of audiences who will receive our messages.
- Acknowledging that 'one size fits all' approach will generally not work. The people and organisations that we wish to reach will come from a variety of different cultures and backgrounds, but are also at different places along the journey of awareness and understanding. We have multiple stakeholders and partners and our messages should be tailored to fit each group.
- Establishing a nominations committee for appointment of board members and senior staff. This committee is to take positive action towards female applicants, those from the BAME community and those with disabilities, to guarantee an interview, providing that they meet the essential requirements of the person specification.
- Drawing up a list of external organisations and individuals that we will approach when an opportunity is first identified as potentially becoming available.

3.5 Ensure that there are procedures in place that will reduce the impact of a departing CEO; Chair of the Board and the Business Manager. The procedures to be followed are as follows:

### **Procedures for CEO**

#### **Immediate leave**

To reduce the impact of the CEO going on unplanned leave (unexpectedly or through illness or personal reasons for a defined period of time) the organisation will:

- Make sure key documents e.g. CEOs latest report, are up to date and on the shared drive and filed in a way that is understood across the organisation

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- Ensure SMT members regularly accompany the CEO to key meetings and keep up to date with strategic developments
- Agree who deputises for specific areas of work and who is 'the voice' of the organisation

If the leave continues for a significant time period the Trustees may agree a process to appoint an interim CEO. It is expected that the position will be filled by an internal staff person or persons for a defined period of time. If at the time no internal person is appropriate then an external person should be hired.

- The Board will review current staff members and positions to determine who might be appropriate for the position based on previous CEO recommendations of those with leadership potential and on recent appraisals.
- Annually the Board shall discuss this with the current CEO to review who on the staff might be most appropriate and what individuals and/or positions might provide management during a transition or unexpected leave.
- The Board shall review salary compensation and provide an adjustment for increased responsibilities during a transition.
- The Board Chair and other Trustees shall take on more of an active oversight role with the organisation.
  - The Board Chair will act as the external spokesperson for the organisation
  - The Board Chair shall act as the supervisor for the Interim CEO. The Chair should expect to have weekly meetings (face-to face if possible, phone if not) with the Interim CEO
  - The Board Chair should prepare a letter to all key funders and stakeholders announcing the Interim CEO and providing an outline of the succession planning timeline and steps
  - The Board Chair shall meet with the full staffing team to announce the interim position, the Board role and outline expectations for the transition time frame. If hiring is going to occur, he/she should also outline the succession plan, timeline and steps including staff involvement
  - The SMT should expect to meet monthly during the transition period

### **Resignation - Appointing new CEO**

CEO succession planning should be an ongoing, systematic process using regular appraisals to identify members of the Senior Management Team (and staff) that have leadership potential. These potential leaders should be developed through training and mentoring. This planning process can provide an easier transition if the existing CEO leaves.

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If the CEO resigns they will see out their stated three month notice period and during that time:

- They will ensure all documents are filed on the shared drive
- Keep staff updated on existing projects and planned work
- SMT members will accompany the CEO to meetings with stakeholders and funders
- The Chair will be kept fully updated around organisational matters

### **Supervision**

The new CEO will have a six month probation period. The Board Chair will be responsible for monitoring the CEO progress and will only sign off the probation when they are happy that they are performing at the appropriate level.

### **Procedures for departing Chair of the Board**

#### **Immediate leave**

To reduce the impact of the Chair going on unplanned leave (unexpectedly or through illness or personal reasons for a defined period of time) the:

- Senior Director/Trustee should be kept up to date so they can step in to cover the Chair's duties
- CEO should make sure all documents held by the Chair are up to date and on the shared drive
- Let any key funders and stakeholders aware of the situation

If the leave continues for a significant time period the Trustees may agree a process to appoint an interim Chair. It is expected that the position will be filled by an existing Trustee for a defined period of time. However, if after a review of the Job Description and Person Specification no existing Trustee is appropriate then the position will go out to recruitment.

#### **Resignation or end of term - appointing new Chair**

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The Board of Trustees should undergo regular evaluation utilising the skills audit that will also ask for anyone with interest in being Chair. Any potential Chair should be identified using the evaluation results, the Person Specification and any future development needs that have been identified. If it is felt that the existing Board doesn't have a potential Chair in waiting the CEO, Board and existing Chair may wish to recruit a new Trustee with the required potential.

A planned resignation and re-election normally takes place at the Annual General Meeting.

The election of the new Chair will be done by nomination of an individual willing to stand, the Trustees will then vote by raising hands.

Following the election the Board may review the skills audit to identify any gaps when the current Chair leaves.

### **Procedures for departing Business Manager (with responsibility for the day to day management of the finances)**

#### **Immediate leave**

To reduce the impact of the Business Manager going on unplanned leave (unexpectedly or through illness or personal reasons for a defined period of time) the organisation should:

- Make sure documents are up to date and on the shared drive
- Ensure the CEO has access to all files/cards/keys
- Advise the head of finance within our hosts Active Luton.
- Contract the finance team within Active Luton or our auditors to support where necessary
- Keep the head of finance within our hosts Active Luton and the Finance and Resources Sub Committee (FRSC) updated

If the leave continues for a significant time period the Trustees may agree a process to appoint an interim Business Manager. It may be appropriate for an external person to be hired. If this happens:

- The CEO and FRSC will review the Job Description and Person Specification to enable recruitment to take place

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- The CEO shall act as the supervisor for the Interim Business Manager. The CEO should expect to have weekly meetings with the interim Business Manager.

### **Planned resignation - appointing new Business Manager**

If the Business Manager resigns they will see out their notice period and during that time:

- They will ensure all documents are filed on the shared drive
- They will keep staff updated on budgets
- The CEO and Chair will be kept fully updated around organisational matters
- They will ensure the Head of Finance of our hosts Active Luton, FRSC and Auditors are kept updated

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## team BEDS&LUTON Succession Planning – Action Plan

Outcome 1 – Audit Board skills and diversity profile on a regular and planned basis	Action	By Whom	By When
<p>The board to review its skills profile relative to the business need and its diversity profile by:</p>	<ol style="list-style-type: none"> <li>1. Undertaking an internal review of the skills profile of each board member and completing a skills matrix, identifying strengths and weaknesses to inform training needs, future recruitment and succession planning for members.</li> <li>2. Undertaking a diversity questionnaire for all board members every 3 years alongside a similar questionnaire for staff including the senior management team.</li> <li>3. Undertaking a ‘desk top’ review of the diversity profile of the board whenever a board member leaves the board.</li> <li>4. Identify those willing to undertake the role of Board Chair and/or Senior Independent Non-Executive Director</li> </ol>	<ol style="list-style-type: none"> <li>1-3 Business Manager.</li> <li>4. Director</li> </ol>	<ol style="list-style-type: none"> <li>1. by 30.04.2018</li> <li>2. by 30.04.2018</li> <li>3. Ongoing.</li> <li>4. by 31.03.2018 and ongoing.</li> </ol>

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Outcome 2 – Understand the personal future plans and ambitions of our senior management team and also the maximum term dates for board members so that any potential departures or alternative future appointments within the organisation can be planned for.	Action	By whom	By When
<p><b>The CSP to understand the personal future plans and ambitions of its senior management team together with a timetable for resignations by Board Members by:</b></p>	<ol style="list-style-type: none"> <li>1. Undertaking six monthly appraisals with each member of the senior management team and ensuring that a personal development plan for each individual is reviewed and updated.</li> <li>2. Positively and proactively dealing with changes in personal circumstances, and/or performance levels in the intervening period so that potential issues can be identified and managed appropriately within Active Luton Policy guidelines.</li> <li>3. Establish a schedule that timetables when board members posts come to the end of a 3 year term, when their three term period comes to an end and they have to leave the board, and the earliest date at which they can be re-appointed to the board (at least four years after their leaving date).</li> </ol>	<ol style="list-style-type: none"> <li>1. Director.</li> <li>2. Director</li> <li>3. Business Manager</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. 31.03.2018</li> </ol>

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Outcome 3 - Progress talent from within the organisation and amongst our wider partnership base	Action	By Whom	By When
<p><b>The CSP to identify and develop talent that are capable of stepping into senior management and board level posts by:</b></p>	<p>1. Strong leadership, line management and mentoring support, both from within the CSP, but also through the County Sports Partnership Network to identify and developing a pipeline of diverse talent.</p> <p>2. Utilise the 6 monthly appraisal process to understand, review and update the personal development profiles of our existing staff, ensuring that staff are supported and given appropriate development opportunities to help them maximise their potential.</p> <p>3. Use the newly established relationship management structure to provide us with more and better opportunities to work closely with a more diverse range of people and community groups. This will broaden our understanding and knowledge of the talent that exists for the fulfilling of board member and senior management roles within our communities.</p>	<p>1. Director</p> <p>2. Director/Business Manager/Senior Relationship Manager.</p> <p>3. Director/Business Manager/Senior Relationship Manager</p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. Ongoing</p>
Outcome 4 - Ensure team BEDS&LUTON's succession plan and our board and senior management	Action	By whom	By When

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<p>recruitment requirements are communicated through internal and external channels, and are professionally and consistently managed.</p>			
<p>The CSP will broaden the marketing and communication of opportunities to a much wider range of organisations and ensure that a suitable process is put in place to oversee succession planning and recruitment by:</p>	<ol style="list-style-type: none"> <li>1. Broadening the pool from which it will recruit board and senior management personnel, and building awareness of the range of audiences who will receive our messages.</li> <li>2. Acknowledging that 'one size fits all' approach will generally not work. The people and organisations that we wish to reach will come from a variety of different cultures and backgrounds, but are also at different places along the journey of awareness and understanding. We have multiple stakeholders and partners and our messages should be tailored to fit each group.</li> <li>3. Establishing a nominations committee for appointment of board members and senior staff. This committee is to take positive action towards female applicants, those from the BAME community and those with disabilities, to guarantee an interview, providing that they meet the essential requirements of the person specification.</li> </ol>	<ol style="list-style-type: none"> <li>1. Director/Business Manager/Senior Relationship Manager.</li> <li>2. Director/Business Manager/Senior Relationship Manager.</li> <li>3. Business Manager.</li> <li>4. Director/Business Manager/Senior Relationship Manager.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. 30.04.2018.</li> <li>4. Ongoing</li> </ol>

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	4. Drawing up a list of external organisations and individuals that we will approach when an opportunity is first identified as potentially becoming available.		
<b>Outcome 5. Ensure that there are appropriate procedures in place to effectively manage and operate as a result of the departure of a senior manager and/or board chair.</b>			
<b>The CSP will plan appropriately to ensure that the departure of the Board and/or members of the senior management team does not impact on the operational effectiveness of the organisation</b>	<p>1. A review of the key documents available on the shared drive to be undertaken to ensure that they are effective and appropriate and can be accessed by appropriate personnel.</p> <p>2. Agree a process and timeline for annual review between CEO/Chair regarding staff within the organisation who could undertake the role on an interim basis.</p>	<p>1. Director/Senior Relationship Manager/Business Manager.</p> <p>2. Director/Board Chair</p>	<p>1. 31.12.2018.</p> <p>2. 31.12.2018</p>

**team BEDS&LUTON – Board Members and Senior Management Team – Retirement Dates and/or contract end dates**

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Name	Role	9 year term end dates and/or contract end dates
Emily St John	Board Member and acting Chair	September 2022
Cllr Sarah Jayne Holland	Board Member (Portfolio Holder)	June 2023
Priya Chauhan	Board Member and acting Senior Independent Non Executive Director	September 2025
Adam Divney	Board Member – Local Authority Officer – by rotation	December 2017
Morag Stewart	Board Member – Active Luton Representative	March 2026
Cllr Rachel Hopkins	Board Member (Portfolio Holder)	June 2026
Cllr Caroline Maudlin	Board Member (Portfolio Holder)	June 2026
Peter Newton	Board Member	March 2027
Kevin Wilde	Board Member	March 2027
Christine Wareham	Board Member	March 2027
Michael Simms	Board Member	March 2027

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Lloyd Conaway	Director	March 2021- Linked to funding
Graham Simpson	Business Manager	March 2021- Linked to funding
Clare Fitzboydon * Currently sub-contracted but to be offered a contract.	Senior Relationship Manager	March 2021- Linked to funding

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