

## **Appendix 2**

### **Succession Planning**

#### **A suggested approach for Bury Council : An outline proposal**

##### **Context**

We are operating in changing and ambiguous times and yet never has the need for talented individuals at all levels in the organisation been greater. We have lost key skills and experience in recent years with the drive to become a leaner organisation and the skills and behaviours we need going forward are changing. Our Corporate priorities include ensuring that 'staff have the right skills to embrace significant organisational change' and our People strategy outlines our objective to have 'Inspirational ..leaders' as key to success and aims to encourage our employees to be aspirational.

A key objective within our Talent management strategy is to have 'employees who are not only skilled for the present but for the future' and a gap analysis of our current practice indicates that we need a more systematic approach to succession planning to manage our risk of not having the right skills in the right areas particularly in key roles at the top of our organisation as well as in other specialist roles.

##### **Succession Planning ..what is it?**

The Chartered Institute of Personnel and Development (CIPD) describes the process as follows;-

*'Succession planning is the process of identifying and developing potential future leaders or senior managers, as well as individuals to fill other business-critical positions, either in the short- or the long-term. In addition to training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior or key roles.'*

Succession planning is about addressing and minimising risk through addressing potential critical gaps in the organisation. It is also about developing internal talent and reducing reliance on expensive external recruitment.

Traditional succession planning involves identifying senior and other business critical roles and then identifying potential successors and equipping them with the knowledge, skills and experience to take up these positions within a certain timescale.

However this approach assumes a degree of stability in the management structure. It assumes that the roles that are likely to be needed in the future are reasonably static.

Clearly in more changing and ambiguous times the roles that we will need to fill going forward are likely to be different from those currently being carried out. They are likely to be broader and are likely to be influenced significantly by developments such as 'devo Manc' and the national agenda relating to social care.

However we do have a framework (Bury Behaviours) which describes the behaviours that we need both now and in the future at each level within our organisation including those at Tier 1 (Senior Leaders) and we can make some

reasonable assumptions about the types of roles we are likely to need to fill in the future.

### **Succession Planning and Equal Opportunities**

There has been some debate about whether by having a succession planning process we are not acting in accordance with our commitment to Equal Opportunities. However this process supports our policy in this regard through equipping internal employees with skills and behaviours for future roles and enabling them to compete with the external market. Posts would continue to be advertised in the normal way.

### **A suggested approach**

We suggest starting at the top of the organisation and introducing Succession planning for a limited number of senior roles at Tier 1 of the organisation ( Maybe Senior Leadership Team and Assistant Director posts). Following this exercise the process would be reviewed and evaluated with a view to introducing a model revised as appropriate in other areas of the Council.

Rather than succession planning for each individual post (recognising that posts are likely to change going forward) we suggest identifying more generic skill, knowledge and experience requirements (as well as behaviours) for *broader* roles. These core leadership **skills/knowledge/experience/behavioural requirements** would be identified from research into and identification of all elements needed to successfully lead and manage:-

- Place (whole borough and community)
- Organisation
- Services
- People
- Resources
- Projects
- Self

We'd be looking to develop successors for:

**Executive Leaders (Behavioural expectations at Tier 1)**

**Service Leaders (Behavioural expectations at Tier 2)**

**People Supervisors (Behavioural expectations at Tier 3)**

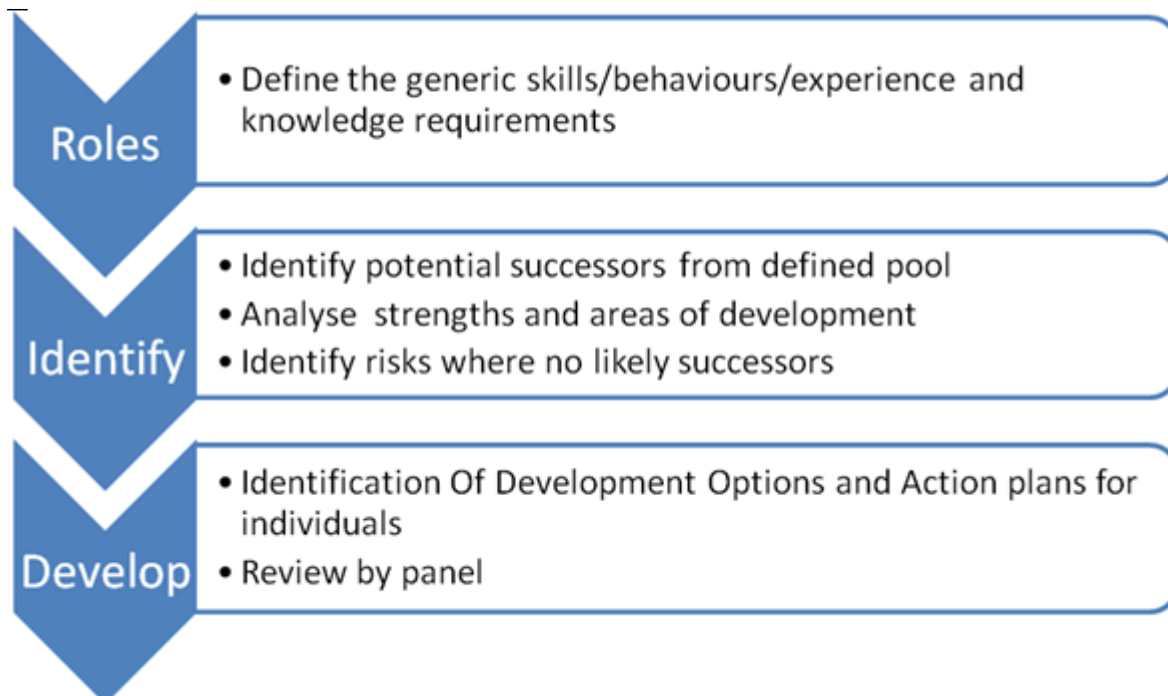
In this proposal, for succession into Executive Leaders roles then perhaps those currently operating at around Tier 2 of the Bury Behaviours framework (Heads of Service) would be considered and their current potential analysed for possible succession for these broader roles.

Various tools would be used to identify whether an individual was a potential successor including a modified Employee Review process that includes a discussion with the employee about aspirations and potential and the use of Development Centres run by Corporate OD to assess and identify strengths and areas of development.

Each individual would then have a personal development plan formulated. Recognising that to meet the needs of these potential successors an organisational wide approach will be necessary a succession planning panel could be established. Full terms of reference would be drawn up but key features are likely to be;-

- Made up of key influencers in the Council and/or appropriate individuals from partner organisations
- Facilitated by Corporate OD
- Able to consider and facilitate organisational wide and even external interventions such as secondments or projects to develop individuals

The suggested approach can be summarised as follows:-



### **Next Steps**

This is an outline proposal. If SLT agree that this is an appropriate approach we will put together a more comprehensive costed proposal with timescales and further detail of the process.