



Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

Succession Planning Framework

CyMAL: Museums Archives and Libraries Wales

Using the framework

This framework aims to help museum, library and archives services begin to consider, address and prioritise succession planning issues for their organisation. It provides templates for analysis and assessment of the current situation and an action plan template for future use.

What is succession planning?

Succession planning is a business term that can mean different things in different contexts. It is often used in large organisations to refer to planning for its continued leadership in light of the departure of a Chief Executive or Chair of the Board. It is relevant to museums, libraries and archives too but in a way that fits more widely with our businesses. They are long term organisations, so a long term outlook on what is needed to keep them running effectively is very important.

The Museum Accreditation Standard 2011 defines “succession procedures” in its glossary as:

“an agreed set of processes to ensure the business continuity and accountability through changes in leadership or of key members of the workforce”

The most useful factors to focus on for any museum, library or archive are about:

- ensuring business continuity (i.e. keeping open and providing your services)
- when there is change in the workforce (i.e. Trustees, staff and volunteers)

It is perhaps easiest to see this in terms of:

People

What roles and skills are essential for your organisation to continue to function and deliver its services?

Knowledge

What knowledge must continue to be present in your organisation so that it can continue to function and deliver its services?

Why bother with succession planning?

Changes in the workforce are inevitable in every organisation. Succession planning is a good way of ensuring that things run as smoothly as possible when it does occur.

Both Museum Accreditation and Archive Service Accreditation contain requirements around succession planning

- 1.3.4 *Succession procedures are sufficient to ensure business continuity and accountability.*
- 1.6 *Resources: workforce. This requirement seeks to assess whether the workforce available to the archive service is appropriate, well managed and provided with sufficient development opportunities.* The guidance here specifically references Succession Planning as where evidence for this requirement may be found.

It is impossible to prepare for every eventuality but even a small amount of planning and forethought can make your organisation much stronger when changes to the workforce do occur. It can form an important part of any organisation's approach to minimising the risks that it faces.

A question to consider...

- How would your organisation continue if a group of employees had a big lottery win and decided to leave with very short notice?

if you work alone...

- How would your organisation continue if you had a big lottery win and decided to leave with very short notice?

and even if you all diligently served your notice periods...

- How well prepared is your organisation to survive a major change in the workforce?

Other things to consider...

- Where/how do you keep vital information? Is it secure?
Is it at environmental risk? Is the information accessible?
- What will happen to your organisational records if you have to close?

The planning template and checklist is provided as a separate document for you to download and complete. See the resources section of CyMAL's website:

www.wales.gov.uk/cymal

Further resources

Association of Independent Museums Success Guides

www.aim-museums.co.uk/content/success_guides

Museums Association “Capturing Collections Knowledge”

www.museumsassociation.org/download?id=55536

Collections Link

Includes resources on collections information and copyright

www.collectionslink.org.uk

HMRC Record Keeping factsheet

www.hmrc.gov.uk/factsheet/record-keeping.pdf

DCMS Business Continuity Planning for Museums & Galleries

www.gov.uk/business-continuity-planning-for-museums-and-galleries#benefits-of-business-continuity-planning

Health and Safety Executive

www.hse.gov.uk

Disclosure and Barring Service

www.gov.uk/government/organisations/disclosure-and-barring-service

www.wcva-cru.org.uk/

Data Protection Act Principles

www.ico.org.uk/for_organisations/data_protection/the_guide/the_principles