

## Succession Planning Statement

1. Succession planning is a major aid to business continuity in museums, where specialist knowledge and expertise is required to make collections and information secure for future generations as well accessible to the public we serve. The departure of key members of the team can have a critical impact on the service.

2. Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the joint collections store.
- Encourage understanding through the preservation and interpretation of the museum collections of Worcester City Council and Worcestershire County Council.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.
- Enrich the cultural heritage and future of Worcestershire and beyond.

3. Successful delivery of these aims requires a workforce with the knowledge, skills and expertise to fulfil a wide range of roles to a high standard. This succession planning statement is intended to ensure that Museums Worcestershire is able to continue to meet its obligations as far as possible, in the face of changes to its workforce, especially in key roles.

4. The principles underpinning this policy statement are:

- Succession planning at Museums Worcestershire will embrace the whole workforce and all roles within the shared service.
- The process will include the identification of those posts which have a critical influence on the future resilience and sustainability of the organisation. These are not confined to management positions within the organisation.
- It is intended to provide a structure to identify members of the team with the potential to be promoted or to take up alternative roles through the provision of a range of development and training experiences.
- It will work with the performance and planning framework of the host authority and Museums Worcestershire's annual training and development plan.

5. The mechanisms for delivering the succession plan currently in use or planned are:

- The use of the staff review and development scheme, conducted annually.
- Encouraging the development of skills and expertise through a more structured training scheme.
- Application of the Monument Fellowship Toolkit to ensure collections knowledge is shared and cascaded through the organisation.
- A corporate approach to policy setting and museum management
- Shared responsibility for reporting and presentations to the Joint Museums Committee.

- Support for graduate placement schemes and creative apprenticeships
- Working with Worcestershire County Council's Talent Management Programme
- Opportunities for "acting up" in positions with management or supervisory responsibility
- Use of the Insights training programme
- Opportunities to be part of project management teams
- Involvement in wider strategic partnerships
- Access to management and leadership courses
- Representing the organisation at local, regional and national levels.

6. We will also work with other museums and heritage organisations to create and take advantage of leadership development opportunities which are of mutual benefit.