

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	6 APRIL 2023	REPORT NO:	CFO/006/23
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	MIKE PILKINGTON
OFFICERS CONSULTED:	SARA FIELDING, JOHN PRICE, AMANDA CROSS STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SUCCESSION PLANNING POLICY		

APPENDICES:	APPENDIX A:	SUCCESSION PLANNING POLICY
	APPENDIX B:	EIA

### Purpose of Report

1. To inform Members of the revised succession planning framework to be utilised within Merseyside Fire and Rescue Authority ('MFRA') and proposed Succession Planning Policy.

### Recommendation

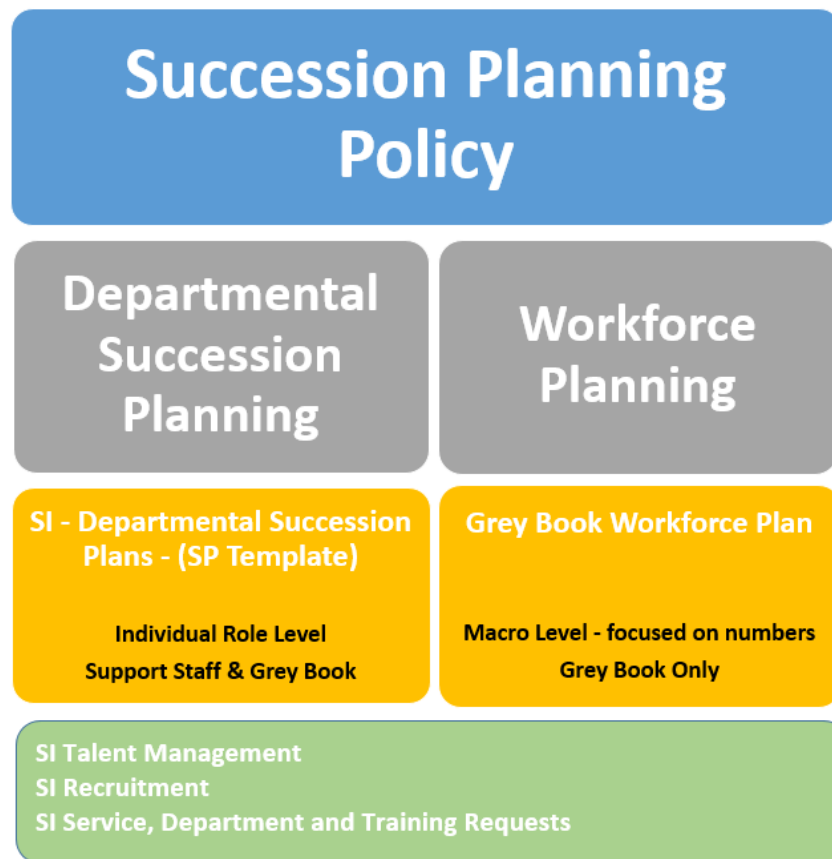
2. It is recommended that Members approve the draft Succession Planning Policy subject to any significant changes resulting from consultation being reported back to Authority as necessary.

### Introduction and Background

3. Delivering an excellent service to our communities and being able to thrive in a constantly evolving environment relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. MFRA delivers this via its succession planning framework.
4. Succession planning within MFRA is the process of analysing, forecasting, and planning workforce supply and demand, assessing gaps, and determining targeted talent management interventions to ensure that the organisation has the right people - with the right skills in the right places at the right time - to fulfil its aims, purposes and vision.

5. The succession planning framework within MFRA is illustrated in fig 1 .

Fig 1. MFRA Succession Planning Framework



6. As part of the overarching Succession Planning Framework two distinct approaches are utilised to cover both macro / organisational level requirements, and micro or departmental / individual level needs.
7. At the macro level, Workforce Planning considers requirements such as overall firefighter or fire control numbers needed which are reviewed alongside necessary generic skills sets such as Emergency Fire Appliance Driver numbers. This is assessed holistically as part of medium term planning in alignment with the IRMP/CRMP, People Plan and Medium Term Financial Plan.
8. At the individual / departmental succession planning level, analysis of individual roles is undertaken to determine criticality. Consideration is then given to identifying and developing individuals who have the potential to fill these business-critical positions, in either the short, or the long-term. If internal options are not available then external recruitment is utilised when required. The ultimate aim is for the organisation to be able to fill key roles effectively if the current post holder were to leave the organisation or to be absent from the organisation for a significant period.

9. Officers have reviewed and refined the existing procedures in place for organisational succession planning and have identified some improvements that can be made including the creation of a new Succession Planning Policy (**Appendix A**) that Members are asked to approve.

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### **Equality and Diversity Implications**

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10. A full EIA has been completed as part of the development of the Succession Planning Policy. (Appendix B)
11. MFRA is utilising its positive action strategy and initiatives such as the High Potential Program to encourage applications for roles at all levels from underrepresented groups both via external recruitment and as part of internal promotion processes.

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### **Staff Implications**

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12. The Succession Planning Policy outlines clearly for all staff the approach that will be followed in terms of developing departmental workforce plans. These plans will enable functional leads to focus on potential staff development in order to provide resilience for critical roles.
13. The HMI report for MFRA published in December 2021 outlined how some support staff were unclear as to how to access talent management via the development gateway. The revised framework and supporting documents makes clear the development routes available for unformed grey book and non-uniformed support staff.

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### **Legal Implications**

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14. MFRA has legal duties under the Fire Service Act 2004, Civil Contingencies Act 2004 and Fire & Rescue National Framework.
15. Effective succession planning can assist in ensuring that MFRA remains resourced appropriately in terms of both numbers and skills in order to meet its legal duties.

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### **Financial Implications & Value for Money**

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16. There are no direct costs associated with the implementation of the Succession Planning Policy
17. Development of staff in line with Talent Management procedures will be funded from existing training and development budget lines. Where critical roles are filled internally there is a saving on overall associated recruitment costs.

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## **Risk Management, Health & Safety, and Environmental Implications**

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18. Effective succession planning can mitigate the risk and subsequent impact of business critical roles becoming vacant.
19. Applying a holistic succession planning approach aligned with organisation plans (CRMP, People Plan, MTFP) ensures sufficient skilled resources are available to allow the organisation to deliver on its aims.
20. There are no environmental implications resulting from the revised succession planning framework.

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**Contribution to Our Vision:** *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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21. To be the best Fire and Rescue Service in the UK and, Serving, protecting and keeping the community safe requires sufficient staff, who are well trained, well led and competent to complete their specific roles and succession planning is the mechanism MFRA utilises to achieve this.

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## **BACKGROUND PAPERS**

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## **GLOSSARY OF TERMS**

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<b>CRMP</b>	Community Risk Management Plan
<b>MTFP</b>	Medium Term financial plan