



Service Policy: Succession Planning

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SI	TBC	Departmental Succession Planning	PORTAL
SI	0930	Recruitment	PORTAL
SI		Talent management	PORTAL
SI	0664	Service, Department and Individual Training Requests	PORTAL

Distribution List:

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All MFRS	Principal Officers	Senior Officers	Operational Crews	Fire Safety	Community Fire Safety	Support Staff
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HEADER

1. Policy Introduction and Background:

Delivering an excellent service to our communities, and being able to excel in a constantly evolving environment relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. Succession Planning is the mechanism we use to deliver this.

Succession planning in MFRA follow two discreet approaches; at the micro level considering individual roles in departments; and at the macro / organisational level via workforce planning activities.

At the individual level succession planning is the process of identifying and developing potential future leaders and/or individuals to fill business-critical positions, either in the short- or the long-term. The 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 time period.

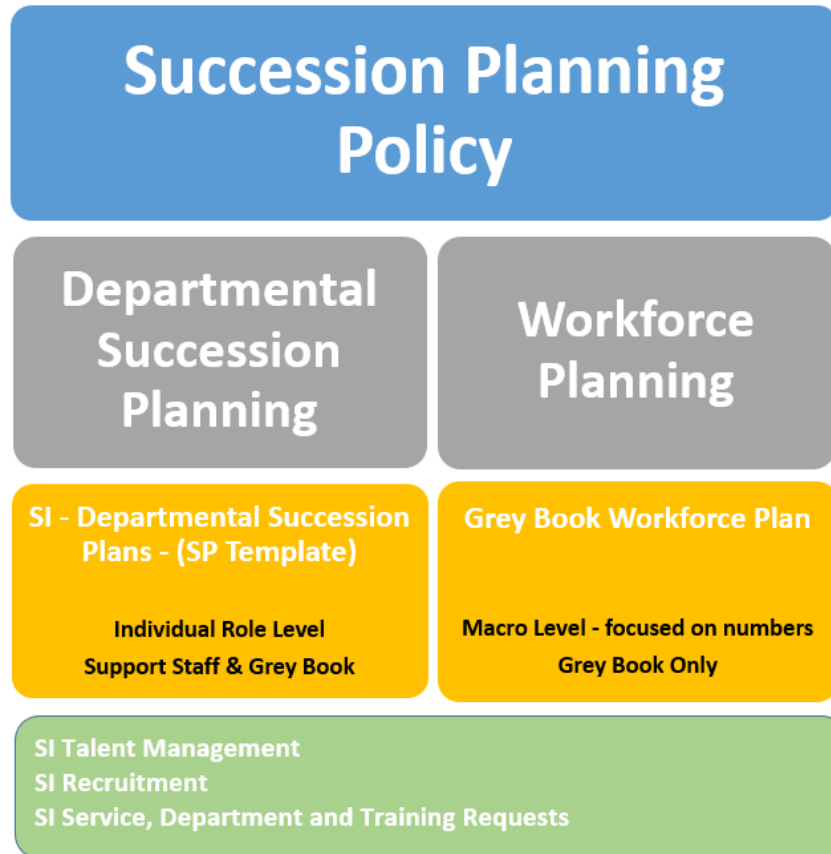
At that macros level overall headline numbers e.g. such as overall Firefighter/supervisory manager requirements etc. or skill requirement such as drivers are considered over the medium term.

Organisational resilience is crucial when considering how the Authority will delivers its services against external and internal influences or challenges. Identifying both overall macros level requirements alongside business critical individual positions enables the organisation to implement its recruitment & talent management pathways to ensure sustainability and succession planning for the future of the organisation

The succession planning framework within Merseyside Fire & Rescue Authority is illustrated in fig 1. Macro level analysis is captured within Workforce Plans, whilst individual level analysis is

captured within departmental succession plans.

Fig 1. MFRA Succession Planning Framework



This policy outlines the procedure to be undertaken to complete succession planning within the organisation and ascertain pathways to mitigate the risk to the organisation.

2. Policy Explanation:

The Service needs to ensure that it continually reviews, maintains and develop its workforce and to meet current and future skills, capability and leadership needs as well as to ensure that succession planning is closely aligned with evolving business priorities.

Workforce Planning

Macro level analysis will be led by the Workforce Planning & Organisational Development

team within People & Organisational Development working with appropriate functional level leads as appropriate. Under the process regular analysis is undertaken to forecasts requirements across a variety of macro level measures, accounting for predicted changes to the workforce. Organisation development and changes as outlined with key strategic documents such as the Community Risk Management Plan, People Plan and Medium term Financial Plan are considered as part of the workforce planning process. The outcome of the process is captured in the workforce plan which is updated twice yearly with updates reported through the People Board every other month.

Individual Level Succession Planning

The preliminary stage to the Service's approach to individual level succession planning is to identify the business-critical positions or roles in the organisation for which potential successors are needed. Functional leads (Organisational Directors, Functional Heads and Area Managers) will review all roles under their directorate on an annual basis supported by a specific nominated HR Advisor.

Consideration will be taken of each roles criticality based on the nature of the role and / or any upcoming potential changes that they are aware of. Functional Leaders will also be required to identify the potential pathways for filling roles should they be in a position where the role becomes vacant.

This sensitive and business critical information recorded during this review will be held by POD in line with GDPR requirements. In instances where a successor has been identified, the Service's Talent Management procedures will be utilised to ensure staff are developed as part of the overall succession plan.

Succession Planning works alongside and in conjunction with positive action as we both attract new employees into the organisation, but also develop staff internally.

3. Policy Implementation:

This policy will be implemented via the procedure set out in the listed Service Instructions.

Workforce Plans will be reviewed updated twice per year and reported to the People Board

every other month.

Functional leads of departments will be responsible for reviewing their succession plan on an annual basis and for informing the POD department if there are any changes. This annual review will require Functional leads to identify risk critical roles and to determine a pathway for succession planning with the support of a nominated POD representative.