

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 5<sup>th</sup> September 2016  
**Report for:** Approval  
**Report of:** Director of HR

### Report Title

Succession Planning

### Summary

To address strategic risks regarding loss and/or absence of senior management capacity, a succession planning strategy has been developed that seeks to put in place a number of measures to mitigate these risks.

### Recommendation(s)

Employment Committee is recommended to:

1. Agree the approach to succession planning.

Contact person for access to background papers and further information:

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Background Papers:

### Background Information

Relationship to Corporate Priorities	Improved morale and motivation in the workforce through the recognition of potential and offering development opportunities will contribute to all corporate priorities.
Financial	Succession planning development activities will be funded through the corporate training budget.
Legal Implications	None
Equality/Diversity Implications	Cognisance will be taken to ensure that equal access to succession and development is achieved.
Sustainability Implications	None

Staffing/E-Government/Asset Management Implications	As above in respect to improved morale and motivation.
Risk Management Implications	None
Health and Safety Implications	Contributes to the well-being agenda and recognises employee potential for personal development and growth.

## 1.0 Background

1.1 In recognition of the level of turnover at senior management level and the subsequent resourcing difficulties, it is considered that this situation is now posing a strategic risk to the Council.

1.2 The implementation of a succession planning strategy and approach will support in addressing this risk and provide a means of ensuring that critical services and activity are sustained when individuals leave the organisation.

1.3 This report details the benefits of implementing a succession planning strategy, together with the approach to identifying business critical posts at Corporate Director, Director and Heads of Service level and any specialist/technical posts that may fall outside of these levels where recruitment and retention issues are being experienced; and their potential successors. It also provides an update on current work in progress regarding talent management.

1.4 A suite of supporting documents is attached as Appendices. These provide further details on the process and are listed below.

### Appendices

Appendix 1 Process Flow

Appendix 2 Guidance and Scoring Tool

Appendix 3 Skills Profile and Succession Personal Development Plan

## 2. Succession Planning Approach

2.1 In order to ensure that the Council is prepared with a plan to support service continuity, it is important to identify those posts that are deemed as business critical if the post holder were to leave or have an unexpected and lengthy absence.

2.2 Business critical posts are seen as those which are essential to service delivery, may present public safety risks, may be difficult to fill due to the specialist skill set required, and may be impacted by labour and skills shortages.

2.3 Following the identification of business critical posts, potential successors will be assessed based on the following criteria:

- **Performance** - their current level of performance and whether they are meeting / exceeding their performance goals and objectives set out in their current position and personal development review plan.
- **Readiness** – their ability to take on greater levels of responsibility in a higher level position or in a more complex role, based on demonstrative behavioural and technical competencies and being able to acquire the required level of

competence within a reasonable timeframe with development opportunities undertaken, and;

- **Willingness** – indicates the degree to which they are prepared and willing to assume the new role and the development requirements to support them to achieve this.

2.4 The business critical posts and their successors will be agreed by the Chief Executive, relevant Corporate Director and the Director of HR.

2.5 Successors, once identified, will complete a Skills Profile that captures their career and personal aspirations and enables them to highlight their key strengths and achievements and their skills, qualifications and experience. A succession personal development plan will capture those learning and development interventions required to address any gaps in specialist knowledge, skills and experience.

2.6 The application of such an approach enables the identification of a continuing supply of qualified and motivated people, who are prepared to take over when current senior staff and other key employees leave the organisation. It also demonstrates that the Council is willing to invest in its people and provides opportunities and support for progression, giving a clear message that staff are valuable; which ultimately contributes to improved morale and motivation.

2.7 As a minimum, all successors will have access to a coach and the opportunity to gain valuable feedback on their performance through 360 degree appraisal and we are currently exploring options with our learning partners North West Employers' organisation to put this in place.

### **3. Resourcing the Succession Plan**

3.1 At the point a business critical post at Head of Service level and below is vacated and it is determined that an appointment should be made to the post, an internal panel made up of the relevant Service Director, Director of HR and another, relevant panel member will undertake ring-fenced interviews focusing on the individuals' development plans and progression.

3.2 Decisions in respect to appointments at Corporate Director/Director level will remain subject to a Member Panel and an internal ring-fence interview process will take place if a successor is identified.

3.3 At the point the succession plan is deployed, further successors may need to be identified to ensure there is sufficient internal capacity to react to further resourcing requirements.

### **4. Current Talent Management Initiatives**

4.1 There are some initiatives already being put in place to support our future leaders and develop our internal talent.

4.2 There are six employees attending the Emerging Leaders Programme through North West Employers Organisation, which is an accelerated learning opportunity over an eight-month period for talented Middle Managers who have the potential to be the

senior leaders of the future. Coaches will be provided through the North West Employers' Coaching Network.

4.3 Two of our HR staff are attending the Aspire HR Business Partner course, which is a collaborative programme with West Midlands Employers, the LGA and CIPD to enhance business skills to challenge and influence organisational direction and drive culture change.

4.4 4 delegates from across all Directorates recently attended a one day programme - 'Leading from the Edge', which is part of the GM leadership Programme and facilitated by Dr Helen Bevan, Lead Transformation officer at NHS Improving Quality.

## **5 Conclusion and Recommendation**

5.1 In applying a succession planning approach, the Council is giving a commitment to developing career paths in respect to business critical roles, which will support our ability to recruit and retain high-performing individuals

Employment Committee is recommended to agree the approach to succession planning.