

Succession Planning

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Compliance with Legislation	<input checked="" type="checkbox"/>
Equality Impact Assessment	<input checked="" type="checkbox"/>
Freedom of Information issues	<input checked="" type="checkbox"/>
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Health and Safety	<input checked="" type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>

Important notice: During times of national emergency or pandemic, the head of HR will approve relevant and necessary changes to policy and process to allow the spirit of the policy to be maintained whilst caring for and supporting our people.

Succession Planning

1. Policy statement

For a number of years Cleveland Police has consistently delivered an efficient and effective policing service to the people of Cleveland. In order to maintain and to continue to drive improvements and performance, the organisation must ensure that it is able to attract, retain, develop, and nurture the right individuals. One component of this approach is the development and maintenance of effective succession planning.

The procedures set out in this document apply to Police Officers and Police Staff (including those employed by the Police and Crime Commissioner for Cleveland).

This policy must be applied fairly, equally, and consistently to all Police Officers and employees irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other unjustifiable grounds.

2. Purpose

The purpose of this document is to outline the key processes carried out within Cleveland Police concerning succession planning. The organisation will ensure that whatever activities are undertaken that they are carried out in accordance with the relevant internal and external legislation.

Whilst the organisations commitment to succession planning is universal amongst Police Officers and Police Staff, the approach and processes it adopts to deal with Police Officer and Police Staff career development, may be slightly different given the contractual employment variations between Police Officers and Police Staff.

3. Underpinning procedures

3.1 Definition

Succession planning is:

“The process by which one or more successors are identified for key posts, and career moves/or development activities are planned for these successors. Successors may be fairly ready to do the job (short-term), or seen as having longer term potential”. (Hirsh, 2000)

3.2 Responsibilities

Every individual within the organisation has a role to play in ensuring that succession planning activities take place; therefore continuing to provide the people of Cleveland with an efficient and effective police service. However, certain groups have a particular role to play. They are:

3.2.1 Role of the Executive

The Executive will ensure that succession planning is linked to the strategic aims of the organisation. Working with a number of key stakeholders the Executive will provide organisational leadership and direction in ensuring that the organisation delivers its strategic business aims through a robust succession planning programme.

3.2.2 Role of the Police and Crime Commissioner (PCC)

The Police and Crime Commissioner (PCC) for Cleveland will ensure that the Chief Officer team's approach and delivery of strategic succession planning supports the Policing Plan. The PCC will make suggestions as to where improvements could be made in order to strengthen succession planning activities.

3.2.3 Role of Senior Management

It is the responsibility of senior management to ensure that it delivers the business objectives required by the Executive. Senior management will ensure that the strategic aims and objectives of the organisation are translated into tactical imperatives that support the succession planning programme. These tactical imperatives will then be translated into operational undertakings initiated by line managers across the organisation.

3.2.4 Role of Line Managers

It is the responsibility of line managers across the organisation to ensure that the operational requirements of the succession planning programme are delivered at a local level. This means ensuring that supervision is working in collaboration with senior managers in order to align local business requirements with strategic objectives linked to the PCCs Policing Plan. It is essential that line managers ensure that the Performance Development Review (PDR) process takes place in a timely manner. PDR forms the cornerstone of any successful succession planning programme initiated across the organisation and provides the mechanism for monitoring Key Performance Indicator's (KPI) such as absence rates and turnover statistics etc.

3.2.5 Role of the Individual

It is the responsibility of every individual to ensure that from their perspective they have the requisite skills and training to effectively undertake the role in which they are employed. If this is not the case issues should be highlighted to their line manager during the PDR process. A Personal Development Plan (PDP) resulting from a PDR should be the starting point for all succession planning activities.

3.3 Identification of key posts / successors

Succession planning activities should be undertaken, reviewed, actioned, and implemented on an ongoing basis. However, the following principles should be applied:

All respective Commands / Service units should be working with their respective Business Partners e.g. those partners from Human Resources, Training, Finance, and the Business Transformation Unit (BTU) to forecast and develop a succession plan for

the next 12 months, concerning the Command / Service unit's business requirements with regards to people, training requirements, and budgetary constraints / resources.

Any succession planning should include the following consideration(s):

- In line with the operational Policing strategy what core/specialist skills are required for the coming 12 months?
- What skills will become a scarce resource within the next 12 months due to retirements/leavers/movers to other service units?
- Do we currently have the people to backfill the loss of critical resources? If not, what is our strategy for filling these position(s)?
- Has the Command / Service unit provided timely feedback to the Training team to highlight the training requirements for the next 12 months?
- Are these requirements within budget constraints? If not, what suggested alternatives are available?

Whilst the above list is not exhaustive it is provided as a tool to generate discussion within the respective Command / Service units concerning succession planning.

3.4 Knowledge Management

It is essential for the continued improvement of performance that suitable arrangements are implemented to ensure that the wealth of experience and knowledge contained in individuals is not lost or removed on retirement or staff movement. Line Managers need to encourage early notification by individuals to announce their intentions to leave or move. This would enable suitable learning solutions to be implemented to ensure the transference of knowledge. These solutions could include coaching or similar learning arrangements (refer to the Talent Management policy on the policy intranet site for further details).

3.5 Recruitment and Selection

Where vacant posts require filling Commands / Service units should adhere to the Recruitment and Selection policy and procedure for effective succession planning. This can be found on the policy intranet site.

3.6 Talent Management

Succession planning activities and initiatives should be supported by the organisation utilising a number of methods for recognising, nurturing, and developing talented individuals. This process of selection is more commonly referred to as "**Talent Management**". For further details on the Talent Management initiatives and processes, please refer to the Talent Management policy located on the policy intranet site.

3.7 Succession planning accountability

Through the MPR process Commands / Service units will be challenged and held to account by the Executive team to demonstrate how they are progressing against their respective succession planning activities.

3.8 Executive accountability

Ultimately, the key decision(s) surrounding succession planning activities for Police Officers and Police Staff rests with the Executive Team.

3.9 Records

People Services will record and monitor all succession planning activities that affect either a Police Officer or a Police Staff member, in accordance with the principles laid down in the Data Protection Act. This will be recorded on the individual's personal file.

4. Appendices

There are no appendices

5. Compliance and monitoring

The Force expects every individual to act within approved policies and take appropriate professional advice as necessary.

All Police Officers and Police Staff should be briefed on the Succession Planning policy at their induction and their attention drawn to key points.

The Head of People and Wellbeing (Strategy, Policy and Wellbeing) will monitor the implementation of and compliance with this policy on an ongoing basis.

6. Version control

This policy will be reviewed and updated at least every three years by the owner, and more frequently if necessary.

The Corporate Services Department will ensure this document is available on the Force intranet, including any interim updates.

The following identifies all version changes.

Version	Date	Reason for update	Author
0.1	01.08.11	New Policy	████████
0.2	Aug 2011	Policy revised following consultation	████████
1.0	13.9.11	Approved at SDG	████████

1.1	Nov 2012	Policy amended to reflect introduction of PCC, statement only	████████
1.2	05.01.15	Minor amends to policy to reflect current succession planning processes	████████
1.3	Nov 2018	Extension to review date	████████
1.4	Mar 2019	Review date extension	████████
1.5	Oct 2019	Review date extension	████████
1.6	Apr 2020	Addition of COVID 19 message	████████
1.7	Jun 2020	Light touch review completed. Radical changes expected over the coming year so next review 2021.	████████