Service Policy PODPOL 27
High Potential Programme Policy

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Amendment History

Version	Date	Author	Reasons for Change
2	17.02.2025	[redacted]	Evaluation of pilot programme

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
JW	Full	21.05.2025	[redacted]	

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location
Policy		Appraisals	
Fire Standard		Leading & Developing People; Leading the Service	PORTAL
Fire Standard		Code of Ethics	PORTAL
Fire Standard		Communication and Engagement	PORTAL

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position

Target audience

All MFS	x	Ops Crews		Fire safety		Community FS		Support Staff	
Principal off.		Senior off.		etc		etc		etc	

Ownership

FOI exemption required?	Yes		URL	
	No		Reason	

Legislation

Title		N/A

Contact

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High Potential Programme Policy

1. Policy Introduction and Background

The policy establishes guidelines for the implementation and management of a high potential programme. The programme aims to further embed the Leadership message and behaviours to support the delivery of the People Plan.

The programme aims to develop exceptional people and leaders by enhancing the capabilities, skills and overall performance of our workforce; ensuring the continued delivery of service to our community.

The policy sets out how we identify, nurture and develop individuals who actively display our leadership behaviours and values as well as use their discretionary effort to embed public service. It also addresses any barriers that may impede their growth and advancement.

The programme places the individual at the heart of their development offering both a core element as well as one tailored to their specific needs and background.

Fundamental to the programme is always being open so that when talent has been identified we can nurture it at that time as well as engaging with individuals to co create a programme which meets individual need.

The service recognises the incredible talent we have and strives to develop it by maintaining a culture of continuous learning, professional development, support and excellence.

2. Policy Explanation

The High-Potential Programme policy aims to provide:

- A Person-led learning experience that adds value to the individual, organisation and Community.
- A clear, open and transparent talent management provision open to all staff demonstrating the requisite behaviours and values.
- An effectively supported and resourced programme for individuals in the development of leadership behaviours, skills, decision making, organisational awareness, personal growth and advancement.
- A programme driven by individual need thus removing a one size fits all approach and removing any barriers they may face.
- Support to positive action activities to encourage staff from underrepresented groups to access development and support their progression within the organisation.
- An approach that enables individuals to take responsibility and accountability for their learning and progression.
- Access to both group learning activities as well as one to one support.

Policy

- A broader understanding of organisational strategy and delivery which may help in future career aspirations as well as enhance the current delivery of their role.
- Exposure and access to a wide range of resources and networks.

Access to the programme is not for everyone and does not preclude them from accessing support through other means such as appraisals and development pathways.

3. Policy Implementation

Governance

The Workforce Planning and Organisation Development Team are responsible for the provision of the programme with the Strategic Leadership Team (SLT) People Board providing strategic governance.

Selection of High Potential Staff

Staff are invited to nominate individuals based upon the active demonstration of their leadership behaviours, values and commitment to improving our delivery of an outstanding service to the public of Merseyside.

Nominations can be made at any time to ensure the programme is open, inclusive and timely. Nomination can be made by anyone within the Service by completing the Nomination form on the OD Portal page.

High Potential Programme Nomination Form

The programme is open to all staff up to and including Supervisory Managers / Leading Others.

On receipt of nominations People and Organisation Department (POD) will inform the individuals line management chain, up to and including the Strategic Leader for their Function. This will facilitate a wrap round support for the individual in addition to the programme.

The individual will be informed of their nomination and can confirm their acceptance onto the programme. We will invite them to an individual meeting with a talent adviser who will develop a personal development plan (PDP) using coaching techniques. The talent advisers are drawn from POD and SLT. The plan also incorporates the colour profile and places the accountability on the individual for their active participation, commitment and adherence to the programme.

The development plan will include access to the core programme as well as bespoke development opportunities.

Core Programme

All individuals on the programme will be offered:

- Attendance at masterclasses during the twelve-month period of their programme. The masterclasses will be delivered by leaders from a variety of backgrounds including the public and private sector sharing their individual narrative as well as a given theme of leadership.
- Access to 24hr blended learning resources to foster their continued development and learning.
- Opportunity to elect to attend a variety of workshops to support personal development. Workshops have been designed with the help of previous particpants to address areas such as presentation skills, incident command, managing performance and digital skills.
- Access to Learner Network to enhance networking opportunities and broaden knowledge of the Sector and Service. Monthly topics will be based around Leadership Styles and Theories.
- Annual review of the PDP with the Talent Advisor to review progress toward identified goals.

Policy

Tailored Programme

Based upon their individual development plan the optional elements of the programme are:

- Support of a coach to assist them in turning their potential into performance and reduce some of the barriers they may face.
- Support from a mentor to develop their specific knowledge of an identified development area.
- Exposure to greater organisation awareness through mentoring, placements, shadowing and information workshops.
- Leadership programmes such as NFCC/CMI online programmes.
- Skill workshops such as confidence in command.

Outcomes

The projected outcomes of the programme include:

- Skillset - increased capability, knowledge and understanding.
- Mindset - exposure to new way of thinking, purpose and reflection.
- People Plan - Delivery of actions within the Plan.
- Behaviours – Further embed behaviours aligned our Values and the Core Code of Ethics.
- Confidence – enhanced confidence in leadership capability.

These will assist with future progression although does not guarantee it; avenues will remain the same to people not in the high potential group.

Review

Annual reviews will incorporate participant feedback and evaluation activity feedback. All development opportunities will be reviewed by the lead talent advisor for quality assurance and effectiveness. Quarterly reports to People Board will be given on activities undertaken.

All Policies can be found on the website Policies | Merseyside Fire & Rescue Service

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