



## Service Policy: PODPOL26 Workforce Planning Framework

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### Related Documents:

Doc. Type	Ref No.	Title	Location
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:

Name	Position	Department

### Sign-Off List:

Name	Position

### Target Audience:

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

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### Legislation:

Title

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## **1. Policy Introduction and Background:**

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. Workforce Planning is the mechanism we use to deliver this.

Workforce planning in MFRA follow two distinct approaches; at the micro level considering individual roles in departments via department level succession plans; and at the macro / organisational level. Both come together as part of 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 deliver 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 workforce planning framework within Merseyside Fire & Rescue Authority is illustrated in fig 1. Macro level analysis is captured alongside individual level analysis via departmental succession plans.

Fig 1. MFRA Workforce Planning Framework



This policy outlines the procedure to be undertaken to complete workforce 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 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 reviewed regularly.

### **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 role's 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.

Succession plans will also include for each role the leadership level against the NFCC leadership framework, technical skills and qualifications needed, participants in the High Potential program, and detail of the implications, risks and considerations in relation to the CRMP, People plan and any other appropriate action plans in terms of succession planning.

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.

### **Linking Workforce & Succession Planning to Organisational diversity**

Workforce and Succession Planning can contribute and support our aim to fully represent our community at all levels within the organisation. Consideration of diversity is embedded in the workforce and succession planning process and supported by MFRS policies and procedures by:

- Identifying and nurturing diverse talent including via HPP
- Ensuring equality of access to support mechanisms such as coaching and mentoring
- Promoting inclusive development pathways for all employees
- Ensuring recruitment and selection process are transparent and free from bias.
- Monitoring and reporting on organisational makeup and progression including from a diversity perspective.

## Timelines

Our Workforce Planning approach aligns with the NFCC six step process:

1. Understand the organisational and its environment.
2. Analysing the current and potential workforce
3. Determine future workforce needs.
4. Identifying Workforce Gaps against future needs
5. Addressing Skills Shortages, Surpluses, and Mismatches
6. Monitoring and Evaluation

Workforce planning will be completed annually as follows:

### **Functional Planning / Station Planning**



### **Succession Planning**



### **Appraisals**



### **Organisational Workforce Plan**

## **7. Policy Implementation:**

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.

All Policies can be found on the [Website](#)