

Appendix 8(d) - Succession planning process across the Fylde Coast ICP

Proposed process

1. Meeting to be held with Chief Operating Officers from Fylde and Wyre and Blackpool CCG's to identify senior leadership and other business critical roles for inclusion in the succession plan. Those likely to leave the organisation within the coming 12 months could also be included in the succession plan. COO's to consider senior managers at bands 8A and above within their service for the exercise
2. At the meetings, a performance and potential matrix will be used to help assess the talent, performance and career aspirations of each senior manager
3. Managers will be categorised as a:-
 - Gold performer (high performer, high performance and personal aspirations for promotion)
 - Green performer (high performer, low potential and no personal aspirations for promotion)
 - Orange performer (low performer, high potential as new in role)
 - Blue performer (low performer, low potential)
4. Gold performers will then be assessed to establish how long it would take to develop them into a future senior leader within the ICP i.e. within 1, 3 years or 5 years and their names recorded on the ICS succession plan
5. Discussions should then take place with the 'successors' to establish their personal aspirations and the succession plan updated accordingly
6. The draft succession plan will be taken to Fylde Coast Executives for discussion, challenge and agreement.
7. The finalised succession plan will be agreed and outcomes of the exercise shared with the relevant leaders. Gold performers will be invited to attend a Development Centre to identify development gaps. This activity will be funded by grant secured from NWLA. Personal Development Plans will be produced for 'gold performers' to enable them to become 'job ready'

Next Steps – rolling out succession planning across the ICP

8.	Align succession planning and talent management activity with the appraisal process
9.	Invite relevant staff to attend appropriate leadership programmes (where necessary)
10.	Managers to undertake succession planning activity prior to holding appraisal discussions

11.	Establish a Talent Review Panel to assess the individuals selected as the 'leaders of tomorrow' using existing data sets such as appraisals and 360-degree feedback. The Talent Review Panel will also be responsible for tracking progress of individuals and evaluating the success of talent management initiatives across the Trust
12.	The Talent Review Panel should provide assurances to Fylde Coast Executives

A diagram explaining the succession planning process and its integration with the appraisal process can be found below.

The proposed succession planning process

