

Succession Planning

What is Succession Planning?

Succession planning in Devon Partnership NHS Trust is the process of identifying the key leadership positions and business critical positions in the Trust and the associated actions we need to take to develop these people to be ready to fill these roles to help ensure our future success.

Succession Planning is a strategic talent management process to identify potential future leaders for key roles which takes account of both emerging business requirements and emerging talent, and is flexible enough to handle changing priorities and needs.

How do we do it at DPT?

Within Succession Planning, we:

- review and agree the key roles and skill sets that we need for future business success
- review the skills, capabilities and aspirations of our people to identify the depth of our current lists of successors in the short and medium term
- identify retention risks and potential gaps in our talent pipelines
- plan individual employee development activities to enable people to be serious future contenders for key roles
- plan recruitment campaigns to regenerate our talent pools.

Our Trust plans to address both current and future leadership needs through succession planning against critical posts and ensuring that development opportunities are in place for those with the potential to fill these posts and we do this by:

- identifying senior and critical posts, potential successors and their willingness and readiness to undertake senior and critical posts
- having a clear development plan

Potential successors are those individuals who are not only technically skilled and competent but who also demonstrate leadership qualities and behaviours aligned to our Values and Vision. They are also keen to take the next step in leadership.

Those identified as potential successors are supported in accessing development opportunities tailored to both the Trust's requirements and the individual's personal needs.

How can staff be developed?

There are number of ways that potential successors can be developed and include:

- accessing the Management and Leadership Development Framework
- using secondment opportunities to broaden an individual's skills, knowledge and experience
- mentoring and coaching
- attending National Core Leadership programmes
- attending learning or training opportunities
- continuing professional development

Further guidance on what is available for staff development is on the internal DEVELOP training system. In the south west the NHS Leadership Academy offers leadership training and development courses and there are national courses through professional bodies (NMC) these opportunities are advertised via the Trust's intranet system.

Who is responsible for identifying talent?

Identifying talent and potential is the responsibility of every leader and conversations to support talent development should feature in all performance review and appraisal conversations.