



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	13 July 2016
<b>OFFICER</b>	Lynne Swift, Director of People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Roger Reed
<b>SUBJECT OF THE REPORT</b>	<b>Business Continuity and Resilience – Senior Staff Succession Planning</b>
<b>EXECUTIVE SUMMARY</b>	<p>As part of a continuous focus on business continuity and resilience, the Chief Fire Officer and Strategic Management Board (SMB) have reviewed the human resource aspects to ensure optimum resilience for the Authority. The review in particular has concentrated on current succession plans and critical roles at a senior level. Succession planning is the process by which people are identified to fill key positions. Critical roles can be described as those roles and positions key for growth, survival and organisational success.</p> <p>BMKFA aims to have in place</p> <ul style="list-style-type: none"> <li>• flexible but transparent succession planning options to ensure effective and sustainable executive, transformational and enabling leadership,</li> <li>• robust and resilient talent management systems, and</li> <li>• smooth transitions, to ensure we continue to deliver the Authority's vision and corporate objectives.</li> </ul> <p>As part of the process it was agreed that risk critical roles would be considered by all directorates and they were required to set out the short and medium term plans if existing staff were suddenly not available. A simple template was circulated to assist.</p> <p>The SMB and individual directorate plans are attached for information. The Authority now has a broad picture of its requirements at a senior level for the future to ensure single points of failure are minimised and the Authority achieves and maintains the ability to be the employer of choice and retain high calibre staff.</p> <p>This is being brought to the Executive Committee to ensure that at the most senior level we are all aware of plans and reassured that there are sufficient safeguards and contingencies in place so as not to</p>

	<p>leave the Service at risk during a significant and demanding time for the Authority.</p> <p>The process has allowed SMB to identify any gaps and take priority actions if needed. As an example where this analysis has identified training needs these have been captured as part of the Training Needs Analysis (TNA) which is undertaken annually.</p>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	That the SMB and directorate plans be noted.
<b>RISK MANAGEMENT</b>	<p>The SMB and individual directorate plans will be reviewed and refreshed at least annually. Once key roles and positions have been identified it is important to ensure that the "successors" develop the skills, knowledge, competencies and experience that are critical to success in the larger positions. The Authority has successfully used temporary opportunities to fulfil these criteria, in addition to more formal training and development, coaching, lateral moves, and exposing to new opportunities through different work experiences.</p> <p>This piece of work ensures the risk of staff and skill shortages are minimised for senior and critical roles.</p> <p>It also supports effective operational assurance and sound business continuity and resilience, which we know is high on the Home Office agenda.</p> <p>Any change to current director positions whilst highlighting short term risks also provides opportunities to review role requirements, responsibilities and potential to further reduce senior management costs, to collaborate and/or merge services; within Thames Valley and beyond.</p> <p>The move to Home Office and statutory duty for emergency services to collaborate provide opportunities to promote the BMKFA model as a best practice aspirational model on how to run a professional, modern, efficient and effective fire and rescue/emergency service which is flexible and agile enough to:- collaborate and/or merge with other emergency services; to diversify services whilst maintaining resilience, delivering high standards of service to the communities and increasing value for money to the tax payer.</p> <p>Changes in Public services will require managers and leaders with broader and more diverse skills to manage wider spans of control. This is considered as part of this succession work, but also at the annual performance reviews and Training Strategy Group meetings. It will also be kept under review as the future shape of Fire and Rescue Services, under the</p>

	<p>Home Office becomes clearer.</p> <p>It is not completely possible to mitigate all potential risks, such as the senior post holder and identified successor leaving at the same time. Transparent plans and good staff engagement will assist in ensuring early indication of such outcomes. In such situations the Authority would review options available, including collaborative measures.</p>
<b>FINANCIAL IMPLICATIONS</b>	Any cost implications will be managed within existing Directorate budgets and the planned spend on Training as agreed by SMB and the Training Strategy Group annually.
<b>LEGAL IMPLICATIONS</b>	In addition to certain appointments required by statute, the Buckinghamshire Fire Services (Combination Scheme) Order 1996 provides that "the Authority may appoint such other officers and employees as they think necessary for the efficient discharge of their functions".
<b>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</b>	Collaboration opportunities will be considered in support of business needs at the time the successions plans are needed to be put in place. It is recognised that, considering availability and suitability of staff across the Thames Valley, and other partners is sensible and may provide some unique collaboration opportunities which enhance skills and knowledge and support initiatives such as Operational Policy alignment.
<b>HEALTH AND SAFETY</b>	There are no Health and Safety implications.
<b>EQUALITY AND DIVERSITY</b>	There are no Equality and Diversity implications.
<b>USE OF RESOURCES</b>	<p><b>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</b></p> <p>Good planning for succession will support the continued delivery of organisational objectives. An annual review will be undertaken to ensure the plans remain relevant and up to date.</p> <p><b>Communication with stakeholders;</b> Through this paper the Authority can be assured that plans are in place. Where succession related to SMB members this will be discussed with the Authority directly.</p> <p><b>The medium term financial strategy;</b> Any associated costs will be managed in the existing</p>

	budgetary arrangements.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<b>Background</b> None
<b>APPENDICES</b>	Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information so that the meeting may consider the following matter:  Appendix A – Succession Plans/Critical roles Director and Directorate plans 2016
<b>TIME REQUIRED</b>	10 minutes.
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