

# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	19 September 2018
<b>OFFICER</b>	Lynne Swift, Director of People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>Business Continuity and Resilience – Succession Planning</b>
<b>EXECUTIVE SUMMARY</b>	<p>A key aim of the Buckinghamshire Milton Keynes Fire Authority's (BMKFA) Business Continuity and Resilience plan is to ensure that plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. The plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics.</p> <p>These aims are achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into the required workforce skills, attributes and ways of working.</p> <p>Strategic workforce planning is defined as 'a systematic process for identifying and addressing gaps between current and projected future workforce requirements'. It provides a rational business basis for prioritising, developing and funding the people practices to support the Authority's objectives.</p> <p>Succession planning is the process of analysing the strategic workforce plan, taking into account external and internal influences and making informed, timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. It provides opportunity to refresh the workforce through identification of people; internal and where required external to fill identified key positions.</p> <p>The Authority introduced workforce planning processes in 2011. The approach has evolved from budget</p>

	<p>driven headcount planning to a more strategic approach which considers the workforce as an asset to attract, nurture and retain. This transformation was facilitated through alignment of the revised People Strategy with the Public Safety Plan / Corporate Plan in 2016.</p> <p>This report sets out the outcomes of the most recent 2018 Business Continuity and Resilience Workforce and Succession Planning review, and offers reassurance to the Executive Committee that the necessary safeguards and contingency plans are in place to future proof the Authority, mitigate risk and optimise opportunities during a period of significant change and increasing demands; all to continually provide the best service possible to our communities.</p> <p>The outcomes of the review are detailed in:</p> <ul style="list-style-type: none"> <li>▪ Appendix A which outlines the succession position for the Strategic Management Board (SMB)</li> <li>▪ Appendix B which outlines succession plans for middle and senior managers across the service</li> <li>▪ Appendix C which provides an overview of the Authority’s approach to operational workforce planning</li> </ul>
<b>ACTION</b>	Noting
<b>RECOMMENDATIONS</b>	<p>Members are asked to note the 2018:</p> <ol style="list-style-type: none"> <li>1. Strategic Management Board (SMB) succession plan</li> <li>2. Middle and senior management succession plans across the Service</li> <li>3. Operational Workforce Plan overview to ensure resilience and flexibility for The Authority</li> </ol>
<b>RISK MANAGEMENT</b>	<p>The SMB and individual directorate plans are reviewed, challenged, and updated annually as part of the Authority’s Training Needs Analysis (TNA) process.</p> <p>Staff Availability is an identified corporate risk which is reviewed regularly by SMB and the Overview and Audit Committee. Plans are in place to mitigate this risk.</p> <p>The Authority’s robust workforce planning allows for accurate forecasting of potential leavers in the form of retirements and subsequent planning for this accordingly.</p> <p>Increased recruitment activity by neighbouring services coinciding with our workforce demographics showing peak retirements between 2018-2020 is predicted to impact on the number of leavers. This risk is being mitigated by the Authority with:</p>

	<ul style="list-style-type: none"> <li>• Substantiating those in temporary roles where possible to give stability to the organisation and assurances to staff</li> <li>• Resource allocation to accommodate increased promotional activity – developing the talent pipeline</li> <li>• Bringing forward planned development centres to identify future leaders/managers resulting in earlier investment in the skills and knowledge required</li> <li>• Piloting transferee processes at Firefighter and Station Commander levels</li> <li>• Early planning and consideration for recruiting a fourth cohort of Firefighter Apprentices or blend of experienced transferees and apprenticeships</li> <li>• Exploring short term re-engagement of a small number of retiring operational managers, to coach and mentor the increased number of new managers – this will balance experience with any new trainees</li> <li>• Staff engagement – increased number of leadership events, culture survey and communications from SMB</li> <li>• Enhancing attraction, career promotional processes within the community either stand alone and/or in collaboration</li> </ul> <p>Resourcing to deliver this significant increase in recruitment and talent development has been identified as a risk and has been mitigated by securing fixed term resources for the remainder of 2018 19 when the position will be reviewed.</p> <p>Whilst any change to current positions presents short-term risks, it also provides opportunity to review and refresh role requirements and recruit from the talent pipeline, providing promotional opportunities for existing staff. This will help retention at a time when 2015 pension changes extended the working life for fire fighters and as competition for high calibre resources intensifies within Buckinghamshire and Milton Keynes and surrounding areas.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>Any cost implications will be managed within existing Directorate budgets and the planned spend on Training is agreed by SMB and The Training Strategy Group.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>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</p>

	<p>employees as they think necessary for the efficient discharge of their functions”.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings to determine a collaborative approach to operational and apprenticeship recruitment. This is one of the priority work streams for the workforce reform group. More recently, links have been established with Thames Valley Police (TVP) on apprenticeships in particular in looking at improving diversity and working together to resolve common issues.</p> <p>The Service continues to work with other fire and emergency service partners on continuous improvement and reform, by designing and arranging national and regional events, and through sharing best practice.</p> <p>In addition the Authority is also exploring the opportunity of recruiting/repatriating “retired” Military personnel.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>There are no Health and Safety implications.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>The Authority continues to improve the diversity of its workforce e.g. average age reduction of the operational workforce from 41 – 39 over the last 2 years.</p> <p>Equality and Diversity is given due consideration during succession planning. An example of this is through apprenticeship recruitment. The Authority endorsed the submission of a pledge and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN).</p> <p>The Authority’s innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted “have a go” days were organised for female and ethnic minority applicants and future dated are being organised.</p>
<p><b>USE OF RESOURCES</b></p>	<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>Workforce and Succession planning to ensure business continuity and resilience supports the continued delivery of organisational objectives against the</p>

	<p>Corporate and Public Safety Plans.</p> <p>Effective succession planning contributes to the delivery of the Authority’s People Strategy, building capacity and capabilities agenda, as well as supporting ongoing professionalisation of the service; continuing to raise standards</p> <p><b>Communication with stakeholders;</b></p> <p>Where succession is related to SMB, this will be discussed with members of the Authority directly.</p> <p>Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:</p> <ul style="list-style-type: none"> <li>• Director blogs</li> <li>• Promoting development centre events</li> <li>• Intranet articles</li> <li>• Regular engagement with staff / face to face briefings</li> <li>• Study workshops</li> </ul> <p><b>The medium term financial strategy;</b></p> <p>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.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p> <p><b>The system of internal control;</b></p> <p>Regular updates relating to career development, talent pools and training requirements are presented to the Training Strategy Group at the quarterly meetings.</p> <p>Any changes to policy and procedures to increase flexibility and ensure the Authority’s employee proposition(s) remain fit for purpose will be approved at the appropriate Board; i.e Business Transformation Board(BTB), SMB and if necessary the CFA, e g Annual Pay Policy Statement</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p>July 2016 – Executive Committee Report</p> <p><a href="https://bucksfire.gov.uk/files/6014/6762/7052/ITEM_11_Business_Continuity_and_Resilience_-_Senior_Staff_Succession_Planning.pdf">https://bucksfire.gov.uk/files/6014/6762/7052/ITEM_11_Business_Continuity_and_Resilience_-_Senior_Staff_Succession_Planning.pdf</a></p> <p>People Strategy</p> <p><a href="https://people.bucksfire.gov.uk">https://people.bucksfire.gov.uk/</a></p> <p><a href="https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf">https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf</a></p> <p><a href="https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pd">https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pd</a></p>

	<a href="#">f</a>
<b>APPENDICES</b>	<p><i>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 an 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.</i></p> <p>Appendix A – Succession Plans/Critical Roles SMB  Appendix B – Succession Plans/Critical Roles Directorate Senior Managers  Appendix C – Operational Workforce Plan</p>
<b>TIME REQUIRED</b>	15 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Anna Collett, Organisational Development Manager  <a href="mailto:acollett@bucksfire.gov.uk">acollett@bucksfire.gov.uk</a>  01296 744468</p>