



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee – 13 September 2023

Report title: Workforce Resourcing and Development Update

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Mick Osborne – Deputy Chief Fire Officer

Author and contact: Anna Collett – Organisational Development Manager

Action: Noting

Recommendations: That the progress detailed in the Workforce Resourcing and Development Update be noted.

Executive summary:

A key aim of Buckinghamshire & Milton Keynes Fire Authority's (BMKFA) workforce resourcing and development strategy is to ensure that plans are in place to deliver sustainable, fit for purpose, effective leadership and development and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. These plans also consider the required ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, outcomes from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports on Culture, BMKFA's Inspection and what the Authority's own staff are saying they need to perform their roles effectively and efficiently.

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 timely interventions and development programmes to ensure the Authority continues to meet workforce capacity requirements and build resilience. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

This report provides an update on the Authority's progress in relation to workforce resourcing and development, ensuring the right people in the right roles, with the right skills, knowledge and behaviours. It 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.

- Appendix A details the range of new ways of working being implemented to enhance operational resilience and improve staff training, learning and development.

Financial implications:

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.

Any additional spend will be considered as part of the Authority's Medium Term Financial Planning (MTFP) process.

Every opportunity is being explored with regards to utilising part of any identified underspend to invest in staff development.

Risk management:

Staff Availability is an identified corporate risk which is reviewed regularly by SMT and the Overview and Audit Committee. The interventions and new ways of working detailed in Appendix A contribute to mitigating this risk.

Legal implications:

Legal inputs are sought and provided as and when required in respect of all the strands contained within Appendix A.

Privacy and security implications:

The Authority is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information. The Authority and any partners it works with, is under a legal duty both to process personal information in accordance with the General Data Protection Regulation (GDPR) and to respect the confidentiality of details held.

Duty to collaborate:

The Authority continues to work with its Thames Valley Fire Service partners, to determine a collaborative approach to recruitment, training and development.

The Authority continues to work with other local councils, fire and emergency service partners on continuous improvement and development, by designing and arranging regional events, and through sharing best practice.

Health and safety implications:

There are no Health and Safety implications.

Environmental implications:

There are no Environmental implications.

Equality, diversity, and inclusion implications:

The Authority's approach to workforce development supports and endorses the delivery of the Equality and Diversity Objectives 2020-2025.

The interventions detailed within this report supports the delivery of the People Strategy and four of the pillars contained within it; Equality, Diversity & Inclusion, Organisational Development & Resourcing, Training, Learning & Development and Employee Engagement.

An Equalities Impact Assessment is reviewed/completed when there is any change to process or procedures.

The Authority's Apprenticeship Programme has had a positive impact on, reducing the average age of our workforce, the investment in the local community via the postcode criteria in place during recruitment and increasing the diversity of employees.

Consultation and communication:

Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:

- Blogs,
- Promoting development centre events,
- Intranet articles,
- Regular engagement with staff / face to face briefings,
- Quarterly Organisational Development newsletter.

Background papers:

Executive Committee – July 2023 – Senior Management Team Succession Plan

Executive Committee – September 2021 – Workforce Development Update

[\(Public Pack\) Agenda Document for BMKFA Executive Committee, 15/09/2021 10:00 \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Executive Committee – September 2020 - Business Continuity and Resilience – Succession Planning

[Bucks Fire & Rescue](https://bucksfire.gov.uk)

Executive Committee – November 2019 - Business Continuity and Resilience – Succession Planning

https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf
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Fire Authority – 18 September 2019 – Senior Management Team Restructure

[https://bucksfire.gov.uk/files/6815/6797/5308/FIRE_AUTHORITY_AGENDA AND RE PORTS 180919-min.pdf](https://bucksfire.gov.uk/files/6815/6797/5308/FIRE_AUTHORITY_AGENDA_AND_PORTS_180919-min.pdf)

Executive Committee - September 2018 – Business Continuity and Resilience – Succession Planning

Executive Committee, 13 September 2023 | Item 10 – Workforce Resourcing and Development Update

[https://bucksfire.gov.uk/files/9815/3631/0239/ITEM_10_Business_Continuity_and_Resilience - Succession Planning Appendix C.pdf](https://bucksfire.gov.uk/files/9815/3631/0239/ITEM_10_Business_Continuity_and_Resilience_-_Succession_Planning_Appendix_C.pdf)

[Fire and Rescue National Framework for England, Home Office, May 2018](#)

Appendix	Title	Protective Marking
A	Workforce Resourcing and Development Update	OFFICIAL