

# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	16 September 2020
<b>OFFICER</b>	Mick Osborne – Deputy Chief Fire Officer
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>Succession Planning - Business Continuity and Resilience</b>
<b>EXECUTIVE SUMMARY</b>	<p>A key aim of Buckinghamshire &amp; 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 timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.</p> <p>This report sets out the outcomes of the most recent 2020 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>At its Annual Meeting on 10 June 2020 the Authority unanimously resolved that an interim departure from the Deputy Chief Fire Officer (DCFO) Succession Plan until no later than 31 December 2022 be approved; and that a paper be submitted to the Authority before</p>

	<p>this date to consider all options open to the Authority. Pending that options review to the full Authority:</p> <ul style="list-style-type: none"> <li>▪ Appendix A outlines the succession position for the Senior Management Team (SMT)</li> <li>▪ Appendix B outlines succession plans for other critical roles across the service</li> <li>▪ Appendix C provides an overview of potential risks and opportunities</li> <li>▪ Appendix D is a structural chart of the Strategic Management Board (SMB) and SMT and the functions that report into them</li> </ul>
<b>ACTION</b>	Noting.
<b>RECOMMENDATIONS</b>	<p>That the following be noted:</p> <ol style="list-style-type: none"> <li>1. SMT succession plan.</li> <li>2. Succession plans for other critical roles across the service.</li> <li>3. The potential risks presented and the ongoing work being undertaken to mitigate the impact.</li> </ol>
<b>RISK MANAGEMENT</b>	<p>The SMT and critical role 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 SMT 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, however this is becoming more difficult following the potential impacts of the Sargeant case.</p> <p>Increased recruitment activity nationally, locally and other significant risks (Appendix C) which may impact on the number of leavers are being mitigated by:</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>• Firefighter recruitment processes – Apprentice and Flexi-Firefighter</li> <li>• Staff engagement – increased number of leadership events, culture survey and communications from SMT</li> <li>• Enhancing attraction, career promotional processes within the community either stand alone and/or in collaboration</li> </ul> <p>Whilst any change to current positions presents short-term risks, it also provides opportunity to review and</p>

	<p>refresh role requirements and recruit from the talent pipeline, providing promotional opportunities for existing staff.</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 the Authority’s Medium Term Financial Planning (MTFP) process.</p> <p>A bid has been submitted as part of the MTFP, which requests funding to mitigate some of the risks identified in Appendix C) by accelerating our development of staff to ensure the Authority has the right people, with the right skills, ready to perform the roles.</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 employees as they think necessary for the efficient discharge of their functions”.</p> <p><a href="#">Section 41 of the Localism Act 2011</a> requires that the Authority must comply with its Pay Policy Principles and Statement for the relevant financial year when making a determination that relates to the remuneration, or other terms and conditions of a ‘chief officer’ (defined elsewhere in the Act).</p> <p>‘Terms and conditions’ includes : <a href="#">Section 38(4)(f)</a> ‘the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority’.</p> <p>Paragraph 28 of the Authority’s Pay Policy Statement provides: ‘Re-employment/re-engagement will not normally occur following retirement, however there may be exceptional circumstances where specialist knowledge and expertise are required for a defined period of time in the event of which re-employment/reengagement may be considered. In the exceptional circumstance that reemployment/re-engagement is necessary in the interest of public safety, this decision will be subject to prior approval at a meeting of the Fire Authority in open session.’</p> <p>This mirrors the requirements and the criteria (‘transparent, justifiable and time limited’) in <a href="#">paragraphs 6.7 to 6.9 of the National Framework</a> vis-à-vis ‘officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles’.</p> <p>Paragraphs 6.10 of the National Framework: ‘To</p>

	<p>ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning’.</p> <p>The National Framework is statutory guidance to which the Authority must have regard in carrying out its functions. The statutory requirement ‘to have regard to’ something is along the lines of a requirement to consider it. It falls short of a requirement to make that thing the Authority’s only priority, and it may having considered a requirement in the National Framework depart from it provided that there is a cogent rationale for doing so.</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 recruitment. This is one of the priority work streams for the workforce reform group.</p> <p>The Service continues to work with other local councils and 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><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 and during its recent firefighter apprenticeship recruitment we had a small increase in both Female and BAME.</p> <p>In previous years the Authority has been mindful of trying to reduce the average age of the operational workforce.</p> <p>Workforce diversity is an ongoing priority. Building on the successes to date with our apprenticeship programme and utilising the national On Call awareness campaign material our aims are:</p> <ul style="list-style-type: none"> <li>• To increase awareness through TV collaboration work and joined up resourcing</li> <li>• Existing workforce who already interact with the local community being utilised to promote the service we deliver and being supported by our ED&amp;I ambassadors</li> <li>• The continuation of identifying role models within the organisation who can promote the values, commitment to diversity and our employment propositions - we have a national</li> </ul>

	<p style="text-align: center;">diversity ambassador</p> <p>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) in February 2018. The Authority were given the opportunity to be quoted within the 2019 ADCN report, being asked to showcase us as exemplars within this group.</p> <p>In February 2020 we attended the House of Commons with our ADCN partners as part of an apprenticeship celebration for National Apprenticeship week. This gave us the opportunity to network with other likeminded organisations.</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 are organised for all audiences. A targeted campaign was delivered by internal departments and an external organisation via social media to assist with the attraction of a diverse workforce, and analysis of the data is being undertaken to determine the outcomes and to inform future campaigns.</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 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>Consultation with stakeholders;</b> 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</li> </ul>

	<p>briefings</p> <ul style="list-style-type: none"> <li>• Study workshops</li> </ul> <p><b>The system of internal control;</b> 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 Fire Authority, e.g. Annual Pay Policy Statement.</p> <p><b>The medium term financial strategy;</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.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background Papers</b></p> <p>Executive Committee – November 2019 - Business Continuity and Resilience – Succession Planning <a href="https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf/</a></p> <p>Fire Authority – 18 September 2019 – Senior Management Team Restructure <a href="https://bucksfire.gov.uk/documents/2020/03/180919_fire_authority_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/180919_fire_authority_agenda.pdf/</a></p> <p>Executive Committee – 19 September 2018 – Business Continuity and Resilience – Succession Planning <a href="https://bucksfire.gov.uk/documents/2020/03/180919_fire_authority_agenda.pdf/">Fire and Rescue National Framework for England, Home Office, May 2018</a></p> <p>BMKFA Pay Policy Principles and Statement 2020/21 <a href="https://bucksfire.gov.uk/documents/2020/03/pay-policy-2020-21.pdf/">https://bucksfire.gov.uk/documents/2020/03/pay-policy-2020-21.pdf/</a></p>
<p><b>APPENDICES</b></p>	<p>Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the appendices contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the appendices 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:</p>

	<p>Appendix A outlines the succession position for the Senior Management Team (SMT).</p> <p>Appendix B outlines succession plans for other critical roles across the service.</p> <p>Appendix C provides an overview of potential risks and opportunities.</p> <p>Appendix D is a structural chart of the Strategic Management Board (SMB) and SMT and the functions that report into them.</p>
<p><b>TIME REQUIRED</b></p>	<p>15 Minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Anna Collett, Organisational Development Manager  <a href="mailto:acollett@bucksfire.gov.uk">acollett@bucksfire.gov.uk</a>                      01296 744468</p>