

By: Chief Executive  
To: Senior Officer Appointment and Conditions Committee – 16 October  
2014  
Subject: SUCCESSION PLANNING  
Classification: Unrestricted

## **FOR DECISION**

### **SUMMARY**

The Director, Major Projects and Resilience, is due to retire in February 2015 and this report outlines arrangements to secure his continuing support in relation to the Channel Tunnel Safety Authority as well as proposals for the future of the post. The report also includes copies of the Chief Executive's and Directors' Job Descriptions which Members are asked to consider before they are published on the Authority's website.

### **RECOMMENDATIONS**

Members are requested to:

1. Approve that no action be taken at this stage to fill the post of Director, Major Projects and Resilience, but that workloads continue to be evaluated (para 4 and 4(b) refer).
2. Approve the arrangements for securing business continuity for Channel Tunnel Safety Authority responsibilities and related activities (para 4(a) refers).
3. Approve the Job Descriptions of the Chief Executive and Directors for publication on the Authority's website (para 5 and **Appendix 1** refer).

LEAD/CONTACT OFFICER: Assistant Director, Human Resources – Karen Irvine

TELEPHONE NUMBER: 01622 692121 ext 8298

EMAIL: karen.irvine@kent.fire-uk.org

BACKGROUND PAPERS: None

## COMMENTS

### Background

1. Following a series of reports to this Committee, Members have agreed a number of recommendations aimed at securing business continuity during a period of significant change at the top of the organisation. These reports dealt with the recruitment process and subsequent appointment of the new Director, Operations; the flexible retirement arrangements for the Director, Finance and Corporate Services; and the subsequent contracting of the former Director, Service Delivery, to provide mentoring for senior colleagues. This report now seeks Members' consideration of the arrangements to be put in place arising from the vacancy which will be created when the Director, Major Projects and Resilience, retires in February 2015.
2. In addition, the report also includes copies of the Job Descriptions for the Chief Executive and Directors which will need to be published on the Authority's website to meet the requirements of openness and transparency. As these have been revised to reflect various changes over recent years, Members are asked to consider them prior to publication.

### Succession Planning

3. **Changes already made to the Principal Officer structure** - The retirement of the three Directors has represented one of the most significant periods of transition at the top of the organisation for many years and also comes at a time of immense pressure on funding for the Authority. In recognition of the financial climate, the Principal Officer team has reduced over the last few years from a Chief, a Deputy Chief, and four Directors to a Chief and three Directors, representing an overall saving of more than £330k. The retirement of the Director, Major Projects and Resilience, provides the Authority with a further opportunity to assess the current structure of the team.
4. **Holding vacant the post of Director, Major Projects and Resilience** - Following comments made to this Committee at the last meeting when the new Director, Operations, was appointed to succeed the former Director, Service Delivery, the Job Descriptions of both operational Directors have been made much more generic, and day to day responsibilities have been realigned with a view to determining how it might be possible to manage with only one operational Director. In essence, as well as providing operational cover, the Director, Major Projects and Resilience, has been running a number of major projects, such as the bringing together and co-location of the Emergency Planning function for the County and Districts at SHQ and the creation of a Joint Control Centre with Kent Police. At the same time, the Director, Operations, has been focusing on the strategic issues relating to the day to day running of operational

activities. This division of responsibilities has worked well and it is proposed that the Authority does not fill the post of Director, Major Projects and Resilience, at this stage, subject to the following:-

- (a) **Channel Tunnel Safety Authority** – This represents a significant workload and requires considerable skill and expertise in dealing with a number of organisations and Government departments. Given the knowledge and experience held by the Director, Major Projects and Resilience, which he has gained over a number of years, as well as his recent success in renegotiating the contract for First Line of Response (FLOR) arrangements with Eurotunnel, it is proposed that following retirement he is contracted to continue with these activities on behalf of the Authority for an interim period. This would be a similar arrangement to that organised with the former Director, Service Delivery, who provides mentoring services for senior colleagues who are new to their roles and lack experience in dealing with corporate matters.
- (b) **Continuous evaluation of workloads** –The other aspects of the Job Description of the Director, Major Projects and Resilience, will be covered by the remaining three Principal Officers and other colleagues but, given the comments made by the independent assessor during the recent appraisal of the Chief Executive, it is proposed that the arrangements are carefully monitored and further reports brought to this Committee if necessary.

### **Job Descriptions**

5. In order to meet the demands of the Local Government Transparency Code 2014 it is necessary to publish the Job Descriptions (JDs) of the Chief Executive and Directors on the Authority's website. As some aspects of these JDs have changed since they were first prepared, it has been necessary to review and amend them prior to publication to ensure they accurately reflect the postholders' responsibilities. An example of the changes relates to bringing up to date the list of roles/individuals for which each Principal Officer has direct responsibility. Copies of the latest JDs are attached at **Appendix 1** for Members to consider and approve prior to publication.

### **IMPACT ASSESSMENT**

6. There will be a saving of approximately £100k, including on-costs, after allowing for the provision of contractual services for the Channel Tunnel Safety Authority arrangements.

### **RECOMMENDATIONS**

7. Members are requested to:

- 7.1. Approve that no action be taken at this stage to fill the post of Director, Major Projects and Resilience, but that workloads continue to be evaluated (para 4 and 4(b) refer).
- 7.2. Approve the arrangements for securing business continuity for Channel Tunnel Safety Authority responsibilities and related activities (para 4(a) refers).
- 7.3. Approve the Job Descriptions of the Chief Executive and Directors for publication on the Authority's website (para 5 and **Appendix 1** refer).