



**KENT AND MEDWAY FIRE AND RESCUE AUTHORITY**

**Senior Officer Appointment and Conditions Committee**

**Thursday, 4 March 2021**

**3pm**



## AGENDA

### KENT AND MEDWAY FIRE AND RESCUE AUTHORITY SENIOR OFFICER APPOINTMENT AND CONDITIONS COMMITTEE

**Thursday, 4 March 2021 at 3pm**

Meeting to be held virtually via Microsoft Teams

Ask for: **Marie Curry**  
Telephone: **(01622) 692121**

*Members:- Mr Chard (Chairman – by virtue of Standing Order 2.6), Mr Brazier, Mr Daley, Mr Maple and Mr Tranter.*

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

1. Membership  
*To note the membership of the Committee for 2020/21 as set out above.*
2. Declarations of Interest in Items on this Agenda
3. Election of Vice- Chairman for this Committee for 2020/21
4. Minutes  
*In view of the infrequency of meetings of the Committee, to authorise the Chairman of the Committee to sign the agreed Minutes of this meeting.*
4. [Appointment of Director](#)
5. Other items the Chairman Decides are Urgent

#### **EXEMPT ITEMS**

*(At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Marie Curry  
Clerk to the Authority

24 February 2021

*Please note that any background papers referred to in the accompanying reports may be inspected by arrangement with the Lead/Contact Officer named on each report.*

By: Chief Executive  
To: Senior Officer Appointment & Conditions Committee – 4 March 2021  
Subject: APPOINTMENT OF DIRECTOR  
Classification Unrestricted

## **FOR DECISION**

### **SUMMARY**

The Director, Operations, has indicated that he will retire from the Authority with effect from 31 July 2021. This report sets out proposals for appointing his replacement for Members to consider and agree.

### **RECOMMENDATIONS**

Members are requested to:

1. Agree to start the recruitment process for the role of Director, Operations (paragraphs 5 refers);
2. Approve the Job Description and Person Specification for Director, Operations (paragraph 6 and **Appendix A** refer);
3. Approve the job advertisement for Director Operations (paragraph 8 refer and **Appendix B** refer);
4. Approve the timetable for the appointment process for Director Operations (paragraph 13 refers).

LEAD/CONTACT OFFICER: Assistant Director, HR and Learning – Karen Irvine  
TELEPHONE NUMBER: 01622 692121 Ext 8292  
EMAIL: karen.irvine@kent.fire-uk.org  
BACKGROUND PAPERS: None

## **COMMENTS**

### **Background**

1. The current Director of Operations, Mr Chris Colgan has indicated that he wishes to retire as at the end of July 2021 after completing over 32 years' service, having started his career in April 1989. Consequently, this report seeks the Committee's approval to fill this vacancy, approve the job description and agree the appointment process.

### **Reason for Appointment**

2. Members have previously made a decision to delete a number of posts within the Corporate Management Team structure. These changes have taken place over the past seven years and have included the deletion of the Director of HR, Deputy Chief Fire Officer and the Director Major Projects and Resilience. The most recent post to be removed from the structure has been the Assistant Director, Finance which took place as at the 1 March 2019 with the retirement of the Director, Finance and Corporate Services.
3. In June 2020 Members agreed to the recruitment of a third director due to the significant rise of Protection work expected by the Home Office and MHCLG following Grenfell and the increased expectations of service delivery following the first round of HMICFRS Inspections, which noted shortfalls nationally in this area.
4. It was therefore agreed moving forwards that the Authority would have three Director posts, with one post focusing on operational activity and business continuity, the second on the internal and external customer, which includes focussing on Prevention, Protection and Customer Engagement. And finally the third being the Director of Finance and Corporate Services.
5. At this level of appointment it is likely the successful candidate would need to give 3 – 6 months' notice and there would need to be a hand over period with the current Director. It is therefore planned to start the recruitment process in March 2021, ensuring that the successful candidate is identified by late April.

### **Job Description and Person Specification and Remuneration Package**

6. The Job Description for this role was last reviewed in full when the current incumbent was appointed in early 2020. Therefore only very minor alterations have been necessary to reflect the expectations and requirements for the post moving forwards. A copy of the Job Description and Person Specification are attached at **Appendix A** for Members to consider and approve.
7. All aspects of the remuneration package will remain the same.

## **Advertising the Vacancy**

8. It is proposed to advertise the post both internally and externally. It will be advertised externally through the National Fire Chief Councils job page. This is compliant with the Fire and Rescue National Framework for England for the appointment of senior Officers. A draft of the proposed advertisement is attached at **Appendix B** for Members approval.

## **Shortlisting, Selection and Appointment**

9. Shortlisting of applicants will be conducted by the Chair of the Committee assisted by the Chief Executive to create a suitable list of candidates to progress to the next stage of the process.
10. All shortlisted applicants will attend an operational assessment. This will take place before they attend a one-day assessment centre. This assessment will be carried out by an external organisation and if the candidate does not meet the required operational competency level they will not progress to the next stage of the process.
11. A one day assessment centre will test and evaluate candidates skills and experience using a range of methodologies which will include an officer led structured interview, report writing and presentation skills. Shortlisted applicants will also be asked to complete psychometric tests before the assessment day. The outcomes of these tests will be referred to during the assessment day. All tools used for the assessment day will be based on the competencies detailed in the person specification and the National Behaviour framework.
12. Those successful candidates shortlisted following the first day of the assessment centre will attend a Members Panel which will take place the following day. Members will make the final selection of the successful candidate. Subject to suitable references and any other necessary clearance the Panel will offer the position to their preferred candidate.

## **Timetable**

13. Subject to the Committee's approval of the recommendations in this report, it is proposed to commence the advertising process in March. The subsequent timetable is proposed as follows:

Closing date for applications:	19 March 2021
Shortlisting:	22 March 2021
Operational assessment:	5 April 2021

Assessment day with internal and external stakeholders: 26 April 2021

Inclusion interview 26 April 2021

Members Panel: 27 April 2021

Appointment date: TBC dependent on notice

## **IMPACT ASSESSMENT**

14. The proposals in this report have been drawn up in accordance with the Authority's policies and procedures providing a process that offers equal opportunity to all and avoids unlawful discrimination.
15. The successful candidate will be selected on merit, through a fair and open process. We will give equal and reasonable access to information about the job and its requirements and about the selection process to all candidates.
16. Selection will be based on consistent criteria relevant to the job and applied consistently to all applicants using methods which are reliable, objective and guard against bias. It will focus on individuals meeting the essential criteria detailed in the role's person specification and the required behaviours for the role.
17. Support will be provided throughout the process which will be tailored to individual requirements.

## **RECOMMENDATIONS**

18. Members are requested to:
  - 18.1 Agree to start the recruitment process for the role of Director, Operations (paragraphs 5 refers);
  - 18.2 Approve the Job Description and Person Specification for the Director Operations (paragraph 6 and **Appendix A** refer);
  - 18.3 Approve the job advertisement for Director, Operations (paragraph 8 refer and **Appendix B** refer);
  - 18.4 Approve the timetable for the appointment process for the Director Operations (paragraph 13 refers).

Job Description Form



**Kent** Fire &  
Rescue Service

**Post Details**

<b>Post Title:</b>	Director, Operations
<b>Post Holder:</b>	
<b>Section/Division/Location</b>	Corporate Management Board
<b>Reports To:</b>	Chief Executive
<b>Date Prepared:</b>	February 2021

<b><u>Job Purpose</u></b>	<p><i>This should be an accurate and concise statement of the unique contribution the job makes to the organisation.</i></p> <p>The postholder will be responsible for the effective and efficient provision of operational services with Kent Fire &amp; Rescue. This includes responsibility for all Operational, Health &amp; Safety, and Control employees.</p>
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<b><u>Organisation Chart:</u></b>	<i>Please ensure a copy is attached showing reporting relationships relevant to the role.</i>
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<b><u>Dimensions</u></b>	<p>Human Resources:</p> <ul style="list-style-type: none"> <li>• Assistant Director of Channel Tunnel and Resilience</li> <li>• Assistant Director of Operational response</li> </ul> <p>Financial:</p> <p>Budget</p> <p>Resources – Fire Stations, Operational equipment, Health and Safety and Emergency Planning</p>
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<b><u>Principal Accountabilities</u></b>	<p><i>Describe the key areas by which the role has to achieve results/outputs in order to fulfil the roles purpose. There should be four to eight statements and they should be written in order of importance.</i></p> <ul style="list-style-type: none"> <li>• Accountable for the management, evaluation and improvement of the Service's operational performance and to ensure that adequate resources are maintained to provide an effective and efficient service.</li> <li>• Director responsible for Health &amp; Safety across Kent FRS</li> <li>• Responsible for the development, implementation and review of contingency planning to ensure the Service has the necessary resources, support and staffing to provide sufficient emergency cover across the County and to respond</li> </ul>
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	<p>to national resilience issues and emergencies.</p> <ul style="list-style-type: none"> <li>• Responsible for the overall management of Service Delivery projects, which will include the emergency response reviews &amp; the review of different crewing options. Ensure working within the operational policy and development units are incorporated into Service Delivery implementation.</li> <li>• Responsible for the development of operational service delivery strategies ensuring that a risk reduction approach is taken. Management of Corporate Governance processes through the Authority and Corporate Management Board.</li> <li>• To lead and support change initiatives through the Safety and Wellbeing Plan and service development plans.</li> <li>• Take a lead role in the development and implementation of equality and diversity policy and initiatives to achieve the Authority's key objective of promoting equality and fairness and meeting related targets.</li> </ul>
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<b>Job Context:</b>	<p><b><i>Please consider brief objective statements to illustrate: planning and organisation, decision making e.g. types and level, internal and external relationships and working environment.</i></b></p> <p>The postholder will contribute to the delivery of the corporate objectives of the Service as a member of the Corporate Management Board and to form part of the corporate management cell during periods of major emergency and will deputise for the Chief Executive on Operational matters when required.</p> <p>They will undertake consultation and negotiation with Service unions regarding large complex change projects, lead on partnership working and programs and be the lead officer in consultation with outside agencies and government departments.</p> <p>The postholder will provide strategic advice and support to resolve operational incidents through the provision of operational command cover at Level 4. This will involve being on-call 24/7, one week in four.</p>
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<b>Prepared by:</b>	Assistant Director, HR & Learning	<b>Date:</b>	<b>February 2021</b>
<b>Approved by:</b>	Chief Executive	<b>Date:</b>	<b>February 2021</b>



<b>Post Title:</b>	<b>Director, Operations</b>
<b>Post Holder:</b>	
<b>Section/Division/Location</b>	<b>Corporate Management Board</b>
<b>Reports To:</b>	<b>Chief Executive</b>
<b>Date Prepared:</b>	<b>February 2021</b>

<b>Knowledge</b>	<i>Include specific knowledge that is important for the post holder to have in order to perform the role e.g. financial processes, systems, environmental issues.</i>	
	<b>Essential</b>	<b>Desirable</b>
	<p>Extensive knowledge and understanding of organisation's cultural context, including political issues, decision making, equality and inclusion agenda and regulatory environment, and how these can impact on service delivery.</p> <p>Knowledge and understanding of the Fire &amp; Rescue Services Act, the Integrated Risk Management Plan process, Civil Contingencies Act, Health &amp; Safety legislation, RRO and the statutory duties of Fire &amp; Rescue Services.</p> <p>Demonstrate knowledge of political issues at micro and macro level including working with Members.</p>	

<b>Skills</b>	<i>The post holder will require a certain level of these skills in order for the purpose of this role to be achieved e.g. communication skills, specific systems skills, negotiation skills etc.</i>	
	<b>Essential</b>	<b>Desirable</b>
	<p>Able to produce comprehensive, accurate and relevant written documents e.g. reports, policies, committee papers, which can be easily interpreted and customer focused.</p> <p>Client service driven with excellent communication and relationships management skills with the ability to consult and negotiate effectively with both internal and external groups to ensure that the service represents the best for our communities, now and in the future.</p> <p>Able to foster and enable continuous learning to create an environment that supports a vision to innovate and change.</p>	

<p>Able to make difficult choices by maintaining accountability and minimising the negative impact on others but by also encouraging, trusting and supporting others to make decisions</p> <p>Project Management Skills to sponsor large corporate projects from scoping to delivery.</p>	
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<b>Qualifications</b>	<b><i>Academic or professional qualifications that would be important to the performance of this role.</i></b>	
	<b>Essential</b>	<b>Desirable</b>
<p>DMS or equivalent</p> <p>Health &amp; Safety qualification</p> <p>Professional management qualification coupled with in-depth practical experience of operating at a senior/ board level</p> <p>Incident Command Level 4</p>		<p>Coaching or Mentoring qualification</p>
<b>Experience</b>	<b><i>Include any past experience the post holder could have that would help them perform this role e.g. working within the community, organisation of events, voluntary work etc.</i></b>	
	<b>Essential</b>	<b>Desirable</b>

<b>Prepared by:</b>	Assistant Director, HR & Learning	<b>Date:</b>	<b>February 2021</b>
<b>Approved by:</b>	Chief Executive	<b>Date:</b>	<b>February 2021</b>

**Director, Operations (Assistant Chief Fire Officer)  
Kent Fire & Rescue Service, Tovil, Maidstone**

**Vacancy reference: VR**

**Salary: £128,184 per annum**

Join a great team

Kent Fire & Rescue Authority is a customer focused service working to keep more than 1.8 million people safe across Kent and Medway.

We are looking to appoint a Director of Operations who will bring highly developed operational expertise, together with the ability to lead at a strategic level.

Working with colleagues across the organisation, the individual will lead an innovative change agenda to improve our services to customers, in addition to supporting work on national service-wide change.

Our ideal candidate will currently hold a substantive position as an Area Manager or above and will have demonstrated significant experience of operational incident command.

We are looking for an individual who has excellent communication skills and can work at all levels, including with partner agencies. They should have in-depth experience of driving and managing transformational change projects; a commitment to creating an inclusive workplace; an ability to focus on providing excellent services to our customers; and a management approach which is people focused, using coaching and an inclusive style.

The role is subject to locally agreed terms and conditions. In Kent we like to encourage our employees to work flexibly. Although Corporate Management Team's main base is located at Maidstone, we will equip and support the successful applicant to work across different work locations and at home.

The recruitment process will consist of three stages:

- Stage one  
An operational assessment which will take place 5 April 2021
- Stage two  
A one day assessment centre on the 26 April 2021. This will include a separate interview on Equality, Diversity and Inclusion.
- Stage three  
If successful, candidates will go forward to a Member interview panel on 27 April 2021.

If you are interested in this role, please complete an online application form in line with the job description and person specification, by 23:59 hours on 19 March 2021.