



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	19 November 2014
OFFICER	Lynne Swift, Director People and Organisational Development
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Appointment of the Authority's future Chief Fire Officer/Chief Executive
EXECUTIVE SUMMARY	<p>The current Chief Fire Officer/Chief Executive has confirmed his intention to retire in February 2015. Appointment of a successor is a business critical decision.</p> <p>The approach for the selection process was agreed by the Executive Committee, and is outlined in Appendix 1.</p> <p>Selection took place on 13 November 2014.</p> <p>The outcome was that the panel members were unanimous in their determination to recommend to the Executive Committee that it select on behalf of the Authority Jason Thelwell, currently Chief Operating Officer to be the Chief Fire Officer/Chief Executive commencing on the date immediately following CFO/CE's last day of employment.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. Jason Thelwell be selected as Chief Fire Officer/Chief Executive to commence in post on 7 February 2015. 2. Jason Thelwell becomes Chief Fire Officer/Chief Executive designate on 1 January 2015. 3. the Authority be recommended to approve the remuneration for the Chief Fire Officer/Chief Executive set out in Appendix 2.
RISK MANAGEMENT	Senior management succession for Principal Officers (PO) including the Chief Fire Officer/Chief Executive role was identified as a risk to resilience and performance as part of the workforce planning process in early 2011. This risk was mitigated through a blended approach to senior management resourcing and development including reductions in numbers of

	<p>POs, introduction of rigorous, transparent assessment centre processes and a mix of meritocracy based internal and external appointments and tailored personal development programmes.</p> <p>Appointment of an internal candidate that has already made significant contribution to setting direction and who shares the vision mitigates the risk of performance dips, which is a potential risk when there is a leadership change at the top of the organisation. With the current CFO/CE declaring his intention to retire some time ago throughout the organisation and with the Chief Operating Officer covering the CFO/CE role for an extended period during the summer of 2014 this further mitigates this risk.</p> <p>By appointing the new CFO/CE ahead of the current CFO/CE retirement date, this allows for a thorough handover and smooth transition, which will minimise any risk of performance dipping or slippage on key projects.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Costs associated with this recommended appointment will be accommodated within existing budgets.</p> <p>The proposed salary will need to be approved by the CFA as it is over £100,000 as per section 1 of the Pay Policy Statement.</p>
<p>LEGAL IMPLICATIONS</p>	<p>In allowing the Authority the opportunity to vote before a salary package of over £100,000 is offered in respect of a new appointment, the Authority's Pay Policy Statement (most recently approved by the Authority on 22 October 2014) the recommendations; and the Executive Committee's terms of reference all accord with the statutory guidance issued by the DCLG under section 40 of the Localism Act 2011 on 20 February 2013.</p>
<p>HEALTH AND SAFETY</p>	<p>No implications.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The selection and appointment processes are transparent and follow relevant Authority policy.</p>
<p>USE OF RESOURCES</p>	<p>Selection process resources</p> <p>The appointment of the Authority's Chief Fire Officer/Chief Executive is critical to the on-going success of the Fire Authority. All Executive Committee members were invited to participate and an independent advisor appointed to support the process. The independent advisor has significant fire sector experience at CFO/CE level across several services and has worked closely with key external stakeholders, for example DCLG and CFA.</p> <p>Communication with stakeholders</p>

	<p>The outcomes of the selection and appointments processes will be communicated internally through normal channels.</p> <p>A communications plan will be agreed with the Authority for action at the point of CFA approval.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>Since 2011, the Authority's approach to senior management appointments has been to identify critical leadership roles and source talent with promotion potential. This is part of a strategic approach to longer term workforce and succession planning, resourcing talent and management development. The approach aims to ensure high calibre senior leadership is continually in place to deliver the Authority's challenging agenda and provide business continuity and resilience. There are significant costs for advertising for senior executives and the cost of running selection centres to derive suitable candidates is also high.</p> <p>With the Chief Fire Officer/Chief Executive (CFO/CE) and wider Principal Officer (PO) predicted retirement timings identified over three years ago, senior management organisational restructures and appointments have considered opportunities for succession in a transparent way, supported by rigorous selection and assessment processes.</p> <p>Outcomes for successful candidates included personal development programmes to enhance performance and gain exposure to requirements for further career development specifically relating to future organisational requirements. A benefit of developing internal talent is a reduced selection cost for future appointments. An example of this approach was the appointment to the newly created Chief Operating Officer position, which deputises for the CFO/CE in December 2012.</p> <p>Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 - Supplementary Guidance: https://www.gov.uk/government/publications/openness-and-accountability-in-local-pay-supplementary-guidance</p> <p>Pay Policy Statement 2014/15 in year review. http://bucksfire.gov.uk/files/4214/1320/6133/ITEM_9_In_Year_Amendments_to_BMKFA_Pay_Policy_Principles_and_Statement_2014-15_and_Appendix.pdf</p>
<p>APPENDICES</p>	<p>Appendix 1: CFO/CE Recruitment and Selection process.</p>

	<p>To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as the report contains information relating to the financial or business affairs of a person; and on those 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 matter:</p> <p>Appendix 2: Proposed Starting Salary Recommendation to Authority.</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Lynne Swift, Director People and Organisational Development lswift@bucksfire.gov.uk 01296 744679</p>