

12 DECEMBER 2017

## PARTNERSHIP STAFFING

### REPORT BY DIRECTOR

This report updates the Partnership on progress in implementing previously approved revisions to the Partnership's staffing establishment and further discusses succession planning arrangements in relation to the position of Director.

## 1 RECOMMENDATIONS

### 1.1 That the Partnership:-

- (i) notes progress on appointing to the previously approved revised staffing structure as discussed in the report and detailed in Appendix A; and
- (ii) considers and determines arrangements for succession planning in relation to the position of Director.

## 2 BACKGROUND

- 2.1 At its meetings on 8 March 2016, 14 June 2016 and 6 December 2016 the Partnership approved revisions to the Partnership's management and staffing structure which were designed to ensure that Tactran is appropriately supported and resourced to continue to deliver its statutory role and responsibilities moving forward, whilst also adapting to planned and unplanned staff turnover over recent months and other internal and external changes (Reports RTP/P1/16, RTP/P2/16 and RTP/P3/16 refer).
- 2.2 At its meetings on 14 March 2017 and 13 June 2017 the Partnership noted that discussions were ongoing regarding the most appropriate means of addressing the Partnership's own resource needs and requirements in the short and longer term, whilst seeking to have regard to a fluid and evolving position in relation to developments including the ongoing review of the National Transport Strategy (NTS); other national reviews; emerging City Deals etc. (Reports RTP/17/10 and RTP/17/16 refer).
- 2.3 At its meeting on 12 September 2017 the Partnership approved a further revision to the Partnership's staffing structure in response to further staff turnover (Report RTP/P4/17 refers).

- 2.4 At its meeting on 8 March 2016 the Partnership approved an application by the Director for Flexible Retirement, commencing on 1 May 2016 until planned full retirement by 31 March 2017 (Report RTP/P1/16 refers). At its subsequent meeting on 14 June 2016 the Partnership agreed to defer progressing arrangements to appoint a replacement, pending clarification of, and progress on, various developments likely to impact on the future role and responsibilities of the Partnership, including the review of the NTS and an associated review of roles, responsibilities and transport governance and emerging City Deals and associated proposed governance structures.
- 2.5 At its meeting on 6 December 2016 the Partnership agreed to extend the Director's period of Flexible Retirement beyond 31 March 2017, to provide leadership and management continuity, including across the May 2017 Council elections and associated transition to a new Partnership Board in June 2017. At its meeting on 12 September 2017 the Partnership considered the matter of succession planning in relation to the position of Director and agreed that the current Director should be allowed to retire by 1 April 2018 and remitted the Director to continue discussions with constituent Councils on the Partnership's management arrangements for the transition following the Director's retiral, and to report back to this meeting, at the very latest, with details of proposed management arrangements (Report RTP/P4/17 and Minute of 12 September 2017, Branch P1 refers).

### 3 DISCUSSION

#### Staff Appointments Update

- 3.1 At the meeting on 12 September 2017 the Partnership noted progress in appointing to the vacant positions of Senior Strategy Officer and Strategy Officer (Strategic Connectivity) and approved replacement of the previous post of embedded Active Travel Officer with "in house" appointment of a Strategy Officer (Sustainable Transport). Interviews for all three positions were conducted during October and November with the following appointments now confirmed :-

**Senior Strategy Officer** – Jonathan Padmore

**Strategy Officer (Strategic Connectivity)** – Niall Moran

**Strategy Officer (Sustainable Transport)** – Graeme Brown

- 3.2 Jonathan Padmore will join Tactran on 8 January 2018. Jonathan is currently Transport Development Team Leader with Stirling Council, with responsibility for transport strategy, transport development control, delivery of infrastructure projects and programmes, development of the Stirling & Clackmannanshire City Deal and supporting Community Planning. He has 25 years extensive experience working in the field of transport strategy with a number of local authorities. In his present position he has been a member of the Transportation Officers Liaison

Group, supporting work on the development and delivery of the Regional Transport Strategy.

- 3.3 Niall Moran joined Tactran on 4 December 2017. Niall was previously Transport Planning Officer with Perth & Kinross Council, with responsibility for providing transport and technical input to the Council's Local Development Plan and related traffic and transport modelling. Prior to that he worked with the Council's Public Transport Unit with experience of public transport operation, service procurement and contract management and accessibility modelling. In his previous roles he has contributed to the work of both the Public Transport Officers Liaison Group and the Transportation Officers Liaison Group.
- 3.4 Graeme Brown joins Tactran on 8 January 2018. He is currently employed as National Entitlement Card Development Officer with Dundee City Council, supporting work on developing smart ticketing with public transport operators and the development of Mobility as a Service (MaaS) in Dundee and North East Fife. Prior to that he worked for 9 years as Partnerships Manager with Sustrans, a role which included development of the national Community Links programme, contributing to Regional and Local Transport Strategies across Scotland and managing the development of the embedded Active Travel Officers appointed by Tactran and other Regional Transport Partnerships. In that capacity he was previously an appointed Advisor to the Tactran Board.
- 3.5 These appointments, once in place, ensure that the Partnership will be supported by an excellent officer team, with a mix of transportation strategy and planning, land use and development planning, public transport, active travel and community planning experience and expertise, to support further development and delivery of the RTS and in contributing to and supporting the Partnership's various statutory roles and duties moving forward. The updated staffing structure is included at Appendix A for information.

#### Position of Director and Succession Planning

- 3.6 On 12 September 2017 the Partnership agreed to allow the Director to retire by 1 April 2018 and remitted the Director to continue discussion with constituent Councils on the Partnership's management arrangements for the transition following the Director's retiral. The Director has delayed formally submitting the 3-month notice required under his contract of employment, pending the Partnership Board's further consideration of arrangements for succession planning.
- 3.7 In reporting to members on the audit of the Partnership's 2016/17 Annual Accounts on 12 September 2017 external auditors KPMG had noted that *"current and ongoing developments contribute a significant degree of strategic uncertainty and there is a risk that the Partnership could lose momentum and leadership capacity at a time when key decisions on its future role in the national and regional transport policy*

*and delivery landscape will be debated and potentially decided”* (Report RTP/17/18 refers).

- 3.8 The auditors’ comments related to risks identified by them in relation to the planned retirement of the Director and the need to determine a clear and effective succession plan having regard to the ongoing NTS review, other national reviews, evolving City Deals and associated governance proposals, all of which are creating uncertainty regarding Tactran’s future role and responsibilities in the short to medium term.
- 3.9 On 12 September 2017 various options for succession planning were presented and considered :-
- (i) not filling the resultant vacancy;
  - (ii) internal succession;
  - (iii) appointment through internal advertisement or secondment from within partner Councils or another relevant organisation,
  - (iv) advertising for a replacement on a fixed-term (say 2-year) or permanent basis.
- 3.10 The report of 12 September explained that options (i) and (ii) above were not considered to be viable options. It noted that option (iii) above had been considered and discussed in principle, but requires further discussion with partner Councils in terms of operational viability, availability of suitably qualified and experienced capacity, and the need to ensure that the Partnership is provided with appropriate and directly accountable chief executive officer support and leadership capacity whilst offering effective leadership and management support to staff, through a period of considerable change and challenge over the next 18-24 months.
- 3.11 The Partnership’s discussion and decision on 12 September suggested a desire to maintain continuity of chief executive officer support and accountability through and beyond 1 April 2018. Despite best endeavours since the last meeting it has not proved possible to arrange a meeting to enable further discussion with partner Councils on potential options and arrangements for succession planning and ensuring a managed transition, as remitted by the Partnership Board on 12 September.
- 3.12 In these circumstances the Partnership is invited to consider and decide the most appropriate succession planning arrangements for addressing the vacancy which will arise when the current Director retires.
- 3.13 Based upon his experience in the post, and having regard to :-
- the ongoing NTS review (due for completion in mid-2019) and the need to influence both this and subsequent review of the Strategic Transport Projects Review (STPR);

- the previously reported Transport Scotland position that the NTS review will have primacy in determining the future role of RTPs;
- current uncertainties which exist around the role of RTPs in relation to regional partnership arrangements suggested in other national reviews of Planning and Enterprise & Skills;
- aspirations to develop new models of regional governance including Regional Transport Planning through City Deals (as noted and discussed in earlier reports) and the need for further clarity and agreement on the detailed legislative, employment and financial implications of these; and
- the crucial need to continue to fulfil and develop the Partnership's core purpose and its various other statutory roles and duties, including Community Planning (as discussed in a separate report) and other public sector body duties;

The current Director recommends that, on balance, option (iv) above, i.e. appointment of a successor on a 2-year fixed term contract, would provide the Partnership and its staff with the most appropriate and effective succession planning arrangement at this time, and pending clarity on the various matters referred to above over the next 12 – 18 months and beyond.

- 3.14 The Partnership's staff have been consulted and have expressed a strong preference for the option of appointment of a full-time Partnership Director on a fixed-term contract.
- 3.15 As noted in 3.6 above, the Director has delayed formal submission of the 3-months' notice required under his contract of employment to enable the Partnership to determine its preferred approach to succession planning. Should the Partnership decide to seek replacement through appointment, and recognising that this could result in a process extending across 4 – 5 months allowing for notice, the Director is willing to delay his retirement beyond 31 March 2018 to allow a managed transition to a new appointment or other succession planning solution, to assist in providing continuity of support for the Partnership Board and staff.

## **4 CONSULTATIONS**

- 4.1 This report has been the subject of consultation with the Partnership's Proper Officers.
- 4.2 As noted in section 3.11 above, it has not proved possible to arrange further discussion with partner Councils on the matter of succession planning. Options for succession planning have been the subject of consultation with the Partnership's staff, as discussed in section 3.14 above.

## **5 RESOURCE IMPLICATIONS**

- 5.1 The appointments reported above are provided for within the approved staffing structure and 2017/18 Core Staffing budget. As was noted when approving the revised staffing structure on 12 September 2017, replacement of the previous embedded Active Travel Officer with an “in house” Strategy Officer appointment requires virement of funding from the annual RTS Programme budget to the Core Staff Costs budget, with no overall increase in costs.
- 5.2 Planned voluntary retirement of the Partnership Director by the end of Financial Year 2017/18 has no cost implications for the Partnership. As discussed in the separate report to this meeting on the proposed 2018/19 Core Revenue Budget, provision has been made to accommodate appointment of a successor should the Partnership decide to pursue that succession planning option.

## **6 EQUALITIES IMPLICATIONS**

- 6.1 Staff turnover and the appointments to vacancies have altered the Partnership’s staffing gender and ethnicity composition, as reported in the Partnership’s Mainstreaming the Equality Duty and Employee Information Report (April 2017), from 3 Male and 3 Female to 5 Male and 2 Female, allowing for conversion of the embedded Active Travel Officer to an “in house” appointment.

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**Director**

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### **NOTE**

Background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973, and relied on to a material extent in preparing this Report:-

Report to Partnership RTP/P1/16 Proposed Review of Management Arrangements (EXEMPT), 8 March 2016

Report to Partnership RTP/P2/16 Partnership Staffing (EXEMPT), 14 June 2016

Report to Partnership RTP/16/33 Director’s Report, 13 September 2016

Report to Partnership RTP/P3/16 Partnership Staffing, 6 December 2016

Report to Partnership, RTP/17/01 City Deals, 14 March 2017

Report to Partnership, RTP/17/10, Director's Report, 14 March 2017

Report to Partnership, RTP/17/16, Director's Report, 13 June 2017

Report to Partnership, RTP/17/18, 2016/17 Audited Annual Accounts, 12 September 2017

Report to Partnership, RTP/P4/17 Partnership Staffing, (EXEMPT), 12 September 2017

# Staffing Structure

