

## **Personal Statement for Police, Fire and Crime Panel.**

### **Andrew Brodie, interim Chief Fire Officer.**

It's an honour to be named as the preferred candidate to lead North Yorkshire Fire and Rescue Service. I have the experience, skills and qualities to carry out the role, demonstrated throughout five months as interim Chief Fire Officer and well-regarded work in other services and organisations. Having spent over twenty years working in Cumbria, it's exciting and rewarding to be back in a large, rural area with the opportunities and challenges presented.

### **Background**

Following education in Northern Ireland and Scotland, I joined Cumbria Fire Service as a teenage firefighter in 1990. I progressed through various roles and departments to Station Manager, working in the industrial west of the county, headquarters, Kendal and Barrow-in-Furness. Experience in Training, Technical Services and Community Safety, as well as working on fire stations, provided a breadth of knowledge of the service that has stood me in good stead for further progression. I undertook a long course of part-time study, including a BA (Hons) in Business Management and a Post Graduate Diploma in Public Service Leadership.

Unusually, I undertook two secondments from Cumbria Fire Service, broadening my perspective, knowledge and networks even further. The first was on the central government FiReControl project as Business Change Manager. Representing the service in the North West and West Midlands region, I regularly briefed government Ministers, Members of Parliament, Regional Management Boards and Chief Officer teams. The second secondment was as National Lead for Fire Policy in the Audit Commission, the assessment and inspection body for fire and rescue services at that time. I provided the policy and guidance for delivery teams, wrote and tested the Commission's inspection methodology for fire, and produced the Value for Money tool. These experiences fundamentally changed my approach to work and prioritised public service, fairness and maximising capacity as my watchwords.

In 2012 I joined the London Fire Brigade as Group Manager, taking a central role in developing and delivering the National Operational Guidance that transformed the fire and rescue services approach to incident response. I led the guidance for Incident Command, Water Rescue and Flooding, creating the structure and approach that is still used for the guidance today and is replicated in the work of the new Fire Standards Board. Zone 1 working, and Zone 2 living meant I was at the heart of the action operationally. London provided massive exposure, leading incidents at many iconic locations including the Royal Albert Hall, Camden Market and the Cuming Museum in Southwark.

## Chief Officer Experience

I moved as Area Manager to Leicestershire Fire and Rescue Service in 2014, progressing to Assistant Chief Fire Officer and Director of Service Delivery one year later.

This period involved huge change and reengineering of service delivery and a strong focus on collaboration, outsourcing strategic finance and legal services to the City and County Councils respectively. I fronted a workforce reduction programme and Integrated Risk Management Plan that enabled us to avoid wholetime firefighter redundancies, deliver balanced budgets and rebalance resource to meet changing risk and demand. I built strong, trusting relationships with the workforce and representative bodies, enabling sensible discussion and agreed changes. This included the successful introduction of Tactical Response Vehicles to match realistic crewing arrangements and an award winning, £750k collaborative project, the Braunstone Blues.

I continuously demonstrated my personal commitment to Equality, Diversity and Inclusion (EDI), both as lead internally and as co-chair of the National Fire Chief Council EDI board. I developed and implemented an EDI structure from strategic and tactical levels to five staff networks, enabling us to support staff and to create excellent relationships with local community groups. I'm currently discussing the potential to introduce a similar system in North Yorkshire, but in partnership with the police

Operationally, I commanded a 15-pump incident at a large textiles factory and led the strategic response to the tragic Hinckley Road explosion and the King Power helicopter crash. I received significant plaudits, proving my abilities in major incident management and chairing of multi-agency co-ordination meetings. I completed the national fire and rescue service's Executive Leadership Programme, run by Warwick University, gained a Post Graduate Certificate in Strategic Leadership and developed an excellent UK wide network.

In January this year I moved to North Yorkshire as interim Chief Fire Officer. My 100-day report, published in May, sets out my early findings about the service and ideas for improvement and future ambition. My arrival has been well received with much praise for the immediate impact on culture and confidence.

My first task was to create belief, reorient the Corporate Management Board and wider service, create a vision of what we could become and provide a stable financial platform to do so. In five months, I've already set a direction and transformed the confidence and ambition of the Board. It's spreading throughout the service with a groundswell of self-belief, willingness to change and desire for improvement. Our Strategic Brief to Her Majesty's Inspectorate received great plaudits by the Chief Inspector, testament to the growing confidence and ability of the team.

I'm building strong external relationships to garner support and understanding for future change. I've presented to the North Yorkshire County Council Members Briefing and held one to ones with the leaders and Chief Executives of the county and city councils, and leaders in Clinical Commissioning Group.

I demonstrate visible leadership across North Yorkshire, speaking at leadership and inclusion events, and joining Pride in York and Harrogate. Much time has been spent with front line and enabling services colleagues during their day to day work, helping me identify their frustrations and cultural issues. I'll continue to do this to better understand service effectiveness and to help me to challenge and commend colleagues.

A national presence is important to promote North Yorkshire Fire and Rescue Service and local partners. Since becoming Chief Fire Officer I've attended all National Fire Chiefs Council meetings and the Local Government Association Fire conference. I recently hosted the new national Fire Standards Board team, showing them the challenges of running a large, rural service with huge heritage risk, significant transport infrastructure and a vital rural economy. This all helps me build our reputation and show the rest of the country how much we can achieve.

### **The Future for North Yorkshire Fire and Rescue Service**

I trust the experience set out above demonstrates my suitability to continue as Chief Fire Officer in North Yorkshire. The 2025 vision elements of my 100-day report will be extracted, refined, condensed, agreed and published as a blueprint for North Yorkshire Fire and Rescue Service and a pledge to the public, elected members, Police Fire and Crime Commissioner, partners and workforce of what we'll achieve.

A number of phases are needed to maintain the progress already achieved and position of strength and excellence; each phase needs the blended leadership style that I can provide.

The public of North Yorkshire can look forward to maintaining a good fire and rescue service, one it can be proud of, but not one that rests on its laurels. A mediocre service is not something to countenance. A constant strive for improvement and excellence lies at the heart of delivering the services those who live, work, travel and visit in our county and city rightly expect.

My abilities and approaches are proven to deliver class leading products and teams, motivated and engaged staff, evidence based, outcome focussed and evaluated work, and a golden thread from organisational purpose to individual appraisal. This is what the public and their elected representatives will continue to receive from me as their Chief Fire Officer.