

# Police, Fire & Crime Panel Report

25 May 2022



## Appointment of Chief fire Officer

I am required by Paragraph 8(1) of Schedule A2 of the Fire and Rescue Act 2004 in reference to Section 28(5) and Schedule 8 of the Police Reform and Social Responsibility Act 2011, and by paragraph 5(1) of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017, to notify members when I intend to appoint a Chief Fire Officer, and in notifying the Panel of a proposed Chief Fire Officer I must notify you of:

- The name of the person I am proposing to appoint to the role;
- The criteria that were used to assess the suitability of the candidate.
- Why the candidate satisfies those criteria; and
- The terms and conditions upon which the candidate is to be appointed.

This report sets out the background to (and all of the statutory details required in respect of) my proposed appointment.

### Summary – The Law

Under the obligations set out in Schedule 8 of the Police Reform and Social Responsibility Act 2011 and the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017, members must review my proposal, undertake a confirmation hearing and report within three weeks of being notified of my proposal.

### Summary – Background Circumstances

The current Interim Chief Fire Officer, Jonathan Foster, retires at the end of June 2022. The Service has, during Mr Foster's tenure as Interim Chief, commenced its journey of service-wide transformation. As Commissioner I now seek to appoint a Chief Fire Officer who can take that agenda forward and deliver the change that the Service needs. The new Chief Fire Officer will have to deliver my Fire and Rescue Plan and the new Risk and Resource Model, while continuing to drive transformational change to place the Service on a sustainable footing in the face of continuing financial challenges.

### Appointment Process

The recruitment was carried out in accordance with best practice in order to ensure that

- a strong field of interest was generated in the opportunity; and

- that the proposed appointee was chosen on merit (in accordance with s7 Local Government and Housing Act 1989); and
- that the process adhered to the three principles of merit, fairness and openness.

To underpin assurance in those respects, I arranged for an Independent Member to serve on the panel for final interview, as well as to assure the entire process.

I am grateful to Shaheen Mansoor for serving as Independent Member.

Her report appears as Appendix A. It sets out a comprehensive account of the recruitment process and the criteria used for selection.

## Proposed Appointment

Jonathan Dyson is the person proposed for appointment as Chief Fire Officer for North Yorkshire Fire and Rescue Service on a full-time basis.

Mr Dyson is presently the Interim Deputy Chief Fire Officer for North Yorkshire Fire and Rescue Service.

The role Mr Dyson will provide for the North Yorkshire Fire and Rescue Service includes:

- As Senior Fire Adviser to the Police, Fire and Crime Commissioner, provide strategic and expert advice on all matters related to fire and rescue to support the Commissioner in their work and governance of the Service; and
- As Head of Paid Service for North Yorkshire Fire and Rescue Service, provide overall leadership and management of personnel, ensuring that the Service has stable leadership at a time of significant change; and
- As the most senior Principal Officer, direct the operations and transformation of the Service and ensure that there is sufficient and appropriate fire cover for the area.

Formally therefore I propose to appoint Jonathan Dyson as Chief Fire Officer on the above basis.

Mr Dyson has a demonstrable track record in the fire service which includes:

1. The necessary professional qualifications for the role, complemented by appropriate experience at a senior level within the Service.
2. Experience of working within the PFCC model at a senior level.
3. Experience of leading and managing fire services and of leading and managing change.
4. A comprehensive understanding of Fire Service governance arrangements and of operating within a corporate governance framework.

Mr Dyson joined North Yorkshire Fire and Rescue Service as Area Manager (Director of Assurance) from South Yorkshire Fire and Rescue Service in 2019, where he had served in different roles, latterly as Group Manager. He has detailed knowledge of our Service, making him an excellent candidate to lead the Service through further transformational change.

I am content that Mr Dyson has the experience and skills to work effectively and efficiently with me and with the Service in the role of Chief Fire Officer. Mr Dyson has the relevant qualifications

and suitable experience of managing both the Service and operational incidents. He has demonstrated significant appetite and skill for innovation and transformation throughout his career and as Interim Deputy Chief Fire Officer. He has worked closely with the Police on the development of the enableNY service offer to NYFRS.

Moreover, I am confident that Mr Dyson will be able to discharge the duties of the Chief Fire Officer statutorily and through my Corporate Governance Framework. He has good experience of my governance framework and mechanisms and is embedded within the wider joint governance approach with the Police. His experience within the Service and over his career stands him in good stead to deliver against these responsibilities.

The recruitment process was designed to be both challenging and exhaustive, using the 'Strengths' methodology. The process explores both capability and engagement as a basis for informing decision-making on talent acquisition, giving both panels a rich picture of the candidate's accomplishments, motivation levels and development potential.

It is important to note, especially in circumstances whereby a single candidate has been shortlisted for interview, that Mr Dyson performed exceptionally strongly in the assessment process, in the collective view of the interview panel. Our very positive assessment was shared by the partnership stakeholder panel, whose conclusions were explained to the interview panel after we had completed our scoring. Indeed, the detailed scores arrived at by the stakeholder panel in respect of the strengths displayed by Mr Dyson, were very similar to those allocated by the interview panel.

I have no hesitation in commending Mr Dyson as an inspirational, values-driven transformational leader for North Yorkshire Fire and Rescue Service.

## Proposed Terms and Conditions of Service

A copy of the recruitment pack is attached as [Appendix B](#), which contains the role profile setting out the responsibilities of the role and the associated remuneration range of £128,647-£136,250 (inclusive of operational allowance).

I have agreed in principle to discuss development opportunities and plans with the candidate, after the appointment process concludes.

## Summary

For the reasons set out in this report, I commend to the Panel the suitability of Jonathan Dyson as my proposed candidate for Chief Fire Officer for North Yorkshire Fire and Rescue Service.

Signature redacted by NYCC prior to publication

Zoë Metcalfe  
Police, Fire and Crime Commissioner for North Yorkshire

## **Independent Panel Member Report**

### **Recruitment of the Chief Fire Officer**

#### **North Yorkshire Fire and Rescue Service**

*References in this report to ‘the applicable standards’ are references to the requirements of the s7 Local Government and Housing Act 1989 to appoint a candidate on merit; and to relevant indicators of best practice set out by the Home Office in respect of senior public appointments by Commissioners. The principles adopted include - the requirement to advertise the role for 3 clear weeks; to appoint in a manner which respects the three principles of merit, fairness and openness; and to engage an Independent Member to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.*

#### **Background**

This report is prepared in accordance with the guidelines set out by the applicable standards. It contains my independent assessment of the process followed to appoint a Chief Fire Office (CFO) for North Yorkshire Fire and Rescue Service and comments on whether I have assessed the process to have complied with the four key principles of merit, fairness, openness and transparency and inspiring public confidence.

I have set out below each stage of the appointments process providing commentary where appropriate.

#### **Advertising and Search**

The advert for the role was publicly advertised on the 16 March 2022 with a closing date of 11 April 2022. Advertisements were placed on the North Yorkshire OPFCC, North Yorkshire Fire & Rescue Service external and internal, the National Fire Chiefs’ Council, the Women in the Fire Service and the Asian Fire Service Association websites. The NFCC is the primary site for all senior fire appointments. In addition, the advert was circulated across social media and LinkedIn.

The deadline was extended for an additional 2 weeks to 25 April 2022 to explore whether a larger field of candidates would apply.

At the outset and after extending the window, the Commissioner wrote to all Chief Fire Officers in the country, asking them to promulgate the opportunity of becoming Chief Fire Officer in North Yorkshire, amongst their senior teams.

**The advertisement was open for applications for a period of 40 days which is well above the applicable standard of 21 days. I am satisfied that the application window was maximised and that the vacancy was openly and proportionately publicised.**

### **Shortlisting Process**

Applicants were asked to provide their CV and covering letter stating how they meet the essential criteria of the role. One applicant applied for the CFO role.

Zoë Metcalfe was made available for informal 1-2-1 conversations with candidates – which was offered in the candidate pack and advert.

A familiarisation event was offered to candidates on 22 March 2022 and on 5 April 2022 as part of the process.

The shortlisting meeting took place on 11 April 2022 after which the extension of the application window was agreed and again on 25 April 2022. The shortlisting panel comprised of Zoë Metcalfe and Simon Dennis.

The shortlisting panel members were satisfied that the candidate met the published essential criteria for the role.

The candidate was invited to final interview.

Prior to interview, strengths-based interview questions were drafted as well as a presentation topic which the candidate was to be asked to present in 10 minutes. Specialist consultancy support was provided jointly to the OPFCC and People Services, to design those elements of the process and to ensure that they aligned to the 'Strengths' method of assessment.

**I am satisfied it was appropriate for the applicant to be shortlisted for interview.**

### **Interview Process**

The interview process took place in person on Friday 6 May 2022.

A stakeholder interview took place in the morning. The stakeholder panel comprised of the following individuals:

- Julie Warren, NHS North Yorkshire Clinical Commissioning Group
- Victoria Turner, North Yorkshire County Council
- Ian Spiers, Swaledale Mountain Rescue
- Helen Hunter, Age UK

The stakeholder panel asked 7 questions:

1. *There is a legislative duty for fire and rescue services across England to collaborate with partners. Can you provide an example of a collaborative project you have been involved with? Please set out how it was introduced to those involved and how its efficacy was measured. Can you envisage any existing projects from other areas being adapted for use across North Yorkshire, taking into account the urban, but mainly rural nature of the area?*

2. *The Chief Fire Officer has a responsibility to look after the mental health of everyone working for NYFRS. What would you do to monitor wellbeing and build resilience in your people?*
3. *North Yorkshire Fire & Rescue Service and public health both have key roles in prevention, including shared concerns such as falls' prevention, smoking cessation and road safety. How do you see North Yorkshire Fire & Rescue Service working with partners to drive the wider prevention agenda across North Yorkshire?*
4. *As Chief Fire Officer, you would be accountable for implementing key strategies, policies and plans which guide, improve and transform service delivery. What do you consider to be the key strategic opportunities for improving performance at North Yorkshire Fire & Rescue Service and delivering best value?*
5. *Inclusion is an ever-increasing focus for employers. How would you ensure that all staff and volunteers within North Yorkshire Fire & Rescue Service understand that you are focused on them all as individuals, and what processes would you build on or introduce to ensure all individuals across the organisation feel included and valued?*
6. *You will need to work collaboratively with a variety of partner organisations. How do you approach building great working relationships with senior stakeholders in partner organisations? When has this helped you to influence positive change?*
7. *What would you identify as your core personal values? Can you describe a situation where one of these values was challenged and how you responded to it?*

Following the Stakeholder Panel, the panel independently scored each question according to the strengths-based assessment scoring process, information about which is attached to this report.

The stakeholder panel then reported their assessment to People Services who in turn relayed it to the final assessment panel after the main panel interview.

The final assessment panel comprised of the following individuals:

- Zoë Metcalfe – Police, Fire & Crime Commissioner (PFCC) – Panel Chair
- Simon Dennis – Chief Executive and Monitoring Officer, Office of the PFCC
- Lisa Winward – Chief Constable, North Yorkshire Police
- John Roberts – Chief Fire Officer, West Yorkshire Fire and Rescue Service
- Shaheen Mansoor – Independent Member

The panel was advised on matters of process by the Chief Executive and Monitoring Officer and on matters of fire and rescue specialism by the Chief Fire Officer of West Yorkshire Fire and Rescue Service.

The panel met in advance of the interview to finalise the approach and agree which panel members would ask particular questions. All panel members declared whether they had prior knowledge of the candidates.

The candidate presented for 10 minutes on the following subject:

1. *How would you develop your strategic vision for the future of the Fire & Rescue Service in North Yorkshire, in partnership with the Commissioner?*
2. *How would you lead and deliver that vision, and transformational change, in a time of financial constraint?*

The final assessment panel questioned the candidate on their presentation for 10 minutes.

Following the presentation the candidate was asked 4 strengths-based questions and 2 motivation-based questions:

#### Strengths Questions

1. *How would you build and maintain an effective relationship with the Commissioner? How have you built and maintained effective relationships with key stakeholders in the past?*
2. *What are the barriers to establishing a truly inclusive organisation? What have you done to break through such barriers in your career to date? How do you demonstrate your understanding of the needs and concerns of diverse groups?*
3. *How do you manage your response to pressure and ensure you remain effective? Can you give an example of how you have bolstered the resilience of those around you?*
4. *How do you maintain a balance between 'remaining true to yourself' and effectively navigating the stakeholder landscape? Why do you think this is important for the Chief Fire Officer of North Yorkshire Fire & Rescue Service?*

#### Motivation Questions

1. *What attracts you to working for North Yorkshire Fire & Rescue Service? What strengths do you have that you feel make you suitable for the role of Chief Fire Officer?*
2. *What do you see as the key issues and challenges we face in trying to achieve the objectives we set in 'Ambition 2025'? How do you feel about tackling these issues and challenges?*

The panel agreed collective scores for the candidate following interview using a pre-prepared assessment form. The panel discussed each question separately against the scoring criteria and agreed on a score.

As a result of the interview process the candidate has been recommended for appointment.

**I am satisfied that the panels were properly constituted to assess the candidate impartially against the full breadth and depth of the requirements of the role.**

**I am satisfied that the panels effectively managed their prior knowledge of the candidate and as such effectively and fairly addressed any perceived conflicts of interest.**

**I am satisfied that the interview was conducted in a fair, transparent and consistent manner. The application was assessed against the published criteria and all decisions were fully documented. Fundamentally the decision to appoint was made solely on merit.**

#### Conclusion

I am satisfied that this recruitment process met the requirements of the applicable standards.

**Signature redacted by NYCC prior to publication**

Shaheen Mansoor

Independent Panel Member

15 May 2022

# Chief Fire Officer NYFRS Recruitment Pack



March 2022

## Introduction

### Message from the North Yorkshire Police, Fire and Crime Commissioner

Thank you for your interest in becoming the next Chief Fire Officer for North Yorkshire Fire and Rescue Service.

I am looking to appoint an exceptional individual who will continue the work of modernising the way the Fire and Rescue Service operates in North Yorkshire at an important time for the future of the organisation.

As the newly elected Police, Fire & Crime Commissioner, responsible for governance and oversight of North Yorkshire Fire and Rescue Service, I am determined to ensure we continue developing a Service which is fit for the future.

We have a committed and passionate workforce who make a real difference to keeping the people of North Yorkshire and York safe and feeling safe. Resources are always constrained, and we need to continue

the work to ensure we have a strong and sustainable organisation which is innovative in its response and preventative practices.

The successful candidate will be responsible for overseeing a significant transformation programme and implementing a new Community Risk Management Plan – known locally as the Risk and Resource Model. Given this challenge, applicants for the position will need to demonstrate experience of implementing change in a timely manner and driving transformation with the enthusiasm and commitment to bring everyone together.

Diversity continues to be a challenge for our Service, and I will be looking to the successful applicant to really catalyse a step change in this area.

This is an exciting opportunity to join and lead the Service, to ensure our communities remain some of the safest in which to live and work in the country, and deliver a modern, reactive and respected organisation which protects people and property and saves lives.

Details of the role and how to apply are in this pack, and if you would like an informal conversation with me about the role, please do get in touch.

With best wishes



**Zoë Metcalfe**  
North Yorkshire Police, Fire and Crime  
Commissioner



# About North Yorkshire, North Yorkshire Fire and Rescue Service and our family of organisations

## North Yorkshire

North Yorkshire and the City of York make up one of England's largest rural fire service areas, covering almost 3,212 square miles. Stretching almost the breadth of the country from the Tees in the north to the Humber at its southern tip, it includes two National Parks and three Areas of Outstanding Natural Beauty making it a very attractive place to live, work and visit, though it does bring challenges associated with rurality and travel distances.

The population of 820,000 is spread across isolated rural and coastal hamlets and villages, market towns and larger urban areas such as York, Harrogate and Scarborough. There is also a significant military presence at the garrison at Catterick, and every year the area receives over 20 million visitors. York is a major university City, home to over 21,000 students from across the world.

The area holds over 800 tourist attractions, 12,000 listed buildings, and major national infrastructure such as Drax power station. It is bisected by the East Coast Mainline and the A1(M), with other major trunk roads including the M62, the A59, A64 and A66. Altogether it has over 6000 miles of road, the majority of which is a web of small rural roads.

Our communities are diverse, by geography and demography. Scarborough has some of the most deprived areas in the country, whilst Harrogate and York have some of the least. Those settlements on our boundaries look outward to our neighbouring areas – to Leeds and Bradford, Doncaster, Hull, Lancaster, Darlington and Middlesbrough; our coastal communities look to the sea, while our rural communities are closely connected to the land. Our minority ethnic communities are small but focused, with strong links to communities in neighbouring areas.





## North Yorkshire Fire and Rescue Service

North Yorkshire Fire and Rescue Service is one of only four in the country governed by a Police, Fire and Crime Commissioner. Transfer of governance took place in November 2018 following the development of a full business case and public consultation by the OPFCC which can be found on the Commissioner's website.

The Commissioner's Fire and Rescue Plan sets ambitious priorities of transformation for the Service, aligned to the national fire reform programme, to make it fit for the future. To fulfil these principles, and further reduce the current and foreseeable fire and rescue related risks in North Yorkshire and the City of York, we are redesigning our service model to prioritise prevention and protection activity.

We have recently commenced a transformation programme to achieve this, including the design and delivery of a new Risk and Resource Model (RRM). This programme will realign our operational focus, redesign our on-call model, consider the capabilities and equipment we need to modernise, and ensure we are effective, efficient and aligned to current and emergent risk. We will consult with staff and the public on our resource proposals at the end of May and implement a new RRM from September 2022.

We have a mix of shift, day-crew, on-call and volunteer stations. On-call stations provide emergency response across the county, predominantly in our more rural areas. We are very reliant on the on-call with around 55% of operational staff employed as on-call firefighters and 26 of our 38 being standalone on-call stations. The on-call model is outmoded and in need of reform and investment to improve availability of fire appliances in our more rural areas

We need to prioritise the need for cultural change within the organisation and to embrace a more diverse workforce. Embedding the new Service Values, Core Code of Ethics, and fire standards needs to be at the heart of all we do.

In 2019 HMICFRS rated NYFRS as good for its effectiveness at keeping people safe and secure from fire and other risks and some elements of how it looks after its people, and requiring improvement for its efficiency and for other aspects of how it looks after its people. The Service requires considerable investment in its assets and infrastructure and, while it now has a balanced budget, has substantial financial challenges to manage in the years ahead. Industrial relations are currently good, but the national position in relation to pay and the firefighter rolemap remains fragile.





### Enable North Yorkshire

As part of the transfer of fire governance, the Commissioner set out plans to bring staff in enabling functions together as one team to provide services to police, fire and OPFCC to improve efficiency and affordability across the police and fire services in North Yorkshire.

Our finance, people, assets and ICT teams, as well as others, have come together as one team, under Enable North Yorkshire. Enable North Yorkshire went live from April 2019 based in the joint police and fire headquarters, with a mission to provide high quality, efficient business support services.

Enable North Yorkshire is headed up by a Managing Director, who is accountable to both the Chief Constable and the Chief Fire Officer for providing the services needed to support their respective operations.

### North Yorkshire OPFCC

The OPFCC is a small, dynamic team that delivers a wide ranging and ambitious programme of work across policing, fire and rescue, criminal justice, victim and community safety matters in support of the Commissioner and the public of North Yorkshire. This includes research and policy innovation; public and partner engagement and communications; scrutiny, assurance and governance work; the delivery of the Commissioner's statutory functions; as well as having a dedicated commissioning team managing a portfolio of victim and perpetrator services.

The team maintains a presence locally, regionally and nationally working with members of the public, local authorities, regional partners and government departments as well as national Service and representative bodies. The OPFCC also triages and service recovers police and fire and rescue complaints, as well as handling a substantial amount of correspondence and case work from the public.

### North Yorkshire Police

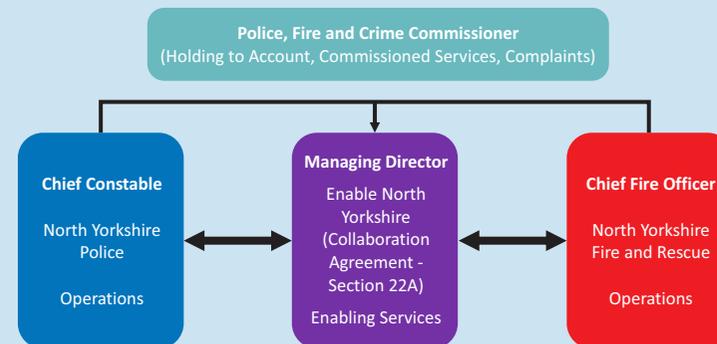
North Yorkshire Police serves one of the largest policing areas which is mainly rural with all the challenges of policing a dispersed, sparsely populated area. Conversely, the main population centres of York, Harrogate and Scarborough have vibrant night-time economies and largely urban patterns of policing demand.

North Yorkshire has a low number of recorded crimes, and currently has the lowest crime rate in England. In 2018/19, HMICFRS rated North Yorkshire Police as good at reducing crime, keeping people safe, operating efficiently and providing sustainable services to the public. North Yorkshire Police received a rating of "needs improvement" for legitimacy. Financially North Yorkshire Police is in a stable position, although efficiencies are necessary if the Force is to afford planned investments in the service over the next few years.

### Outline organisational structure

The Chief Constable and Chief Fire Officer are jointly responsible for setting out the requirements of the collaboration and the services we need, delivered by the Managing Director. The Commissioner holds the Chief Constable and Chief Fire Officer to account for efficient and effective service delivery.

The outline organisational structure opposite shows what this looks like:



## North Yorkshire Fire and Rescue Service



Jon Foster  
Interim Chief Fire Officer



Jonathan Dyson  
Interim Deputy Chief Fire Officer

## Office of the Police, Fire and Crime Commissioner



Zoë Metcalfe  
Police, Fire and Crime  
Commissioner



Simon Dennis  
Chief Executive and  
Monitoring Officer



Michael Porter  
Commissioner's Chief  
Finance Officer

## North Yorkshire Police



Lisa Winward  
Chief Constable

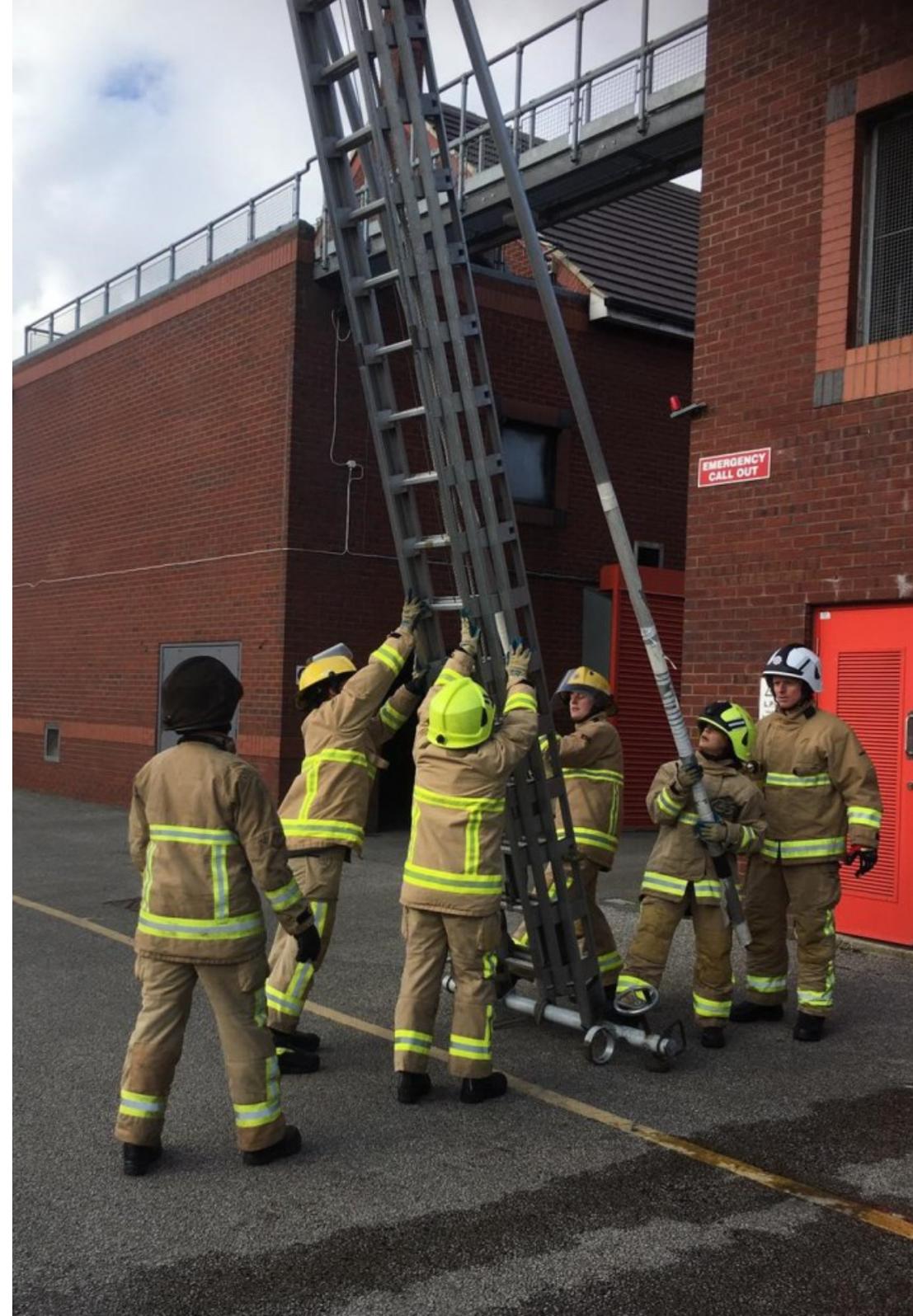


Mabs Hussain  
Deputy Chief Constable

## Enable North Yorkshire



Ray Ward  
Managing Director



## Fire and Rescue Plan (New Plan to be issued end of March 2022)



### **Caring about the vulnerable**

We will provide services that will best protect the most vulnerable people in our community and in doing so, make them safer.



### **Ambitious collaboration**

We will maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service.



### **Realising our potential**

We will create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, training, skills, and capacity to effectively prevent and respond to incidents.



### **Effective engagement**

We will increase trust and public confidence in our Service, involving, engaging and consulting our communities on the services we provide and delivering the best possible service.





York

# Job Description and Application Process

## Salary

£128,647 to £136,250, inclusive of operational allowance.

## Chief Fire Officer

The Police, Fire and Crime Commissioner for North Yorkshire is looking to appoint an inspirational leader who will continue the work of modernising the way in which North Yorkshire Fire and Rescue Service currently operates.

North Yorkshire is one of only four Services under the Commissioner model and in shared governance arrangements with the Police, bringing unique opportunities to drive collaboration and change.

The Service has an ambitious programme of transformational change and collaboration already underway, making this an exciting time to join and lead the Service as Chief Fire Officer. Not only will you have the opportunity to shape your senior leadership team, but you will also engage, influence and shape the future delivery of the Service to ensure our communities remain some of the safest in which to live and work. This includes embedding the work of our shared enabling services across Fire, Police and the OPFCC through Enable North Yorkshire.

If you're the person we're looking for, you'll have:

- The leadership style that motivates and inspires those around you, building confidence, trust and stability amongst the workforce.
- An authentic and engaging communication style, with the ability to build and maintain strong working partnerships both inside the Service and across the partnership landscape.
- You will value and not discourage difference, with a passion and commitment to drive forward transformation in respect of equality, diversity and inclusion (EDI) priorities.
- You will have the determination and passion to see through your vision for the Service providing clarity to all.
- Experience of leading complex transformational change programmes and will thrive on achieving results through teamwork.

## Eligibility

Nationally Recognised Strategic Command FRS Operational Qualification / Degree or equivalent level of qualification / Executive Management Qualification / Completion or commitment to future completion of the ELP or an equivalent leadership programme / Accredited Prior Learning / Experience.

Applicants must currently operate at competent Assistant Chief Fire Officer level (or local equivalent) or above and display strong evidence of operating at a strategic level within a Fire and Rescue Service. The provision of Incident Command leadership is essential, and applicants must currently operate at Strategic Commander level or equivalent to apply.

Applicants are also required to evidence relevant academic achievement or to demonstrate equivalent experience.

## Application

To submit a formal application for consideration you must complete the online application form – please click [here](#). Closing date for applications: 9am, Monday 11th April 2022

## Informal conversation

If you would like an informal conversation about this opportunity with Zoë Metcalfe, Police, Fire and Crime Commissioner, please email PFCC Executive Support on [PFCCexecutivesupport@northyorkshire-pfcc.gov.uk](mailto:PFCCexecutivesupport@northyorkshire-pfcc.gov.uk).

## Familiarisation Events

To learn more about the Chief Fire Officer role at North Yorkshire Fire and Rescue Service please join us for an online familiarisation event on Tuesday 22nd March 11:30-13:00. This will be held via MS Teams. If you would like to attend, please email [PFCCexecutivesupport@northyorkshire-pfcc.gov.uk](mailto:PFCCexecutivesupport@northyorkshire-pfcc.gov.uk)

## Selection Process

All applications received will be subject to an initial sift based on supporting statements submitted.

Following a pass at the shortlisting stage, successful applicants will be invited to attend assessments including a strengths based assessment.

Interviews will take place across 2 consecutive days w/c 18th April at Headquarters in Northallerton.

Throughout the assessment process we will be assessing against the following strengths: **Partnership - Strategic Awareness - Strategic Collaboration - Change Driver - Resilience - Empathy - Authenticity**

# Candidate timeline

## MAKING YOUR APPLICATION

The application form is online. [here](#)

## ADVERT PUBLISHED

Wednesday 16th March 2022

22

## Familiarisation events

Tuesday 22nd March 11:30-13:00

This will be held via MS Teams. If you like to attend, please email [PFCCexecutivesupport@northyorkshire-pfcc.gov.uk](mailto:PFCCexecutivesupport@northyorkshire-pfcc.gov.uk)

11

## CLOSING DATE

Application closing date:  
9.00am Monday 11th April 2022

## ASSESSMENTS

Week Commencing  
18th April 2022 at  
HQ, Northallerton

All applicants will be notified of decision within one week of the assessment.

# Role Profile

Job Title:	Chief Fire Officer
Grade:	Brigade Manager/Principal Officer
Reporting to:	Police, Fire & Crime Commissioner (PFCC)
Location:	Service Headquarters
Designated Responsibilities:	All aspects of operational and technical management of the Service

## Purpose of Role

- To provide overall inspirational leadership, as set out in the NFCC Leadership Framework's four levels of leadership, to North Yorkshire Fire & Rescue Service, promulgating, creating a compelling narrative around, and communicating the vision for the Service, engaging people to commit to and support delivery of that vision, ensuring that the Service becomes and remains an exemplary fire service that ensures the public are safe and feel safe.
- To have overall responsibility for the strategic development of the service, driving transformative organisational change, delivering improved community outcomes and results, increasing public and organisational confidence, trust and satisfaction and enabling the delivery of an effective and efficient fire & rescue service.
- To lead, support and continually develop the Strategic Leadership Team, acting with integrity, driving cultural change and performance standards of the Service, ensuring the development of inclusive and positive values and behaviours, diversifying staff to reflect the communities we serve, and making the fire and rescue service a great place to work for all our people.
- To lead the Service's people, from crew/watch managers, first line managers to whole time and on-call firefighters, promoting distributed leadership at all levels to create an innovative and empowered workforce, with excellent training and education to ensure continuous improvement of services to the public, acting as ambassador for learning through

personal practice, inspiring and building people, and creating and sustaining a learning organisation.

- To support the health and well-being of all our people, embracing inclusion, diversity, innovation, and being open to alternative perspectives and strengthening the Service's ability to meet its objectives and deliver good outcomes.
- To hold direct operational accountability for the fire and rescue response to incidents, including major and critical incidents, and its effective command and leadership. To be responsible for influencing the development of fire and rescue response, providing a professional and efficient fire and rescue service, including, where relevant, input into national operations or standard setting.
- To provide North Yorkshire with an outstanding and well-managed Fire & Rescue Service, and ensure the fulfilment of statutory and legal obligations of the Chief Fire Officer in accordance with the scheme of delegation and Schemes of Governance and Consent which determine service governance arrangements and which set out the full roles and responsibilities of the Police, Fire and Crime Commissioner and Chief Fire Officer respectively.
- To define the requirements of North Yorkshire Fire and Rescue Service for services from ENABLE North Yorkshire and provide comprehensive and coherent direction to the Managing Director to ensure those services are properly provided.

## Primary Functions:

To work closely together with the Police, Fire & Crime Commissioner, to deliver the Fire & Rescue Service priorities and objectives set out in the PFCC's Fire & Rescue Plan, and to take responsibility for the role, powers and duties of the Chief Fire Officer, as provided for by law and by local, regional and national governance frameworks, including but not limited to the Accountabilities, Behaviours and Development practices set out in the locally-adapted Fire & Rescue Service Professional Role Profile as follows:

- Formulate and guide implementation of key strategies, policies and plans which guide and improve service delivery, and reduce risk in the community, in consultation with key stakeholders, linking to wider plans and objectives, such as the Fire & Rescue Plan and the Community Risk Management Plan, to provide an effective and efficient fire and rescue service that meets current and future public need.

- Maintain availability for strategic operational command purposes as required by the Strategic Command rota and respond to operational incidents in line with Service policies, leading and commanding the operational fire and rescue service responses on occasion, in the most-high risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
- Ensure efficient and effective management of the Service by leading, inspiring and engaging the Strategic Leadership Team; setting, and leading by example, flexible approaches to a workforce culture that promotes wellbeing and facilitates impactful professional development and performance management to create empowered teams that enable the achievement of the Service vision and goals.
- Develop and maintain effective management arrangements and processes, through compliance with the PFCC's local Code of Corporate Governance, primary strategies / policies and relevant regulatory responsibilities, to ensure effective decision-making and appropriate action at all levels/tiers of the organisation.
- Lead the Service, communicating a clear direction, setting the organisational pace, organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service, providing and actively promoting clear, consistent, highly visible leadership across the Service, to build a culture of trust, high performance and continuous improvement.
- Lead and be accountable for planning, programme management, performance standards and quality assurance systems, driving a culture of development, change and innovation, undertaking regular evaluation of the activities of the Fire & Rescue Service, and identifying and using evidence-based service delivery opportunities to ensure enhanced productivity, provide value for money and achieve continuous improvement.
- Promote the Core Code of Ethics, Service values, champion the benefits of equality and diversity, ensuring the Service operates and promotes fair and open practices relating to employment and service delivery, ensuring compliance with standards of behaviour and codes of conduct, in accordance with the relevant legislation relating to equality and fairness.
- Support and engender a safety culture throughout the Service to ensure compliance with Health and Safety requirements and best practice.
- In line with Service policies and operational priorities, to convene, attend (Chair as appropriate) Business Continuity Management Team (BCMT) meetings for the purpose of resolving any potential or actual strategic interruption to key Service functions.
- Work closely and build excellent working relationships with the Chief Constable of North Yorkshire Police, the Managing Director of ENABLE North Yorkshire, and executive leaders of County and City organisations to ensure a comprehensive, coherent and resilient approach and response to community safety, including prevention and early intervention opportunities, broad impact critical incidents including those that require multi-agency responses, and to optimise opportunities for joint engagement to build confidence with the public.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating, to contribute to and diffuse improvements and change in the broader operating context and enable the achievement of the Service objectives.
- Foster and develop appropriate industrial relations with the respective representative bodies, and support and promote appropriate policies.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Liaise with the Chief Financial Officer in respect of effective Service financial management, determining functional budgets within the agreed framework as issued by the Police Fire and Crime Commissioner, and ensure the effective and efficient use of public spending in order to maximise value for money.
- Play an active role in national decision making on the development of the Fire & Rescue Service, to enable the effective co-ordination of operations, reform and improvements in fire & rescue services, and ensuring efficient use of public funds.
- Represent the Service at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in the Fire & Rescue Service and value for money within North Yorkshire and the Yorkshire region.

- Contribute, where possible, to regional, national and international thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective fire and rescue practice.
- Identify and assess regional, national and international developments that affect Service provision; informing and advising interested parties of the implications, formulating options so that implications can be effectively managed.
- Work with stakeholders at local, regional and national levels, with and external to the Fire Service, to influence and contribute to service strategy. Ensure effective communications are maintained with key Service stakeholders through the provision of appropriate reports, consultation documents, general updates and publications.
- In conjunction with the Strategic Leadership Team develop, implement and monitor information management systems to meet statutory requirements and to provide effective information and communication technology.
- Demonstrate a commitment to personal development in line with agreed priorities and objectives and actively participate in the Service appraisal system.
- Attain and maintain personal competence in respect of role map functions and any relevant / designated professional qualifications requirements.
- Act in accordance with PFCC's/Service policies, procedures and staff code of conduct.

### **Secondary Functions:**

To be contactable by the Service via PDA/Pager in respect of Operational / Business Continuity Management Team responsibilities in accordance with the post specific Statement of Particulars

### **Expertise in Role Required at Selection**

Nationally Recognised Strategic Command FRS Operational Qualification / Degree or equivalent level of qualification / Executive Management Qualification / Completion or commitment to future completion of the ELP or an equivalent leadership programme / Accredited Prior Learning / Experience.

### **Expertise in Role Required during Development**

Maintenance of competence in line with current National Qualification/ Course Requirement. Specific qualifications / expertise identified as appropriate for the role by the PFCC. Working towards the ELP or an equivalent leadership programme.

### **NFCC Leadership Framework: Personal Qualities and Attributes**

#### **Personal Impact – being a positive presence**

- Champions and embodies inclusion, diversity and integrity, communicating, driving and embedding a fair, inclusive and ethical approach within the organisation.
- High emotional intelligence, with excellent and open communication skills, embracing active listening opportunities.
- Promoting and role modelling FRS values and professional standards, and disseminates this through diffused leadership approach.
- Promotes and follows reflective practice principles, embracing opportunities for learning and taking steps to ensure continuous improvement.
- Proactive and adaptive to tackling sensitive situations, providing support and management solutions.
- Looks after self and others, seeking help and support where needed, and encouraging others to do the same.

#### **Outstanding Leadership – building high performing teams**

- Projects and promotes a confident, skilful and focused attitude, inspiring the same standard across the FRS.
- Be an ambassador for the FRS, taking pride and responsibility for the work of the FRS, communicating with passion and integrity.
- Champions FRS ambition and the vision of the PFCC to all key stakeholders.
- Works with the whole FRS team to establish clear sense of purpose and set expectations and goals.
- Is accountable and takes responsibility for team effectiveness, devolving and delegating where this will help achieve overall outcomes.
- Leads, involves and motivates others, creating and implementing strategies for influencing others both within the FRS and in the community.

- Uses flexible and adaptive leadership approaches to optimise engagement with individuals and situations.
- Committed and able to develop self, individuals and units, offering coaching, mentoring and debriefing opportunities, and promoting principles of a learning organisation, to help FRS people be the best they can be.

### **Service Delivery – delivering high quality services**

- Focused on public need and developing the safety of our communities, fostering and maintaining constructive and positive working partnerships and collaborative relationships.
- Gathers information in order to predict future requirements, and make plans to resolve or minimise issues.
- Understands and addresses risks and diverse needs of people and communities.
- Horizon scans to prioritise own work and to take long term view, factoring in the political, social and economic landscapes, designing effective response strategies, using innovation and new technology
- Monitors quality and effectiveness and efficiency of service delivery, taking account of emerging risk and issues, evaluating the impact of any changes
- Promote use of formal and informal engagement and consultation methods with staff and customers
- Develop smart and lean organisational systems and processes that support the workforce, and which are adaptable to future change
- Use evidence-based decision making, developing and implementing thoughtful solutions.

### **Organisational Effectiveness – ensuring what we do is linked to organisational plans and values**

- Demonstrates acuity of key organisational goals, ensure team understands this, and is cognisant of broader priorities and how the organisation contributes more widely
- Leads organisation and contributes to joint working to achieve excellence, developing vision, mission and strategic business plan, inclusive or diverse and changing community risks
- Anticipates, analyses and responds to the political environment from a strategic perspective, and creates and implements effective plans to deliver long-term organisational strategic objectives
- Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness, encouraging and empowering staff to adopt flexible approaches, and to contribute to and influence decisions.
- Works within organisational policies, procedures and processes, speaking out promptly regarding safety or organisational risk
- Seeks to improve own and organisational performance, and enable continuous improvement, supporting the FRS to be an inclusive employer of choice
- Takes responsibility for ensuring well-crafted organisational messages on key issues are communicated effectively, monitoring how they are being received and disseminated across and down the organisation, clarifying where needed, and remedying any systematic and/ or systemic failure points.



Whitby

# Terms and Conditions

## Appointment

The appointment will be made on a conditional basis subject to references and appropriate medical clearance, including the completion of a pre-physical questionnaire, fitness test and health surveillance as standard practice.

The offer will be also be subject to Non-Police Personnel Vetting Level 3 (NPPV 3) and National Security Vetting at Security Check (SC) Clearance.

## Confirmation hearing

The Commissioner will make an appointment subject to a Confirmation Hearing by the Police, Fire and Crime Panel. The date of this hearing will be confirmed in due course and the successful candidate will be invited to attend.

## Salary and development

The gross salary for Chief Fire Officer is £ 128,647 to £136,250, inclusive of operational allowance.

The basic pay is distributed across a 4-point scale, the starting position of which reflects the level of experience and suitability of role. Progression of the scale could be at an accelerated rate, subject to achieving satisfactory performance against agreed objectives with the Police, Fire and Crime Commissioner.

The Chief Fire Officer will receive an annual NJC negotiated cost-of-living pay rise.

## Relocation expenses

The post holder's residence should be within one hour's travelling distance of North Yorkshire Fire and Rescue HQ in Northallerton to fulfil the responsibilities of the post.

Reasonable relocation costs will be considered, depending on the applicant's circumstances.

## Continuous Duty System

All Brigade and Area Managers (B&AMs) are conditioned to a Continuous Duty System (CDS) to maintain Strategic Duty Rota.

## Working duty

The post holder will not hold any other appointment or engage in other work except with the prior written consent of the Police, Fire and Crime Commissioner.

## Pension

The successful candidate will be contractually enrolled into the Firefighters' Pension Scheme (FPS) but can opt-out of the scheme should they wish to. The FPS is comprised of a number of schemes. If the appointee is already a pension scheme member, they will be entitled to remain in their current scheme.

The FPS is administered by West Yorkshire Pension Fund (WYPF) on behalf of North Yorkshire Fire & Rescue Service. Comprehensive information relating to the FPS is available on the WYPF website [www.wypf.org.uk](http://www.wypf.org.uk).

Further pensions information is available on request. Candidates should seek independent advice on pensions should they have questions on their individual circumstances.



## Background Reading

### Fire and Rescue Plan

The Police, Fire and Crime Commissioner's current Fire and Rescue Plan sets out the strategic vision, priorities and objectives for North Yorkshire Fire and Rescue Service to 2021/22. A new Plan will be published imminently.

[https://www.northyorkshire-pfcc.gov.uk/content/uploads/2020/01/Fire-Rescue-Plan-2019-2021\\_PUBLISHED.pdf](https://www.northyorkshire-pfcc.gov.uk/content/uploads/2020/01/Fire-Rescue-Plan-2019-2021_PUBLISHED.pdf)

### North Yorkshire Fire and Rescue Service – Integrated Risk Management Plan 2016-2020

[https://www.northyorksfire.gov.uk/wp-content/uploads/2021/06/community\\_safety\\_plan\\_jan2018.pdf](https://www.northyorksfire.gov.uk/wp-content/uploads/2021/06/community_safety_plan_jan2018.pdf)

### Annual Report 2020/2021

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2021/11/PFCC-Annual-Report-2021-FRS-Final.pdf>

### Corporate Governance Framework

[https://www.northyorkshire-pfcc.gov.uk/content/uploads/2021/08/Corporate-Governance-Framework\\_v8.0-Aug-2021-to-publish.pdf](https://www.northyorkshire-pfcc.gov.uk/content/uploads/2021/08/Corporate-Governance-Framework_v8.0-Aug-2021-to-publish.pdf)

### Service Ambition 2025

<https://www.northyorksfire.gov.uk/wp-content/uploads/2021/05/NYFRS-Ambition-2025-1.pdf>

### Medium Term Financial Plan

<https://www.northyorkshire-pfcc.gov.uk/decision-notice/dn-04-2022-2022-23-fire-budget-medium-term-financial-plan-and-associated-papers/>

### HMICFRS inspections

<https://www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/hmicfrs-fire-service-inspections/>

### NFCC Leadership Framework

[NFCC\\_Leadership\\_Framework\\_Final.pdf](https://www.northyorkshire-pfcc.gov.uk/nfcc_leadership_framework_final.pdf)  
([nationalfirechiefs.org.uk](http://nationalfirechiefs.org.uk))

### Community Risk Profile

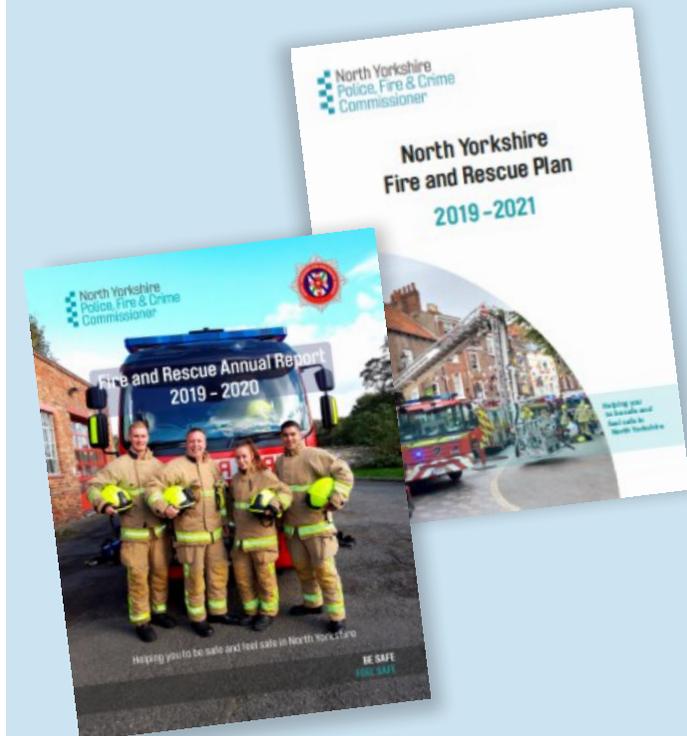
<https://www.northyorksfire.gov.uk/about-us/who-and-what/community-risk-profile/>

## Useful Links

North Yorkshire Police, Fire and Crime Commissioner website:  
[northyorkshire-pfcc.gov.uk](https://www.northyorkshire-pfcc.gov.uk)

North Yorkshire Fire and Rescue website:  
[northyorksfire.gov.uk](https://www.northyorksfire.gov.uk)

North Yorkshire Police website:  
[northyorkshire.police.uk](https://www.northyorkshire.police.uk)



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