



Deputy Chief Fire Officer North Yorkshire

Recruitment Pack



JULY/AUGUST 2019

North Yorkshire Police, Fire and Crime Commissioner



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MESSAGE FROM THE NORTH YORKSHIRE POLICE, FIRE AND CRIME COMMISSIONER



Thank you for your interest in the role of Deputy Chief Fire Officer for North Yorkshire Fire and Rescue Service.

This is a very exciting time for North Yorkshire Fire and Rescue Service and an opportunity to make a real difference for the people and communities of North Yorkshire helping them to stay safe and feel safe. We have a committed and passionate workforce, and a strong base from which to innovatively develop the Service.

Working closely with the Chief Fire Officer, senior management team and other colleagues the successful candidate will be instrumental in helping to shape and deliver this future, ensuring modernisation within delivery and infrastructure, and helping to lead the introduction of innovative response and preventative practices. The Deputy Chief Fire Officer will work with the Chief Fire officer to reach out to partners and communities to bring the Service to the table in new ways and be truly ambitious about how the Service can contribute to reducing vulnerability and supporting people in need.

At a time when resources are constrained, the ability to drive transformational change with enthusiasm and commitment is essential to bring everyone together to deliver our vision. It will be crucial to generate savings that can be reinvested to improve and modernise the Service and ensure that our communities remain some of the safest places to live and work in the country.

I believe that this position will be an exciting and professionally fulfilling opportunity to drive new ideas, to provide deputy leadership and support for the Service and partners, and truly deliver sustainable benefits for our communities and the Service that save lives.

Details of the role and how to apply are set out in this pack. If you would like an informal conversation with me about the role, please don't hesitate to contact me.

A handwritten signature in black ink that reads 'Julia Mulligan'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Julia Mulligan

North Yorkshire Police, Fire and Crime Commissioner

ADVERTISEMENT

NORTH YORKSHIRE FIRE AND RESCUE SERVICE – DEPUTY CHIEF FIRE OFFICER

£86,400 - £96,000

Application closing date: 19 August

Two-day assessment: 3 September Stakeholder Panel interview
4 September Final Panel interview

We have an exciting opportunity for an individual with strong interpersonal and problem-solving skills, able to commence and deliver complex projects, to take on the role of Deputy Chief Fire Officer.

As the lead for service delivery, the successful candidate will work closely with the Chief Fire Officer to bring a new approach to the delivery of fire and rescue services in North Yorkshire, ensuring real and sustainable benefits for the public, shaping and securing the future of the Service.

This is a time of great change for the Service, with the transfer of governance to the Police, Fire and Crime Commissioner in November 2018 and the recent introduction of Enable North Yorkshire, a formal collaboration arrangement bringing together support staff of North Yorkshire Fire and Rescue Service and North Yorkshire Police.

The Deputy Chief Fire Officer will support the Chief Fire Officer in completing the implementation of the Commissioner's Local Business Case and will help to embed her vision and objectives outlined in her Fire and Rescue Plan, modernising the Service and ensuring the effective delivery of services to local communities.

Working closely with the Chief Fire Officer, this is a key role in which you will need to exercise high level interpersonal, strategic and innovative skills to meet the challenges of a complex environment, delivering service improvements and maintaining employee engagement at a time of significant change for the fire and rescue service.

Applicants must be persons of significant calibre with proven strategic management experience in a senior management or leadership position and with the commensurate high level of skills.

You will be educated to degree or an equivalent level qualification and have successfully completed or be committed to future completion of the ELP or equivalent leadership programme. As a member of the principal officer team, there would be an option to participate in the Continuous Duty Gold Rota, with an operational supplement to the gross salary.

The role is based in Northallerton, but the applicant will be expected to travel across North Yorkshire and the City of York to meet the requirements of the role. During 2019/2020, North Yorkshire Fire and Rescue HQ will move from existing premises to occupy shared premises with North Yorkshire Police, also in Northallerton.

Informal conversation

If you would like an informal conversation about this opportunity with Julia Mulligan, Police, Fire and Crime Commissioner and Andrew Brodie, Chief Fire Officer, please email Julia's Office Manager, Tina James-McGrath: Tina.James-McGrath@northyorkshire-pfcc.gov.uk. Sessions will be booked on or before 15 August.

Application

To apply, candidates should read the full recruitment pack and complete both the application form and supporting statement.

RECRUITMENT TIMETABLE AND PROCESS

Timetable

Opportunity for informal conversation with; • the PFCC and Chief Fire Officer	Up to and including 15 August
Application closing date	19 August (9am)
Sift process and shortlisting	20 August
Invitation to interview	20 August
Psychometric assessment - online and validation call	21 - 23 August (please indicate if these dates cannot be met)
Stakeholder panel interview	3 September <i>Headquarters, North Yorkshire Fire and Rescue Service, Northallerton</i>
Final panel interview	4 September <i>Office of the Police, Fire and Crime Commissioner, Harrogate</i>

Informal conversation and queries

If you have any queries or would like an informal conversation about this opportunity with either Julia Mulligan, Police, Fire and Crime Commissioner and Andrew Brodie, Chief Fire Officer, please email Julia's Office Manager, Tina James-McGrath: Tina.James-McGrath@northyorkshire-pfcc.gov.uk. Sessions will be booked on or before 15 August.

Applications

You are strongly advised to read all sections of this pack and familiarise yourself with the Commissioner's Draft Fire and Rescue Plan and other documents listed, before completing and submitting your application.

ROLE PROFILE

Role Title	Deputy Chief Fire Officer	Reporting To	Chief Fire Officer
Role/Grade	Brigade Manager/Principal Officer	Designated Responsibilities	All aspects of Service Delivery, providing efficient and effective organisational leadership and management, and ensuring effective stakeholder engagement, including negotiating and problem solving.
Workplace	Service Headquarters		
Purpose of Role	<ul style="list-style-type: none"> • To perform the second most senior role in the Service by providing organisational leadership and management for North Yorkshire Fire and Rescue Service, ensuring the maintenance and development of effective service provision. • To deputise for and to undertake a range of service delivery functions, duties and responsibilities of the Chief Fire Officer when necessary. • To make a significant contribution to vision, strategy, policy development and delivery as a member of the strategic leadership team. • To negotiate and influence, facilitating problem solving, gaining support and building co-operative relationships. • To secure continual improvement, constantly monitoring and managing the performance of the Service. • To provide information and advice to the PFCC partners on all matters related to the broader responsibilities of the Service. • To assist with the responsibility for administering the revenue and capital expenditure programme. • To liaise with senior politicians locally and nationally, securing the best outcomes for the Service. • To exercise independent judgment, skills and due diligence in all activities. 		
Primary Functions:			
<p>To be accountable to the Chief Fire Officer for the efficient and effective management, operation and performance of a range of service delivery aspects, ensuring achievement of the priorities within the Fire & Rescue Plan, Integrated Risk Management Plan, and other strategic and departmental objectives, and discharging the responsibilities and duties as Deputy Head of Paid Service for the Police, Fire and Crime Commissioner Fire and Rescue Authority for North Yorkshire.</p> <ul style="list-style-type: none"> • To support the CFO in the achievement of the priorities and objectives set out in the PFCC's Fire & Rescue Plan and the Integrated Risk Management Plan by ensuring the development, implementation and management of appropriate operational plans, policy and procedures. • To contribute effectively to the Corporate Governance of the Service at Executive Board/ Corporate Management Board/ Principal Officer Group meetings and as Chairperson of relevant Governance Groups. • Support the CFO in the delivery of Service direction and goals, by ensuring visible senior management, acting as a role model and providing effective and positive leadership at all times, and by promoting a positive workforce culture that encourages wellbeing and empowerment, building a culture of trust, high performance and continuous improvement. 			

- In line with Service policies and operational priorities 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 executive leaders of North Yorkshire Police, the Managing Director of ENABLE North Yorkshire, and executive leaders of County and City organisations.
- To contribute to a comprehensive, coherent and resilient approach and response to community safety, broad impact critical incidents including those that require multi-agency responses.
- To lead on effective and joint engagement, building confidence with the public by optimising opportunities for developing prevention and early intervention initiatives.
- Develop and maintain strategic relationships with local, regional and national partners, the public, media and other external stakeholders to promote Service visibility and confidence in the Fire & Rescue Service, effectively influencing and collaborating, contributing to and sourcing good practice.
- Ensure the effective corporate governance of the Service through compliance with the PFCC's local Code of Corporate Governance, primary strategies / policies and relevant regulatory responsibilities.
- In respect of designated responsibilities, to put in place and maintain management systems that will ensure the effective and efficient administration of:
 - Service resources and budgets
 - Quality of service delivery
 - The discharging of the PFCC's legislative duties
 - Working relationships and partnerships with other emergency services and agencies that will enhance the performance of the Service
 - Staff competence, development and capacity
 - Health, safety and welfare of responsibilities
 - Equality and workforce diversity
- Ensure effective communications are maintained with key Service stakeholders through the provision of appropriate reports, consultation documents, general updates and publications.
- Conduct consultation and negotiation with representative bodies in order to manage change in a constructive and positive climate of effective employee relations.
- To have joint responsibility for liaison with the OPFCC in relation to the Service's functions including resource and planning issues.
- To attend meetings as required by the Chief Fire Officer and to represent the Service on other working groups and projects as necessary.
- Attain and maintain personal and professional competence in line with role map functions and agreed priorities and objectives, including attainment of any relevant/ designated professional qualifications requirements.
- To undertake the role of Senior Information Risk Owner (SIRO) for the Service.
- Act in accordance with PFCC's /Service policies, procedures and staff code of conduct.

Expertise in Role Required at Selection

Degree or equivalent level qualification, and completion or commitment to future completion of the ELP or an equivalent leadership programme

Expertise in Role Required during Development

Specific qualifications / expertise identified as appropriate for the role by the PFCC. Executive Leadership Qualification.

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

Rolemap (National Occupational Standards)

Plan organisational strategy to meet agreed aims & objectives	EFSM4
Plan implementation of organisational strategy to meet objectives	EFSM5
Evaluate organisational performance against agreed measures	EFSM7
Lead organisational strategy through effective decision making	EFSM8
Select required personnel for employment	EFSM13
Manage the performance of teams and individuals to achieve objectives	EFSM14
Develop teams and individuals to enhance work-based performance	EFSM15
Manage yourself to achieve work objectives	EFSM16
Exchange information to ensure effective service delivery	EFSM20

Signatures

Approved by: PFCC

Date:

Agreed by: Postholder

Date:

LEADERSHIP FRAMEWORK

The Personal Qualities and Attributes for the role are based on the NFCC Leadership Framework.

Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.



Organisational Effectiveness

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

Service Delivery

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focused approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

The Leadership Framework replaces the Personal Qualities and Attributes (PQAs), making them simpler, and provides a consistent approach to leadership and development for all staff, irrespective of discipline, role or function. The framework brings together the 'what and the how', combining traditional operational and professional competence with behavioural expectations. The behaviours are described below and the Core Learning Pathways are outlined in a separate document.

The framework is built around four quadrants as above, and is measured at four levels, with each building on the previous. The critical feature of the fire and rescue service Leadership Framework is that it's relevant to all fire and rescue service roles and uses defined and observable measures to assess the potential and performance of our staff.

Personal Impact – this is about self

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> ● I value inclusion and set a positive example of appropriate behaviour for peers and new starters. 	<ul style="list-style-type: none"> ● I take responsibility for inclusion, and encourage different points of view. 	<ul style="list-style-type: none"> ● I role model and mentor others in how they communicate and engage to encourage inclusion. 	<ul style="list-style-type: none"> ● I promote and role model inclusion. ● I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
<ul style="list-style-type: none"> ● I encourage open communication and actively listen to and value others contributions. 	<ul style="list-style-type: none"> ● I communicate responsibly and with sensitivity and respect for others. 	<ul style="list-style-type: none"> ● I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner. ● I use a variety of engagement methods to seek feedback and understand people's views on emerging issues. 	<ul style="list-style-type: none"> ● I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. ● I use non-stigmatising behaviours or language and non-stereotypical language. ● I promote two-way dialogue.
<ul style="list-style-type: none"> ● I look for opportunities to learn and develop my skills and behaviours. ● I admit and learn from my mistakes and celebrate my successes with the team. 	<ul style="list-style-type: none"> ● I encourage others to admit to and learn from their mistakes, and to celebrate their successes. 	<ul style="list-style-type: none"> ● I seek feedback about my own performance in order to keep learning and developing. 	<ul style="list-style-type: none"> ● I evaluate my own performance and take steps to continuously improve.
<ul style="list-style-type: none"> ● I understand how my actions and behaviour impacts on others. ● I recognise and challenge inappropriate behaviour. 	<ul style="list-style-type: none"> ● I am aware of my impact on the people around me and I always seek to improve how I work with others. ● I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution. 	<ul style="list-style-type: none"> ● I recognise and monitor the impact of my decisions. ● I am willing to adapt and modify my behaviour in order to meet emerging needs. ● I am willing to coach and mentor others to adapt their behaviour. 	<ul style="list-style-type: none"> ● I work hard to build and keep trust by listening to others' views and adapting to change.
<ul style="list-style-type: none"> ● I look after myself and others, and seek help if I need it. ● I look after my mental health. 	<ul style="list-style-type: none"> ● I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available. 	<ul style="list-style-type: none"> ● I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping. 	<ul style="list-style-type: none"> ● I recognise the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance. ● I embed wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing.

Outstanding Leadership – this is about others

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same. 	<ul style="list-style-type: none"> I work with the team to establish a clear sense of purpose and set expectations to achieve our goal. 	<ul style="list-style-type: none"> I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback. 	<ul style="list-style-type: none"> I work with others to establish the strategic direction and the working goals of the organisation.
<ul style="list-style-type: none"> I take responsibility and accountability for the quality of my own work. 	<ul style="list-style-type: none"> I take responsibility for team effectiveness which focusses on improving outcomes and decisions. 	<ul style="list-style-type: none"> I am accountable for the output of my teams and devolve responsibility for work to the appropriate level. 	<ul style="list-style-type: none"> I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. I use non-stigmatising behaviours or language and non-stereotypical language. I promote two-way dialogue.
<ul style="list-style-type: none"> I value and appreciate differences in people and treat everyone with kindness and respect. 	<ul style="list-style-type: none"> I encourage all the people in my team to speak and share their views. 	<ul style="list-style-type: none"> I value the team and know how to make best use of their diverse skills and strengths. I use a variety of engagement methods to seek feedback and understand people's views on emerging issues. 	<ul style="list-style-type: none"> I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be.
<ul style="list-style-type: none"> I role model proactively, learning new skills and behaviours. 	<ul style="list-style-type: none"> I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary. I use debriefing and other learning from the organisation to help my team develop. I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best. 	<ul style="list-style-type: none"> I look for opportunities to develop people and promote a learning culture. I nurture future talent and proactively plan for succession. I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline. 	<ul style="list-style-type: none"> I foster and embed the principles of a learning organisation. I ensure fair and effective systems and methods are in place for succession and nurturing people's career. I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.

Service Delivery – this is about task

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion. I act as a role model for my community. 	<ul style="list-style-type: none"> I focus on the needs of our customers. I seek to understand and address the specific risks and diverse needs of people and communities. 	<ul style="list-style-type: none"> I take a business-like approach that considers how to achieve better outcomes for communities. 	<ul style="list-style-type: none"> I am aware of the wider impact the organisation has on improving community outcomes.
<ul style="list-style-type: none"> I plan ahead and prioritise my work, managing my time effectively to get things done. 	<ul style="list-style-type: none"> I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues. 	<ul style="list-style-type: none"> I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly. 	<ul style="list-style-type: none"> I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation.
<ul style="list-style-type: none"> I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money. 	<ul style="list-style-type: none"> I develop and review plans to make the best use of resources, and challenge any misuse of resources. 	<ul style="list-style-type: none"> I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly. 	<ul style="list-style-type: none"> I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness.
<ul style="list-style-type: none"> I spot opportunities to improve the way we do things for people, and put ideas forward. 	<ul style="list-style-type: none"> I develop systems and processes that are people focussed. 	<ul style="list-style-type: none"> I seek the views of others on service quality and effectiveness to identify ideas for improvement. 	<ul style="list-style-type: none"> I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service.
<ul style="list-style-type: none"> I actively contribute to problem-solving and take time to understand the issues fully. 	<ul style="list-style-type: none"> I use different problem-solving techniques with others to generate solutions that improve the service for our customers. 	<ul style="list-style-type: none"> I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources. 	<ul style="list-style-type: none"> I implement systems to measure the quality of our decision making and to learn lessons. I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service.
<ul style="list-style-type: none"> I take decisions based on supporting evidence, risk, and my prior knowledge of good practice. 	<ul style="list-style-type: none"> I make evidence-based decisions and consider the risks, including financial and resource impacts. 	<ul style="list-style-type: none"> I evaluate the impact of any changes to service delivery to learn lessons and implement that learning. 	<ul style="list-style-type: none"> I use evidence from our own and other's organisations to set strategy and direction for the service.
<ul style="list-style-type: none"> I work to foster trust with others and build constructive working relationships to achieve goals. I find out about my local community and risks, to ensure we are offering the best service. 	<ul style="list-style-type: none"> I encourage my team to build constructive working relationships with others to achieve our aims. I'm outcome focussed in my approach and make decisions based on better service outcomes. 	<ul style="list-style-type: none"> I seek out opportunities to work collaboratively across teams and functions to improve service delivery. 	<ul style="list-style-type: none"> I proactively build and sustain collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working. I encourage innovation, including new technology, to improve service delivery.

Organisational Effectiveness – this is about organisation

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> I know what the key organisational goals are and how I make a difference. 	<ul style="list-style-type: none"> I make sure the team understands how our work contributes to and delivers organisational priorities. 	<ul style="list-style-type: none"> I am aware of wider organisational and political priorities and how our function contributes more widely. 	<ul style="list-style-type: none"> I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing community risks. I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation.
<ul style="list-style-type: none"> I work within the organisations policies, procedures and processes. I speak out promptly if I see or hear of a safety or organisational risk. 	<ul style="list-style-type: none"> I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk. 	<ul style="list-style-type: none"> I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them. 	<ul style="list-style-type: none"> I act as a professional advisor to governance at all levels. I ensure that our approach to corporate risk is well considered and reasonable in the circumstances.
<ul style="list-style-type: none"> I offer ideas and feedback to improve our services, and take on board other's ideas. 	<ul style="list-style-type: none"> I encourage staff to be flexible in their approach and empower them to contribute and influence decisions. I create conditions where team members are empowered to suggest and implement new ways of working. 	<ul style="list-style-type: none"> I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them. I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence. 	<ul style="list-style-type: none"> I strive to establish a learning ethos both internally and externally. I create conditions for innovation and change that support our vision.
<ul style="list-style-type: none"> I continuously seek to improve my performance to contribute to organisational goals. 	<ul style="list-style-type: none"> I promote continuous improvement for the team and the organisation. 	<ul style="list-style-type: none"> I improve business processes to promote more efficient ways of achieving our plans. 	<ul style="list-style-type: none"> I foster and enable continuous improvement through using the right tools and methods. I continuously develop the organisation to be an inclusive employer of choice.
<ul style="list-style-type: none"> I am open to, and positively engage with, new ways of working. 	<ul style="list-style-type: none"> I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded. 	<ul style="list-style-type: none"> I take ownership of change and help others to understand, adapt to, implement and embed change. 	<ul style="list-style-type: none"> I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors. I evaluate and ensure changes are being embedded in the organisation.
<ul style="list-style-type: none"> I positively seek organisational information about how well we are doing and what is changing. I can be trusted with sensitive information. 	<ul style="list-style-type: none"> I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to. 	<ul style="list-style-type: none"> I take responsibility for delivering organisational messages positively, even in difficult circumstances. 	<ul style="list-style-type: none"> I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation.

NATIONAL OCCUPATIONAL STANDARDS

The National Occupational Standards for the role are set out below. Further information about them can be found at [National Occupational Standards](#) website or by clicking on the links in the table below.

EFSM4	Plan organisational strategy to meet agreed aims and objectives
EFSM5	Plan implementation of organisational strategy to meet objectives
EFSM7	Evaluate organisational performance against agreed measures
EFSM8	Lead organisational strategy through effective decision making
EFSM13	Select personnel for employment
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance work based performance
EFSM16	Manage yourself to achieve work objectives
EFSM20	Exchange information to ensure effective service delivery

**ABOUT
NORTH YORKSHIRE,
NORTH YORKSHIRE FIRE AND RESCUE SERVICE
AND
ENABLE NORTH YORKSHIRE**

North Yorkshire

- North Yorkshire Fire and Rescue Service serves the communities of North Yorkshire and the City of York. The population of 819,800 is spread across isolated rural settlements and farms, market towns and larger urban areas such as York, Harrogate and Scarborough.
- North Yorkshire is England's largest county, covering an area of almost 3,212 square miles. It stretches from the North Sea in the east to beyond the Pennine watershed in the west and from the Tees in the north to the Ouse and beyond in the south. This provides particular challenges associated with rurality and travel distances.
- The county has two of England's ten national parks, three designated areas of outstanding natural beauty, over 200 sites of special scientific interest and over 12,000 listed buildings.
- The A1M and M62 motorways, the A66, A59 and A64 major roads and the East Coast Main Line from London to Edinburgh run through the county.
- North Yorkshire contains several important waterways including the River Ouse – the third busiest river in England.
- Major industry includes Drax, the second largest coal-fired power station in Europe.
- The county also contains a number of military establishments including Catterick Garrison, the largest military garrison in Western Europe.
- North Yorkshire, with its national parks and over 800 tourist attractions, receives more than 20 million visitors each year.
- Agriculture is the main industry outside of the main towns.
- The City of York is home to over 21,000 students, with two universities, drawing students from all over the world. Significant employers in this area include companies in IT, financial, transport infrastructure and manufacturing.



North Yorkshire Fire and Rescue Service



- Our more urban areas have shift stations, larger market towns have day crewed (self-roster) stations and smaller towns/rural villages have on-call. We also have two volunteer stations.
- Around 55% of our operational staff are on-call firefighters.
- There have been a number of changes within the Service recently, including changes to the governance arrangements and to the corporate management board membership.
- Like most of the public sector, the Service is operating in a difficult financial climate. In June 2018 our required savings stood at £2.5 million. A review of expenditure requirements along with the identification of a number of savings opportunities was undertaken. The impact of the review on the overall projected deficit by 2022/23 is a recurring imbalance of £1m across the life of the Medium Term Financial Plan approved in February 2019.
- Despite these challenges we are a Service looking to transform. As part of the governance transfer, the PFCC commissioned an independent report of the Service, setting out strengths, weaknesses, threats and opportunities.
- North Yorkshire Fire and Rescue Service has also been subject to a transformation programme (Transform 2020) to identify savings and efficiencies that help our service and North Yorkshire Police provide value for money to the public of North Yorkshire and the City of York.

- ENABLE North Yorkshire is a formal collaboration bringing together the business support functions for North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS). It will ensure the support services which enable our emergency services to operate come together in serving the public.
- The functions (both NYP and NYFRS) included in ENABLE North Yorkshire are listed below:

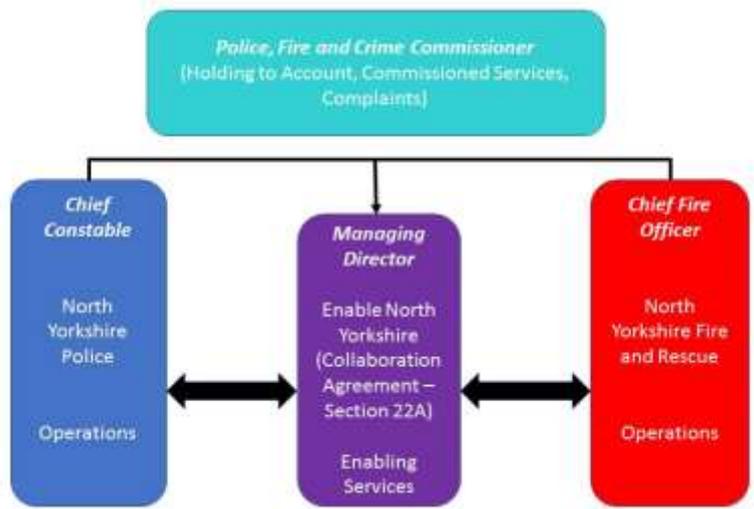
Functional Area	NYP	NYFRS
Administration	X (BAS)	X
Communications	X (Corporate)	X
Finance	X	X (Payroll)
HR and Learning & Development	X	X (Training Delivery, Occupational Health, Health & Safety)
ICT	X	X
Information Management	X	X
Strategic Intelligence, Information and Performance	X (Analytics, Inspection)	X
Organisational Change	X	X
Transport, Logistics and Estates	X	X
Legal* and Procurement		X

*NYP's legal team is not included as Evolve, a collaboration with Cleveland and Durham police forces, is the existing collaboration agreement through which NYP legal services are provided.

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

The outline organisational structure below shows what this looks like:

Outline organisational structure



TERMS AND CONDITIONS

Appointment

The appointment will be made on a conditional basis subject to references and appropriate medical clearance.

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.

Salary and development

The gross salary of the Deputy Chief Fire Officer is £86,400 - £96,000.

The pay is distributed across a 6-point scale, the starting position of which reflects the level of experience, suitability of role and previous pay rate. 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 and Chief Fire Officer.

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

As a member of the principal officer team, there would be an option to participate in the Continuous Duty Gold Rota, with an operational supplement to the gross salary.

Relocation expenses

The post holder's residence should be within a reasonable 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.

Car

A vehicle may be provided to fulfil organisational responsibilities of the post.

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.

Notice period

Termination of the appointment by the appointed person will require a three month notice period to be provided to the Police, Fire and Crime Commissioner.

Pension

The successful candidate will be eligible for membership of either the Local Government Pension Scheme (LGPS) or the Firefighters' Pension Scheme, as appropriate to their circumstances.

Both are statutory schemes that are administered on a local basis for eligible employees within the geographical areas of North Yorkshire and the City of York, with each providing valuable benefits for the member and their dependants.

For further information about each scheme, please contact the Service's Pensions Administrator / Manager, David Hood at David.Hood@northyorksfire.gov.uk

BACKGROUND READING

Draft Fire and Rescue Plan

The Police, Fire and Crime Commissioner's Draft Fire and Rescue Plan sets out the strategic vision, priorities and objectives for North Yorkshire Fire and Rescue Service over the next two years for how it will better respond to the needs of our communities.

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/05/DRAFT-Fire-Rescue-Plan-2019-2021.pdf>

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

https://www.northyorksfire.gov.uk/useruploads/files/plans_reports_strategies/16047_community_safety_plan_jan2018.pdf

Website of the North Yorkshire Police, Fire and Crime Commissioner

www.northyorkshire-pfcc.gov.uk

Local Business Case for Joint Governance of Police and Fire and Rescue in North Yorkshire

www.northyorkshirepfcc.gov.uk/content/uploads/2017/10/North-Yorkshire-LBCWorking-Better-Together.pdf

Corporate Governance Framework

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/04/North-Yorkshire-Police-Fire-and-Crime-Commissioner-Fire-and-Rescue-Authority-Corporate-Governance-Framework.pdf>

Independent Report on North Yorkshire Fire and Rescue Service

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2018/11/Report-into-North-Yorkshire-Fire-and-Rescue-Service.pdf>

Interim Chief Fire Officer's 100 Day Report to the Police Fire and Crime Commissioner

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/05/100-Day-Report-to-PFCC.pdf>

Medium Term Financial Plan

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/03/2019-20-Budget-and-Capital-Programme-and-MTFP-to-2022-23-Fire.pdf>

Transform 2020 (change programme)

<http://democracy.northyorks.gov.uk/FunctionsPage.aspx?dsid=87217&action=GetFileFromDB>