

LEICESTERSHIRE

FIRE and RESCUE SERVICE

Status of Report: Public Agenda Item: 16

Meeting: Combined Fire Authority
Date: 25th September 2014
Subject: Arrangements for the recruitment of the next Chief Fire and Rescue Officer
Report by: The Chief Fire and Rescue Officer
Author: Sam Maher (Director HR & Cllr Development, East Midland Councils)
For: Decision

1. Purpose

The purpose of this report is to set out the proposed salary for the next Chief Fire and Rescue Officer (CFO) and the recruitment arrangements for the post for approval by the Combined Fire Authority (CFA).

2. Executive Summary

The proposed salary for the next CFO together with details for the process and timetable for the recruitment process are proposed enabling an appointment to be made in December 2014 in the expectation that the next CFO can take up appointment upon the retirement of the current CFO or very shortly afterwards.

3. Report Detail

- 3.1 The CFA will be aware of the planned retirement of the current CFO at the end of April 2015. The Chair and Group Leaders have asked the current CFO and Sam Maher (East Midlands Councils) to support the CFA with the appointment process for the post.
- 3.2 Initial discussions with the Chair and Group Leaders has taken place as part of succession planning and they have indicated a preference for the post to remain as a Chief Fire and Rescue Officer / Chief Executive Officer one with a uniformed operational role.

Salary

- 3.3 It is timely for the salary for the post to be reviewed and agreed by the CFA. The salary level would need to be sufficient to attract high-calibre applicants and maintain an appropriate differential to the tier below, whilst enabling the CFA to

manage its costs. The annual salary could be set at £140,558.53. This figure is above the minimum salary level that could be offered under the Gold Book (£102,638) but also ensures an appropriate differential between this post and the current salary for the Deputy Chief Fire and Rescue Officer post (£114,741.66) i.e. 22.5% (which is required by the Gold Book for authorities with a population below 1m – the CFA is just over this level). Alternatively, an additional saving could be made by pitching the salary at £10,000 below the current CFO's notional salary of the £149,220.00 i.e. £139,220. This is still above the minimum and maintains an appropriate differential i.e. 21.333%.

Process

- 3.4 The following sets out a suggested process for the recruitment to the post.
- 3.5 The appointment of the CFO is one which must be made by the full CFA. Under the CFA's Constitution the responsibility for making a recommendation on the appointment of a new CFO rests with the Staffing Committee which comprises of the Chair and Group Leaders (or their nominees). It is good practice to have the same Members involved throughout each stage of the selection process. It is proposed that the Staffing Committee will be advised throughout by the current CFO and an independent HR adviser. East Midlands Councils have been asked to provide this independent support and Sam Maher will undertake that role.
- 3.6 The post would be advertised through the Chief Fire Officers' Association, which is the standard approach for this type of vacancy, as well as the CFA's own website.
- 3.7 The Staffing Committee will short-list the applications received, using the criteria within the person specification. Copies of the job description and person specification for the post are attached as **Appendices 1 and 2**.
- 3.8 The shortlisted candidates will be invited to attend an assessment process during which candidates will be asked to undertake activities that are closely aligned to the role of the CFO and which will enable them to demonstrate whether they have the attributes required to be successful in the role. It is proposed to include the following elements:
 - a written report
 - a presentation
 - an interview
 - two psychometric tests – one will give information on a candidate's managerial ability and one will indicate a candidate's preferred behaviour and working style relating to relevant aspects of the role. These will be conducted on-line in advance to enable probing and feedback on results during the assessment process.
 - meeting Members – within the process it is proposed to include a meeting with candidates and Members, given the importance of effective Officer/Member working and relationship-building to the role of CFO.

- 3.9 It is also proposed to include an opportunity for candidates to meet the Senior Management Team as part of the process, and additionally there will be an opportunity for informal discussions for prospective candidates with the current CFO in advance to ensure that candidates are fully informed about the role and the organisation.
- 3.10 From the assessment process, the Staffing Committee will be able to gather relevant information about the attributes of the candidates in order to make a selection decision and recommend an appointment to the CFA.
- 3.11 At the next CFA meeting following the selection process, which is likely to be a special meeting in January 2015, the CFA will formally make the appointment to the successful candidate.

Timetable

- 3.12 The following timetable is proposed:

| Action | Date |
|--|-------------------------------------|
| Decision of the CFA on the recruitment process | 25 th September 2014 |
| Advertisement of the vacancy | w/c 29 th September 2014 |
| Closing date for applications | 19 th October 2014 |
| Shortlisting Panel meeting | w/c 20 th October 2014 |
| Assessment and interviews | w/c 24 th November 2014 |
| Selection and verbal offer to successful candidate | w/c 1 st December 2014 |
| Appointment by the CFA | 10 th December 2014 |

- 3.13 On 27th August 2014, the Policy Committee received a report setting out a similar set of proposals (except the salary proposal has been revised to reflect the recent national pay award with effect from 1st January 2014). The Committee recommended acceptance of the proposals.
- 3.14 The agreed proposals will need to be inserted into the Pay Policy Statement together with the revised salary levels agreed nationally and it is suggested that the Solicitor and Monitoring Officer be authorised to make the necessary changes.

4. Report Implications / Impact

4.1 *Legal (including crime and disorder)*

In accordance with the Localism Act 2011 the arrangements agreed for the recruitment of the next CFO will need to be inserted into the CFA's statutory Pay Policy Statement 2014/15.

4.2 ***Financial (including value for money, benefits and efficiencies)***

The financial benefits and costs associated with the options are contained within this report. Any costs arising from the recruitment process will be met from existing budgets.

4.3 ***Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)***

Failure to deliver the identified options will have a major impact on the ability to recruit to the post.

4.4 ***Staff, Service Users and Stakeholders (including the Equality Impact Assessment)***

None.

4.5 ***Environmental***

None.

4.6 ***Impact upon Our Plan Objectives***

None.

5. Recommendations

The CFA is asked to:

- a) Approve the salary, process and timetable set out in this report for the appointment of the next CFO.
- b) Authorise the Solicitor and Monitoring Officer to amend the Pay Policy Statement as set out in paragraph 3.14 of the report.

6. Background Papers

- a) Minutes of the CFA Staffing Committee Meeting held on 10th June 2014
- b) Report to and Minutes of the Policy Committee held on 27th August 2014

7. Appendices

1. Job Description
2. Person Specification

Job Description

| | | | |
|---------------------|--|--------------|-----------------------|
| Post Title: | Chief Fire & Rescue Officer, Chief Executive (Incorporating Head of Paid Service) | | |
| Directorate: | | | |
| Department: | | | |
| Location: | Service HQ | | |
| Grade: | | Date: | 10 August 2014 |

| | |
|------------------------|--|
| Responsible To: | The Leicester, Leicestershire and Rutland Combined Fire Authority |
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|----------------------|------------|
| Liaison With: | N/A |
|----------------------|------------|

Purpose of Job:

The Chief Fire & Rescue Officer will be the head of paid Service and will act as the Chief Executive Officer to the Combined Fire Authority. He/she will be responsible for discharging, on behalf of the authority, the requirements placed upon it by the Fire Services Acts 1947, 1959, and 2004 and other appropriate legislation, as determined by the Fire Authority.

To be a director of Forge Health Ltd, the Combined Fire Authority's trading company for occupational health services.

Main Activities, Duties and Responsibilities:

- 1. To attend and take command of operational incidents and/or Gold Command operations appropriate to the post.**
- 2. The ability to engage in the operational remit of the Fire and Rescue Service and to provide operational cover.**
- 3. Advising the Authority in relation to the provision of resources in order that it may effectively carry out all of its statutory duties, and the formulation of policy proposals and options in respect of these matters, for consideration by the Combined Fire Authority.**
- 4. Working with the Treasurer to the Fire Authority. Preparation of budgets and ensuring that the Authority's policies in relation to budgetary provision and control, acquisition and disposal of goods and the engagement of services and contractors are fully complied with, as laid down in the Authority's Standing Orders and Regulations.**
- 5. Ensure the effective workforce planning establishment control.**
- 6. To ensure effective compliance with all statutory duties applicable to the service.**
- 7. Ensure the effective use of Fire and Rescue Services' staff and equipment for non firefighting purposes of a humanitarian nature or for general public good.**
- 8. The appointment and promotion of personnel, both operational and non-operational, in accordance with legislation and the policies of the Authority, and for the issue of Contracts of Employment.**
- 9. Responsible for the health, safety and welfare of all members of the Service both operational and non-operational and the responsibilities of the Fire and Rescue Service in relation to Health and Safety legislation.**
- 10. To ensure that appropriate policies exist to ensure compliance with the standards of behaviour and discipline expected from all personnel. In addition, to ensure a duty of care is exercised to all personnel to maintain morale and comply with employment good practice.**
- 11. Developing Service Policy in a manner that responds to changing demands through developing and maintaining an effective Senior Management Team.**
- 12. Providing effective management structures and processes (Communications, Planning Structure etc.) to ensure key service aims and objectives are progressed as planned, monitored and reviewed as necessary.**
- 13. Ensure effective mechanisms exist for discussion and negotiation with recognised employee representatives as appropriate on matters affecting the Service and its personnel.**
- 14. All matters associated with the media and the maintenance of public relations.**

- 15. To be a director of Forge Health Ltd, the Combined Fire Authority's trading company for occupational health services.**
- 16. Ensure effective liaison with all tiers of local government and blue light services on matters relative to the Fire and Rescue Service.**
- 17. The creation of a culture of continuous improvement and effective performance management.**
- 18. Ensuring the integrity and ethical behaviour of the fire and rescue service in relation to the democratic governance processes.**
- 19. To ensure conformity with Leicestershire Fire and Rescue Service's Equality and Diversity policies with regards to all personnel within the Service.**

Special Features:

Available to provide strategic operational cover, as required by the Combined Fire Authority.

This job description represents a statement of the duties of the post but does not include all minor duties. It is inevitable that over time the nature of an individual job will change and existing duties may be lost or others gained without changing the general character of the duties or the level of responsibility entailed. As a result the Authority will expect this job description to be subject to revision.

Signature of Postholder _____ **Date** _____

Additional Information for Job Evaluation

| | |
|--|---|
| BUDGETS DIRECTLY RESPONSIBLE FOR: | Total Fire Authority Annual budget |
| BUDGETS INDIRECTLY RESPONSIBLE FOR: | As above |
| NUMBER OF EMPLOYEES RESPONSIBLE FOR: | All LFRS Employees |
| QUALIFICATIONS AND EXPERIENCE REQUIRED: | See Person Specification |

Person Specification

| | | | |
|---------------------|---|--------------|-------------|
| Post Title: | Chief Fire and Rescue Officer and Chief Executive | | |
| Directorate: | | | |
| Department: | | | |
| Location: | | | |
| Grade: | | Date: | August 2014 |

Guidance Notes

Please note that 'Essential' denotes those requirements, which the applicant **must** hold to be shortlisted for interview.

| | Requirements: E = Essential D = Desirable | E/D | Measure (see below) |
|--|--|------------|--------------------------------|
| Skills Knowledge and Experience | | | |
| | Experience in the role of Brigade Manager and evidence of the effective planning and implementation of organisational strategy to meet agreed aims and objectives. | E | 2,4,5 |
| | Demonstrate a successful track record of achievement across a broad range of functions. | E | 2,4 |
| | A comprehensive knowledge and understanding of the legislative framework within which UK Fire and Rescue Services operate. | E | 2,4 |
| | Provide evidence of strategic leadership and direction in resolving large and complex operational incidents | E | 2,4 |
| | Involvement in or training towards Gold level command operations. | E | 2 |
| | Experience of working with broad business frameworks including financial and risk management. | E | 2,4 |

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|------------------------------------|--|---|-------|
| | Evidence of managing change and conflicting priorities within a Unionised environment. | E | 2,4 |
| | Experience of high- level involvement in budget-setting and business planning | E | 2,4 |
| | Commitment to excellence – evidence of establishing high standards of organisational performance. | E | 2,4 |
| | Working with others – Evidence of success in partnership working across a range of agencies or organisations, in support of broad initiatives such as community safety and or collaborative projects. | E | 2,4 |
| | An up to date knowledge of Fire and Rescue Service developments at strategic and governmental levels. | E | 2,4 |
| | Demonstrable understanding of the machinery of UK Government and Local Government, its structures and functioning as pertinent to Fire and Rescue Services, non-governmental agencies such as trade unions, professional associations etc. | E | 2,4 |
| Equality and Fairness | | | |
| | A track record in initiating and supporting diversity and equality of opportunity. | E | 4 |
| | A genuine commitment to equality, with the ability to champion a culture of fairness throughout the service and to actively promote diversity. | E | 4 |
| Qualifications and Training | | | |
| | Minimum of degree level or equivalent, or attendance on the Executive Leadership Programme, together with evidence of on-going professional development, relevant to the requirements of an appointment at this level | E | 2,5,6 |
| Attitude and Motivation | | | |
| | Strategic perspective and creativity – the ability to create and implement effective plans to deliver long-term organisational strategic objectives. | E | 4 |
| | Well-developed skills around change management and the development of continuous improvement. | E | 4 |
| | Evidence of the building of effective working relationships with politicians and of providing advice and support to elected Members on operational and strategic matters. | E | 2,4 |

| Attitude and Motivation | | | |
|-------------------------|---|---|-----|
| | Confident and determined attitude towards the improvement of organisational effectiveness, and the ability to inspire this attitude in others. | E | |
| | Skills to develop and maintain a culture of quality and adherence to good practice. | E | 4 |
| | A commitment to and the skills to establish a culture of effective performance management. | E | |
| | A commitment to working with partners to deliver public value and shared services. | E | 2,4 |
| | A commitment to integrity and ethical behaviour and active support for the democratic governance processes to promote and protect the reputation of the Service. | E | 4 |
| | Communication – Demonstrates and uses a high level of written and verbal communication skills, and has the ability to convey sometimes complex issues in a clear and succinct way to a wide range of audiences on an individual and/or group basis. | E | 2,4 |
| | Confidence as a Leader - Motivational and transformational leadership style, with the ability to galvanise others with the same enthusiasm. | E | 4 |
| | Role modelling behaviours and language that creates trust and confidence in the leadership of the service. Along with evidence of challenging and dealing with inappropriate behaviour and 'silo' mentality. | E | |
| | An inclusive working style and open attitude to new opportunities, individuals, legislation, and situations, regardless of status and across both specialist and operational professions. | E | 4 |
| Attitude and Motivation | | | |
| | A commitment to integrity and ethical conduct when faced with personal criticism or challenge over difficult decisions or organisational direction. | E | 4 |
| | Commitment to a working style and open attitude that demonstrates an appropriate work/ life balance for all staff. | E | |
| | Negotiating and Influencing - the ability to achieve a successful outcome for the benefit of the Fire Authority, Service and service users. | E | 4 |

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|--------------|---|---|-----|
| | Problem solving - the ability to analyse information from a wide range of relevant sources and to process it accurately and effectively in order to anticipate future requirements and arrive at appropriate decisions. | E | 4 |
| Other | | | |
| | Awareness of research and developments in relation to technical fire safety and related issues. | D | 2,4 |
| | Available to provide strategic operational cover, as required by the Combined Fire Authority. | E | 2 |
| | To live in the CFA area or in close proximity. | E | 2 |
| | Must be willing to undertake a Disclosure Scotland basic check | E | 6,8 |

Guidance Notes

In weighing the factors “essential” denotes those requirements that the candidate **must** hold. The qualities specified must be strictly based on requirements to perform the job and must not be unnecessarily restrictive or demanding.

Measures

- 1** = Test Prior to shortlisting (all applicants)
- 2** = From application form
- 3** = Test after shortlisting
- 4** = Probing at interview
- 5** = E recruitment pre-screen
- 6** = Documentary evidence (i.e. qualifications)
- 7** = Medical
- 8** = Other (e.g. DBS check)