

Warwickshire County Council

Chief Fire Officer

Candidate Information Pack

December 2018



WARWICKSHIRE
FIRE & RESCUE SERVICE



Warwickshire
County Council

Dear candidate

Thank you for your interest in Warwickshire County Council and the role of Chief Fire Officer.

This is an important time for Warwickshire County Council as we are transforming the way we work and deliver our service. The Chief Fire Officer will play a key role in this: leading Warwickshire County Council Fire and Rescue Service in the operation, management, and control of the service, and being part of our new strategic leadership team, making Warwickshire the best it can be. Like all public sector organisations, we face challenges; the impact of population growth, increased service demand, and changes to local government funding. As an ambitious council we are working proactively to respond to these challenges.

We have developed a new operating model designed to ensure we are financially sustainable, that we manage demand effectively, and deliver our economic growth priorities. Strategy and commissioning is core to our new operating model.

Underpinning our new model is a set of five values; known collectively as “the Warwickshire DNA”, that drives the way we do business, as well as a set of six behaviours that we expect of our colleagues. We have included information about both in this candidate pack and we encourage you to think about how you can demonstrate in your application not only your experience, but also leadership and management capabilities. We will be testing both during the recruitment process.

This is a fantastic opportunity to join an innovative and modern County Council. We anticipate that we will appoint a transformative leader with experience in an organisation with similar ambition to Warwickshire County Council. Equally important is an ability to demonstrate a mind-set that will give us confidence that you think creatively, implement effectively and behave differently will be integral to the role.

Our new Chief Fire Officer must be able to work collaboratively and have the ability to influence change, both internally and externally, as well as manage strategic partnerships.

If you feel that you are someone with the experience we are seeking and who matches our ambitions to drive Warwickshire County Council forward, we look forward to hearing from you.

David Carter
Managing Director,
Warwickshire County Council

Monica Fogarty
Managing Director
Warwickshire County Council

About Warwickshire County Council



Warwickshire; an internationally renowned county that is home to some of the UK's most established businesses, as well as thousands of thriving small enterprises and is host to millions of tourists who come each year for its historic towns, rich heritage and hundreds of acres of rolling countryside.

Located at the heart of the UK, Warwickshire enjoys superb links to the rest of the country through its proximity to the national motorway network and growing local rail network.

Warwickshire, alongside Coventry, is a hub for innovation and skills, with local firms investing up to twice as much as the national average on research and design. This investment is further complemented by the number of high quality universities close by.

The County Council is at the heart of everything that takes place in and around Warwickshire. Like all public sector organisations, we face challenges and are tackling these with our innovative programme of transformation.

The increasing demand on our services is well evidenced. Warwickshire's population has increased by 5% in the past decade with a further 5% increase projected over the next ten years. This, combined with changes in how Local Government is financed, creates a revenue gap that we are responding to.

The current Medium Term Financial Plan (MTFP) takes us to 2020, which is why our new plan and operating model is necessary, so we can address the challenges we know are coming our way.

Our new operating model has been designed following an assessment of the key areas across the organisation: it is underpinned by our design principles which set out what we do, how we do things and how we will work.

Our new model will enable our two corporate outcomes to be successfully delivered and will focus the whole organisation in a single strategic direction. It will address the projected growth in demand by focussing on reducing need, delivering lean and efficient services and increasing income through commercialism.

We are creating a fantastic and sustainable County Council which will serve our residents and businesses well in the future.

Our new operating model



Our design principles



What we do



We will only commission activities that contribute to our outcomes



We will organise ourselves around achieving our outcomes



We will use data to inform what we do



We will invest in activities that strengthen economic sustainability



How we do things



We will enable our customers to support themselves



We will build resilient, self supporting communities



We will retain our role as the commissioner of our outcomes



We will have a mixed economy of service delivery arrangements



How we will work



We will work collaboratively with our partners



We will be innovative and creative in our way of working



We will take accountability, ownership and responsibility for our performance



We will be lean, efficient and agile in the way we work

Leadership capability and capacity

Key to delivering our new operating model is having the right leadership and capacity in place at a senior level. This will create a senior leadership structure which;

- enables a commissioning-driven organisation focused on managing demand
- delivers lean and efficient services
- increases income through commercialisation

About Warwickshire Fire and Rescue Service

Warwickshire Fire and Rescue Service, which is part of the County Council, is responsible for protecting the community and making Warwickshire a safer place to live and work. This is achieved through three key business priorities; keeping the public safe, keeping our firefighters safe and doing our very best.

The Service is led by the Chief Fire Officer, Chief Executive and the Fire Authority, of which there are 62 elected members. The Service operates from 17 fire stations which are strategically located across Warwickshire and are staffed in different ways to reflect local risks and needs.

Whilst Warwickshire is a safe place, we are not complacent. We are continually evolving; using technology in new and innovative ways, and changing the way we deploy our resources to meet new and emerging challenges.

To support our business priorities our Service is governed by three functional areas. These all work closely together to ensure that we fulfil our aim of keeping Warwickshire safer:

Service delivery – ensures that we provide suitable and sufficient response to the community, and that our firefighters have the best training, equipment and knowledge of their local risks.

Service support - includes training and development, health and safety, operational planning, technical support and transport. All assist in the assurance that what we do is in line with national, regional and local policies.

Service improvement - manages the change programmes within the Service. This functional area, horizon scans to see what impact Government, regional or local changes may impact on the Service and ensures that any projects and developments are resourced in line with our Service priorities.

As a key member of the Council's new strategic leadership team, the Chief Fire Officer is responsible for and will be required to make strategic decisions concerning, the management and operation of Warwickshire Fire and Rescue Service, the overall planning and management of the budget and reporting to the Cabinet and Fire Authority on matters affecting finance and service policy.

Useful links:

Business Plan:

[https://apps.warwickshire.gov.uk/api/documents/Warwickshire County CouncilC-844-276](https://apps.warwickshire.gov.uk/api/documents/Warwickshire%20County%20CouncilC-844-276)

IRMP:

<https://www.warwickshire.gov.uk/wfrsplan>

Structure chart:

<https://www.warwickshire.gov.uk/organisationnav/fire-and-rescue/fire-and-rescue-about-us>

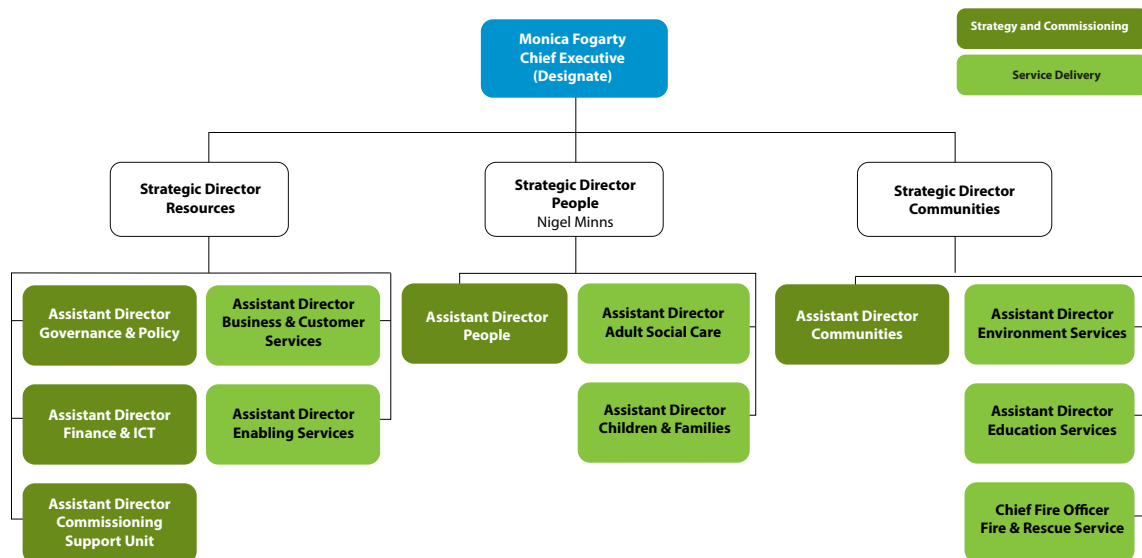
Senior leadership structure

Our new leadership team structure was introduced in October 2018.

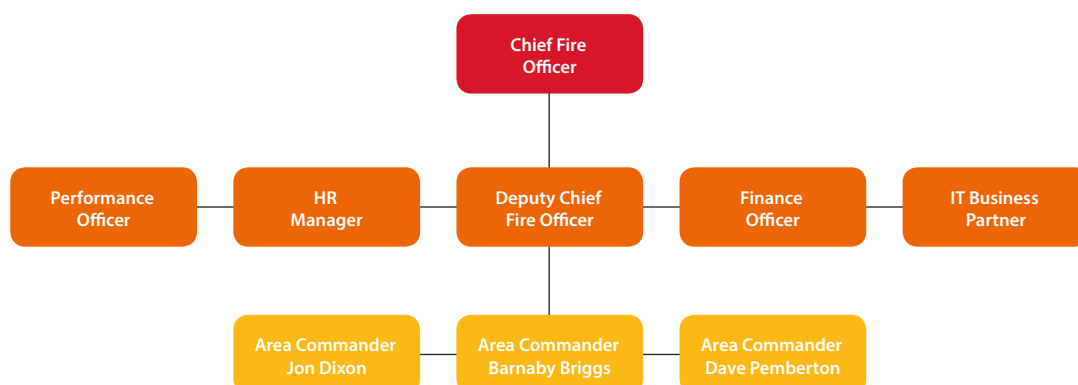
Recruitment / temporary cover to fill vacancies resulting from this restructure is underway.

Two of our Strategic Director posts are currently covered by the Joint Managing Directors. From April 2019 we will return to the Strategic Directors reporting to the Chief Executive. Monica Fogarty has been appointed to this role.

Leadership team structure



Warwickshire Fire and Rescue team structure



Our culture

Our culture is critical to the successful delivery of our new operating model. Our values and behaviours describe the culture we are embedding across the organisation.

Our values - 'The Warwickshire DNA'



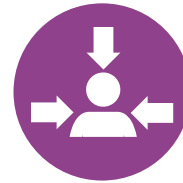
High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our behaviours



do what
we say



move with
purpose
and energy



focus on
solutions



help people
and
communities
to find their
own solutions



build strong
working
relationships



be the
best we
can be

Job description

Chief Fire Officer

Accountable to	Strategic Director for Communities
Accountable for	Communities Directorate
Salary	Hay Chief Fire Officer Band - £126,166.00
Political restriction	Yes
Location	Leamington Spa based with the ability to travel and work countrywide
Annual revenue and capital expenditure budget	£19.2m
Staffing	397.63 FTE

Context

Over the last 10 years the Service has moved on from past challenges and is a well performing organisation, is positively valued by the community, and has a strong internal culture. It is well regarded by elected members of the Fire Authority, and continues to widen its role within the community whilst always striving for excellence in operational response. The new Chief Fire Officer will take the Service forwards, building further on the positive outcomes from the recent HMICFRS inspection, and continue to forge strong collaborative partnerships with a range of organisations, in particular West Midlands Fire Service.

Work is underway to transform our wider organisation, creating one that is financially sustainable, with a new County Council structure and operating model being implemented.

As Chief Fire Officer you will be part of our senior leadership team working in partnership with your Assistant Director peers to deliver the organisational outcomes.

Job purpose

- To lead and deliver a high performing Fire and Rescue Service.
- To contribute to realising the strategic aims and objectives of the Council in building a strong economy, protecting vulnerable people and creating safer communities.
- To develop the relationships that will be key to delivering and sustaining the Fire and Rescue Service and building resilience through effective partnership and collaboration across a wide range of services, whilst maintaining a strong and visible link to appropriate national structures and organisations.

Responsibilities

- Ensure all statutory, legal and other obligations of the role are met.
- The strategic direction and management of the Fire and Rescue Service to meet the aims and objectives of the Fire Authority's strategy and plans.
- Leadership of an effective senior management team.
- Lead the Service to improve fitness for purpose and ensuring excellence in programme, project, people, performance, resource management and process improvement.
- Ensure the efficient, cost-effective management of resources (financial, people and other) to foster collaboration and constructive challenge.
- Actively promote effective leadership to drive performance and give all employees a clear sense of direction, achievement and pride.
- Promote the highest standards of integrity, professional conduct and equality and diversity throughout the Service.
- Ensure the Service operates within a safety culture to fully meet health and safety expectations and requirements.
- Lead working with other local authorities, strategic partners, other agency partners and communities to deliver and sustain improved service outcomes
- Provide strategic leadership, command and support to resolve emergency Fire and Rescue Service operations at multi-agency Gold Command level as contained within Category 1 of the Civil Contingencies Act. Operational responsibilities are also contained within this role and are referred to in the Brigade Manager Role Map.
- Ensure effective risk management arrangements are in place to minimise the Service and the Council's exposure to risk and uncertainty.

People leadership

- Establish a culture and environment of excellence and high performance across the workforce where innovation and creativity is encouraged and rewarded.
- Ensure services have the right capacity and capability to deliver service priorities through effective workforce planning, recruitment and talent management planning
- Develop effective relationships with key partners, customers and stakeholders in order to deliver high quality and professional services.
- Ensure the service has the right people in the right roles with the right skills and behaviours to maximise performance.
- Ensuring most effective use of resources, including financial management, human resources and delivering outcomes through effective contract and performance management
- Act and operate corporately across WCC adopting a one council approach.
- Act as a positive role model for 'our behaviours' at all times

Core competencies of the role

The post holder must be able to demonstrate that they role model the Warwickshire values and six behaviours in carrying out their role – see page 7.

In addition they must demonstrate the following role specific knowledge, experience and competencies:

Knowledge, skills and experience

- Proven relevant experience of leadership within a Fire and Rescue Service including experience in the strategic management of critical incidents
- Qualified with Fire and Rescue National Joint Council Conditions of Service and associated National Occupational Standards to be a Chief Fire Officer
- Educated to degree level in a relevant subject area or equivalent professional qualification appropriate to the post
- Evidence of robust continuous professional development including preferably with a management qualification
- Able to demonstrate the competencies set out in the Brigade Manager Role Map and the Strategic manager Personal Qualities and Attributes Framework
- Demonstrate knowledge of the statutory role, powers and responsibilities of the Fire and Rescue Service
- Demonstrable knowledge of the principles and practices of Fire and Rescue Service Performance assessment

Service requirements/conditions

- The post holder will be expected to reside in or with a reasonable commuting distance of Warwickshire
- The post involves travel throughout the county and neighbouring authorities
- The post will involve working out of normal office hours, including management cover for out of hours' service
- A current full clean driving licence with blue light driving requirement

Leadership and management capabilities

Capability	Descriptor
People leadership	<ul style="list-style-type: none"> • Optimum structures • Leads and inspires high performing teams and people • Talent acquisitions and development • Reward and recognition • Engages and motivates the workforce
Management of resources	<ul style="list-style-type: none"> • Achievement of outcomes at optimal costs • Manages quality assurance • Holds functions to account for deliverables, quality and costs • Generates income and commercial growth plans
Organisational leadership	<ul style="list-style-type: none"> • Cross organisation and wider sector collaboration • Models innovation and champions diversity and creativity
Strategic thinking & planning	<ul style="list-style-type: none"> • Contributes to Corporate Strategic Plan • Defines the Strategic Plan for functional area(s) • Uses whole system thinking • Need driven
Continuous improvement	<ul style="list-style-type: none"> • Service transformation and continuous performance improvement • Thinks outside of "Warwickshire" – bring ideas and innovation from other sectors and organisations • Develops end to end improvement plans based on the needs of our customers • Uses technology and innovation to improve the customer experience and maximise service efficiency • Develops strategies for the effective use of technology to deliver service improvements • Role models self-service and modern working practices

Benefits

- Provision of a vehicle expensed for business travel use only
- Generous holiday entitlement
- Fire Pension Scheme
- Payment of professional fees for approved professions
- Bupa's Cash Plan which helps provide a valuable and effective healthcare benefit
- Employee Assistance Programme provided in-house (wellbeing and counselling provision)
- Maternity, paternity, adoption and parental leave
- Sickness provision
- Charitable giving through payroll deduction
- Childcare vouchers
- Eye care vouchers
- Lifestyle benefits – a vast range of national and local discounts and offers from retailers, as well as savings on travel, leisure and entertainment
- Cycle to work scheme through salary sacrifice
- Leavers and internal transfers: advice for pensionable employees

How to apply

To apply for this post, you will need to submit the following documentation to us by no later than **12 noon on 19 December**:

1. A CV setting out your career history, current role responsibilities and achievements.
2. A supporting statement of up to two pages of A4 outlining how you meet the criteria in the knowledge, skills and experience section of the job description;
3. A completed Diversity Monitoring Form (see below). All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. The completion of the Diversity Monitoring Form is mandatory and includes the option 'prefer not to say'.

Applications should be sent to recruitment@warwickshire.gov.uk marked for the attention of Vanessa Burgess, Senior Resourcing Advisor.

Timetable

Milestones	Completed by
Closing date	19 December at 12 noon
Online ability testing	8 - 11 January
Feedback and leadership interviews	14 January
Panel interviews	23 January
Members panel	24 January

Contact us

For support in relation to the application process contact:

vanessaburgess@warwickshire.gov.uk // 01926 736370 // 07787 261 253

For confidential discussion about the role please contact:

allisonlehky@warwickshire.gov.uk // 01926 412160 // 07766 602 845

Diversity Monitoring Form

Warwickshire County Council (WCC) collects equality data about applicants and staff. The purpose of collecting this information is to ensure that we can identify, tackle and prevent issues that would otherwise prevent engagement and a fair selection process.

WCC is committed to equality of opportunity for all staff and is keen to address areas of underrepresentation in its workforce and welcomes applications from all suitably qualified persons from the LGBT+ community, disabled people, different ethnic backgrounds, religions and ages.

Information collected is done so anonymously and will not be stored with personal information that makes you identifiable.

Personal data may include a limited amount of personal data of a sensitive nature including information about your racial or ethnic origin, health and/or criminal record. All data will be processed in accordance with the Data Protection Principles and Rights afforded to individuals by the General Data Protection Regulation (GDPR). At any time, should you wish to withdraw your consent for your data to be used as described above, please contact recruitment@warwickshire.gov.uk.

Delete as appropriate: I do / do not give my consent for my personal data to be processed in this way.

Please circle as appropriate:

Age:	16-24 25-34 35-44 45-54 55-64 65+
What is your gender?	Man Woman Non-binary Prefer to self-describe Prefer not to say
Does your gender identity match your sex as registered at birth?	Yes No Prefer not to say
What is your ethnic group?	Asian or Asian British (Bangladeshi) Asian or Asian British (Indian) Asian or Asian British (Pakistani) Mixed (White & Black Caribbean) Mixed (White & Black African) Mixed (Asian and White) Black or Black British (African) Black or Black British (Caribbean) White (British) White (English) White (Irish) White (Scottish) White (Welsh) Gypsy or Traveller Chinese Arb Other Prefer not to say Other

What is your religion?	No religion Buddhist Christian Hindu Jewish Muslim Sikh Other Prefer not to say
What is your sexual orientation?	Asexual Bi/bisexual Gay woman/Lesbian Gay man Heterosexual/Straight Prefer to self-describe Prefer not to say
<p>Do you have an impairment, health condition or learning difference that has a substantial or long term impact on your ability to carry out day to day activities?</p> <p><i>Under the Equality Act 2010, a person is considered to have a disability 'if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities'. 'Substantial' is defined by the Act as 'more than minor or trivial'. An impairment is considered to have a long term effect if:</i></p> <ul style="list-style-type: none"> <i>it has lasted for at least 12 months</i> <i>it is likely to last for at least 12 months, or</i> <i>it is likely to last for the rest of the life of the person.</i> <p><i>Normal day-to-day activities in general are things people do on a regular or daily basis, for example eating, washing, walking, reading, writing or having a conversation.</i></p>	<ul style="list-style-type: none"> No known impairment, health condition or learning difference A long standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease, or epilepsy A mental health difficulty, such as depression, schizophrenia or anxiety disorder A physical impairment or mobility issues, such as difficulty using your arms or using a wheelchair or crutches A social/communication impairment such as a speech and language impairment or Asperger's syndrome/other autistic spectrum disorder A specific learning difficulty such as dyslexia, dyspraxia or AD(H)D Blind or have a visual impairment uncorrected by glasses D/deaf or have a hearing impairment An impairment, health condition or learning difference that is not listed above (specify if you wish) Prefer not to say
To help your employer ensure appropriate support and/or adjustments are in place, please explain in the box provided if you will need any facilities or support relating to your impairment, health condition or learning difference. This might for example include particular adjustments such as materials in accessible formats, or extra equipment.	
Working pattern	Full-time / Part-time / Job share

Guaranteed Interview Scheme

As part of being a Disability Confident employer we guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application form which demonstrates that you generally meet the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential in the person specification. WCC is committed to the employment and career development of disabled people.

