



## **WFRS Promotion and Development Service Manager Resilience and People process Performance and behaviours Application**

### **Section 1 – NFCC Leadership Framework**

Within this section you are required to demonstrate your potential to perform at Service Manager level. Please provide evidence and statements linked to the four areas of the NFCC Leadership Framework, under the 'Leading the Service' level (Personal Impact, Outstanding Leadership, Service Delivery and Organisational Effectiveness) as referred to within the application guidance notes. Each section should not exceed 500 words. Please use the person specification and job description as a guide.

Personal Impact								
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	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	I evaluate my own performance and take steps to continuously improve	I work hard to build and keep trust by listening to others' views and adapting to change	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
Total number of words (max 500)						Please state word count:		

Outstanding Leadership							
I work with others to establish the strategic direction and the working goals of the organisation	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	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	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
Total number of words (max 500)					Please state word count:		

Service Delivery								
I am aware of the wider impact the organisation has on improving community outcomes	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation	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	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	I implement systems to measure the quality of our decision making and to learn lessons	I take account of emerging issues and risks and out in place plans to limit the negative consequences to our service	I use evidence from our own and others' organisations to set strategy and direction for the service	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
Total number of words (max 500)						Please state word count:		

Organisational Effectiveness										
I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing risks	I take a long-term view to consider the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation	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	I strive to establish a learning ethos both internally and externally	I create conditions for innovation and change that support our vision	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	I challenge the status quo and compare our performance against others fire and rescue services, other public services, and other relevant business sectors	I evaluate and ensure changes are being embedded in the organisation	I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation
Total number of words (max 500)								Please state word count:		

## Section 2 – Core Code of Ethics

Within this section, please provide evidence and statements to demonstrate that you are ensuring that you are acting in line with the five areas of the Core Code of Ethics. Each section should not exceed 500 words.

Putting our communities first	Integrity	Dignity and respect	Leadership	Equality, diversity, and inclusion (EDI)
We put the interest of the public, the community and service users first.	We act with integrity including being open, honest and consistent in everything we do.	We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.	We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for our behaviour, decisions and actions and challenge all behaviour that falls short of the highest standards.	We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.
Total number of words (max 500)			Please state word count:	