



Area Manager North Yorkshire FRS Recruitment Pack

September 2021

 North Yorkshire
Police, Fire & Crime
Commissioner



NORTH YORKSHIRE
FIRE & RESCUE SERVICE

enable
north yorkshire

MESSAGE FROM THE CHIEF FIRE OFFICER

Thanks for looking at the role of Area Manager, on a temporary/secondment basis for North Yorkshire Fire and Rescue Service (NYFRS) for up to a 3 year period.

We currently operate a directorate structure;

- Director of Service Delivery, Deputy Chief Fire Officer
- Director of Capabilities – Area Manager
- Director of Assurance – Area Manager

We are adding a new temporary team to deliver our ambitious transformation programme over the next 3 years. The team will be headed up by an additional Area Manager and include a Group and Station Manager,

We have two opportunities to join the team, and allocation of directorate will be decided upon conclusion of the selection process. This is genuinely an exciting time to join us and isn't for the faint hearted.

I hope we can quickly engage your interest through the simple process and provide more information as we go along to help you decide if being an Area Manager in North Yorkshire is the job for you. It's a brilliant and safe place to work and to live with two National Parks, a stunning coastline, great schools and employment opportunities, phenomenal heritage and the City of York with all that it offers.

You'll be a core member of the Strategic Leadership Team, whom are committed to fire service work. It's important therefore to bring strategic ability and that you can quickly establish yourself to start applying your experience and knowledge.

We make a real difference to the safety of everyone who works, travels, visits and lives in York and North Yorkshire. Working in one of only four Police, Fire & Crime Commissioner governance arrangements offers a new perspective and your exposure to senior stakeholders will be significant. We've established Enable, a unique collaboration between NYFRS and North Yorkshire Police to provide the enabling services needed by both organisations. You'll work closely with Enable's Managing Director and their five Heads of Function to commission and deliver workloads.

This role provides a fabulous opportunity for you to shape how we deliver our services and will build your skills, experience and credibility for further career development.

I really look forward to receiving your applications and promise a rewarding job in a positive, energetic and modernising team.

Jonathan Foster
Chief Fire Officer



NORTH YORKSHIRE FIRE & RESCUE SERVICE

AREA MANAGER ANNUAL SALARY:

Area Manager B The starting salary (inclusive of operational supplement) will be £71,399.40 per annum which is Area Manager (development) rate of pay, unless the appointed employee is already deemed to be a competent Area Manager, in which case the starting salary will be £78,317.09 per annum.

BASE LOCATION:

North Yorkshire Fire and Rescue Service Headquarters,

DUTY SYSTEM:

Flexible Duty System

CLOSING DATE:

27th September 2021 9am

DEVELOPMENT OPPORTUNITY:

For individuals who are successfully appointed to the roles, there will be a development opportunity to participate on the Continuous Gold duty Rota. During such time, the operational allowance will be increased to reflect the change of duty system and overall annual salary package will be as follows:

Area Manager (development) £76,588 (pro-rata)

Area Manager B (competent) £83,124.40 (pro-rata)

We have 2 exciting opportunities for ambitious, innovative and experienced individuals to take up the role of Area Manager for North Yorkshire Fire & Rescue Service on an secondment/temporary basis. We are looking for exceptional individuals that will join the strategic team to deliver 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 Area Manager roles will report directly to the CFO and DCFO. You will have extensive exposure to working with the Office of the Police, Fire and Crime Commissioner to deliver the Fire and Rescue Plan priorities, as well as implementing a new Integrated Risk Management Plan, known locally as the Risk and Resource Model. Excellent communication skills, detailed strategic knowledge of fire and rescue operations and proven track record for delivery are all essential criteria for the roles.

Internally, there are excellent relationships with representative bodies including the local FBU and it is key that the new appointees will be able to continue to develop these. Applicants must currently operate at competent Group Manager or Area Manager (temporary or competent) and display strong evidence of operating at a strategic level within a Fire and Rescue Service.

The provision of Incident Command leadership is essential and successful applicants will be developed for the ICS Level 4 qualification. The roles are 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, and operational commitments.

Ideally the successful candidate will have the support of their current host organisation to commence in role with immediate effect in October 2021 to make an immediate impact upon the outstanding work loads.

The interim role will be offered on a secondment basis for a successful external applicant or on a temporary promotion basis for a successful applicant currently in NYFRS service.

Informal Conversation If you would like an informal conversation about these opportunities with Jon Foster, Chief Fire officer or Jonathan Dyson, Deputy Chief Fire Officer, please email samantha.law@northyorksfire.gov.uk

Application To apply, candidates should read the full recruitment pack and complete the application form, in which you are required to provide a CV and supporting statement. Please use the links below to access the relevant documents.

Selection Process Assessments are scheduled to take place in October at Alverton Court, Northallerton. The assessment process will include a presentation and competency-based interview. Details of the presentation topic will be shared with all applicants in advance of the assessment date.

Terms and Conditions The terms and conditions of the opportunity are as follows:

The secondment opportunity is open to both internal and external candidates.

- a. For a successful internal candidate, this will be a temporary promotion.
- b. For a successful external candidate, this will be a secondment opportunity, and you will retain your current employment Terms and Conditions with your existing service

Further clarity can be provided within informal discussions.

RECRUITMENT TIMETABLE AND PROCESS

TIMETABLE

Application live date	Friday 10 September
Application closing date	Monday 27 September 09:00
Telephone discussion with ICFO Jon Foster or DCFO Jonathan Dyson	Contact samantha.law@northyorksfire.gov.uk
Sifting	w/c Monday 27 September
Final panel interview	w/c Monday 11 or 18 October



NORTH YORKSHIRE FIRE & RESCUE SERVICE

ROLE PROFILE

Job Title	Area Manager – Director of Capabilities
Responsible To	Chief Fire Officer
Responsible For	<p>This role provides the Director of Service Delivery and their teams with the policy, guidance and training they need to perform their functions. The role holder will ensure:</p> <ul style="list-style-type: none"> - Policy and guidance on prevention, protection and response service provision is properly maintained, is appropriate to our approach to service delivery and complies with standards, legislation, nationally provided guidance and the outcomes of inquiries and court judgements - Appropriate training is provided to enable front line staff to deliver services in line with the policy and guidance
Grade	Area Manager B (Operational allowance applies)
Hrs	42 hours per week
Location	Service Headquarters
Other terms and conditions	<p>National Joint Council for Local Authorities Fire and Rescue Services (locally negotiated). Operational allowance applicable. Vehicle provided as per statement of particulars.</p>
Special Requirements	<p>There will be a requirement to attend emergency incidents as part of the operational flexible duty rota.</p> <p>Will be required to undertake specialist functions and training as required.</p>

Primary Functions

- Plan and implement organisational strategy to meet organisational objectives.
- Lead organisational strategy through effective decision making.
- As Head of Function, contribute to the Strategic Leadership Team.
- Provide support in relation to developing and discharging responsibilities identified within the RRM (Risk and Resource Model) and Fire and Rescue Plan.
- Determine the effective use of physical and financial resources.
- In line with Service policies and operational priorities, attend Business Continuity Management Team (BCMT) meetings for the purpose of resolving any potential or actual strategic interruption to key Service functions.
- Develop and implement robust strategic service delivery plans in consultation with staff.
- Lead, monitor, attend operational incidents/exercises and take command where appropriate, supporting people to resolve operational incidents.
- Provide leadership and support to staff to effect the necessary cultural change, promote inclusivity and diversity and develop a highly flexible and responsive service.
- Recruit, and develop a high performing team to achieve the targets and objectives assigned.
- Ensure robust performance management arrangements are in place; manage the performance of teams and individuals to achieve objectives.

Role Requirements

1. Experience of strategic leadership at a Group or Area Manager level
2. Strategic planning and delivery ability with a detailed strategic knowledge of fire and rescue operations
3. An excellent communicator who can deal successfully with people at all levels and can achieve results by negotiation.
4. Experience of achieving targets within a performance centered workplace
5. Must have achieved or be willing to undertake an ICS Level 4 qualification
6. Must have achieved or be willing to undertake a strategic/Level 7 Management qualification

Area Manager Role Map

- | | |
|----------|---|
| • EFSM2 | Lead, monitor and support people to resolve operational incidents |
| • EFSM5 | Plan implementation of organisational strategy to meet objectives |
| • EFSM6 | Implement organisational strategy |
| • EFSM8 | Lead organisational strategy through effective decision making |
| • EFSM9 | Implement and manage change in organisational activities |
| • EFSM11 | Determine effective use of physical and financial resources |

- EFSM13 Select required personnel
- 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
- EFSM17 Advise on development and implementation of quality policies
- EFSM18 Implement quality assurance systems
- EFSM19 Monitor compliance with quality systems
- EFSM22 Develop information systems to support service delivery objectives
- EFSM23 Agree project plan to meet specified objectives
- EFSM25 Manage project to meet objectives



NORTH YORKSHIRE FIRE & RESCUE SERVICE

ROLE PROFILE

Job Title	Area Manager – Transformation
Responsible To	DCFO (Director of Service Delivery)
Responsible For	<p>To influence and leverage best practice working with the Strategic Leadership Team, key stakeholders, partners and transformational and programme team(s) to design and execute the Transformation programme of work with agreed accountabilities:</p> <ul style="list-style-type: none"> • defining the future operating model, • translating the strategy and operational requirements to the programme team, • embedding the capability into operational activities, • benefits management
Grade	Area Manager B (Operational allowance applies)
Hrs	42 hours per week
Location	Service Headquarters
Other terms and conditions	<p>National Joint Council for Local Authorities Fire and Rescue Services (locally negotiated). Operational allowance applicable. Vehicle provided as per statement of particulars.</p>
Special Requirements	<p>There will be a requirement to attend emergency incidents as part of the operational flexible duty rota.</p> <p>Will be required to undertake specialist functions and training as required.</p>

Primary Functions

- Lead the Fire Transformation Team in delivering the Transformation Programme to ensure the programme of work is delivered in accordance with the scope and associated timescales
- Work closely with the RRM Lead Manager to assist with further development of resource options to define future operating models
- Develop transformation strategy and translate this to the Transformation Team, to enable implementation of the Transformation Programme
- Provide timely reports to the Tactical Leadership Team, Strategic Leadership Team and Executive Board
- Provide direction and advice on fire service-related matters, from a local, regional, and national perspective
- Lead on consultation and negotiation with stakeholders to support implementation of new or amended Terms and Conditions, policy, and procedure
- Ensure benefits management is incorporated within all transformation activity
- Meet the needs of the Fire and Rescue Plan by ensuring the development, implementation and management of appropriate strategic plans, policy, and procedures to support transformation across the Service
- Ensure staff across the organisation, as well as external stakeholders, are well informed about key transformation developments through effective communications through the provision of appropriate reports, consultation documents, general updates, and publications
- Implement the Change Management Programme and in respect of designated responsibilities, to put in place and maintain management systems that will ensure the effective and efficient administration of:
 - o Service resources and budgets
 - o Quality of service delivery
 - o The discharging of the Authority's legislative duties
 - o Working relationships and partnerships with other emergency services and agencies that will enhance the performance of the Service
 - o Staff competence, development, and capacity
 - o Health, safety, and welfare of responsibilities
 - o Equalities and workforce diversity
- In line with Service policies and operational priorities, attend Business Continuity Management Team (BCMT) meetings for the purpose of resolving any potential or actual strategic interruption to key Service functions.
- Lead, monitor, attend operational incidents/exercises and take command where appropriate, supporting people to resolve operational incidents.
- Provide leadership and support to staff to effect the necessary cultural change and promote inclusivity and diversity.

Role Requirements

1. Experience of strategic leadership at a Group or Area Manager level
2. Strategic planning and delivery ability with a detailed strategic knowledge of fire and rescue operations
3. An excellent communicator who can deal successfully with people at all levels and can achieve results by negotiation.
4. Experience of achieving targets within a performance centered workplace
5. Must have achieved or be willing to undertake an ICS Level 4 qualification
6. Must have achieved or be willing to undertake a strategic/Level 7 Management qualification

Area Manager Role Map

EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM5	Plan implementation of organisational strategy to meet objectives
EFSM6	Implement organisational strategy
EFSM8	Lead organisational strategy through effective decision making
EFSM9	Implement and manage change in organisational activities
EFSM11	Determine effective use of physical and financial resources
EFSM13	Select required personnel
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
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
EFSM19	Monitor compliance with quality systems
EFSM22	Develop information systems to support service delivery objectives
EFSM23	Agree project plan to meet specified objectives
EFSM25	Manage project to meet objectives



NORTH YORKSHIRE FIRE & RESCUE SERVICE

ROLE PROFILE

Job Title	Area Manager – Director of Assurance
Responsible To	Chief Fire Officer
Responsible For	<p>This role ‘polices’ the Service Delivery side of the organisation and the performance and operation of Enable as an internal supplier. The role holder:</p> <ul style="list-style-type: none"> - provides assurance to the Chief Fire Officer of the quality of prevention, protection and response service delivery and compliance with standards, legislation, nationally provided guidance and the outcomes of inquiries and court judgements. - provides, oversees and sometimes implements an evaluation framework and tools so we can demonstrate the causal effect on public performance of our interventions. - works closing with Enable and its ‘Heads of’ to encourage effective enabling services provision, measure value for money and identify where improvements can be made. - manage the HMICFRS relationship and inspection process providing assurance that recommendations are properly considered and, where appropriate, implemented.
Grade	Area Manager B (Operational allowance applies)
Hrs	42 hours per week
Location	Service Headquarters
Other terms and conditions	<p>National Joint Council for Local Authorities Fire and Rescue Services (locally negotiated). Operational allowance applicable.</p>

	Vehicle provided as per statement of particulars.
Special Requirements	<p>There will be a requirement to attend emergency incidents as part of the operational flexible duty rota.</p> <p>Will be required to undertake specialist functions and training as required.</p>

Primary Functions

- Plan and implement organisational strategy to meet organisational objectives.
- Lead organisational strategy through effective decision making.
- All aspects of service evaluation, assurance, partnership relations and preparation for inspection and scrutiny by external bodies.
- As Head of Function, contribute to the Strategic Leadership Team.
- Provide support in relation to developing and discharging responsibilities identified within the RRM (Risk and Resource Model) and Fire and Rescue Plan.
- Determine the effective use of physical and financial resources.
- In line with Service policies and operational priorities, attend Business Continuity Management Team (BCMT) meetings for the purpose of resolving any potential or actual strategic interruption to key Service functions.
- Develop and implement robust strategic service delivery plans in consultation with staff.
- Lead, monitor, attend operational incidents/exercises and take command where appropriate, supporting people to resolve operational incidents.
- Provide leadership and support to staff to effect the necessary cultural change, promote inclusivity and diversity and develop a highly flexible and responsive service.
- Recruit, and develop a high performing team to achieve the targets and objectives assigned.
- Ensure robust performance management arrangements are in place; manage the performance of teams and individuals to achieve objectives.

Role Requirements

1. Experience of strategic leadership at a Group or Area Manager level
2. Strategic planning and delivery ability with a detailed strategic knowledge of fire and rescue operations

3. An excellent communicator who can deal successfully with people at all levels and can achieve results by negotiation.
4. Experience of achieving targets within a performance centered workplace
5. Must have achieved or be willing to undertake an ICS Level 4 qualification
6. Must have achieved or be willing to undertake a strategic/Level 7 Management qualification

Area Manager Role Map

EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM5	Plan implementation of organisational strategy to meet objectives
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EFSM8	Lead organisational strategy through effective decision making
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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
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
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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 focussed 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.

**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

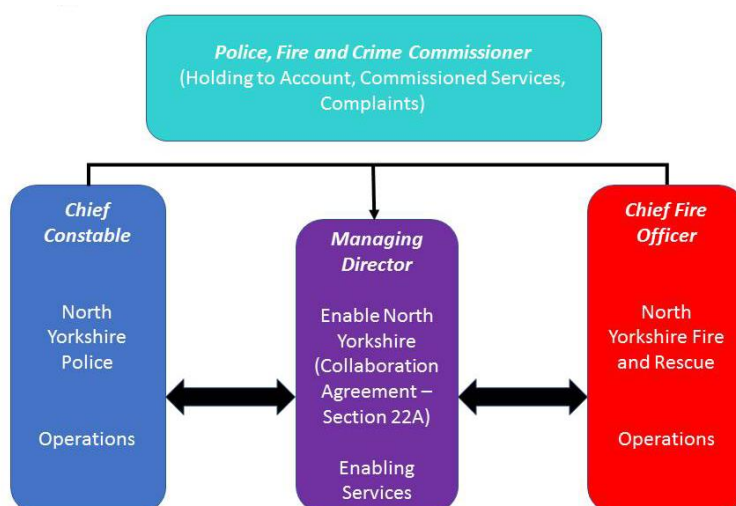


- Our more urban areas have shift stations, larger market towns have day crewed (self-roster) stations and smaller towns/rural villages have on-call. We also have two volunteer stations.
- Around 55% of our operational staff are on-call firefighters.
- There have been a number of changes within the Service 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. The Finance working group has identified a number of proposals to meet the anticipated shortfall. These proposals are currently at the consultation stage.
- 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.

- enableNY 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 enableNY are: Finance, Peoples Services, ICT, Assets and Business Design and Assurance.
- 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 starting salary will be £56,220 per annum which is Area Manager (development) rate of pay, unless the appointed employee is already deemed to be a competent Area Manager, in which case the starting salary will be £61,667 per annum. In addition, a flexible duty allowance which equates to 27% of basic salary is also payable for maintaining the Silver Rota primary and secondary call duty system.

The Area Manager will receive an annual NJC-negotiated cost-of-living pay rise.

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, as agreed with the Chief Fire Officer.

Car

A vehicle will 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 Chief Fire Officer.

Notice period

Termination of the appointment by the appointed person will require a three month notice period to be provided to the Chief Fire Officer.

Pension

The successful candidate will be eligible for membership of the Firefighters' Pension Scheme, as appropriate to their circumstances.

The Firefighters' Pension Scheme is a statutory scheme that is administered on a local basis for eligible employees within the geographical areas of North Yorkshire and the City of York, and provides valuable benefits for the member and their dependants.

Temporary duty allowance in NYFRS does not affect an individual's pension, with contributions continuing to be based on substantive role and pay

For further information about the scheme, please contact the Payroll and Pensions Manager, Barbara Doolan, Barbara.Doolan@northyorkshire.police.uk.

BACKGROUND READING

Fire and Rescue Plan

The Police, Fire and Crime Commissioner's 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/2019/09/Fire-Rescue-Plan-2019-2021.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

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2017/10/North-Yorkshire-LBC-Working-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>

Ambition 2025

Please refer to the role advert where the Ambition 2025 document can be found. Alternatively please email talent&development@northyorkshire.police.uk and this can be emailed to you.