

Police & Crime Panel Report

July 2019

PFCC report on preferred candidate for Chief Fire Officer

I am required by Paragraph 5 Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 to submit, in connection with my proposed appointment of a Chief Fire Officer, a report to the Police, Fire and Crime Panel for North Yorkshire ('the Panel') setting out:

- The name of the person I am proposing to appoint to the role ("the candidate"); and
- The criteria that were used to assess the suitability of the candidate for the appointment; and
- Why the candidate satisfies those criteria; and
- The terms and conditions on which the candidate is to be appointed.

Preferred candidate

My preferred candidate for appointment to the statutory role of Chief Fire Officer for North Yorkshire Fire and Rescue Service is Andrew Brodie. Mr Brodie is currently the Interim Chief Fire Officer at North Yorkshire Fire and Rescue Service.

Process used to assess suitability of the candidate

Andrew Brodie was offered the position of substantive Chief Fire Officer for North Yorkshire Fire and Rescue Service on 3 July 2019, following a rigorous application process, including:

- Advertisement (promoted comprehensively both locally and nationally on all relevant platforms, including through the National Fire Chiefs Council);
- Informal engagement between the PFCC and potential candidates about the substantive opportunity;
- Completion of a formal application form, eligibility assessment and supporting statement, including: a) confirmation the applicant holds a Nationally Recognised Gold Command Fire & Rescue Service Operational Qualification; and, b) Supporting evidence of why the applicant is the right candidate for role, including professional experience, skills and qualities demonstrating that they can excel in performing the primary functions of the role; and evidence demonstrating how they meet the personal qualities and attributes within the leadership framework;
- An independent psychometric assessment and separate validation interview;
- An interview with a stakeholder panel that included strategic representatives from key partner agencies across North Yorkshire, including: Sue Peckitt from Hambleton, Richmondshire and Whitby, Harrogate and Rural District and Scarborough and Ryedale Clinical Commissioning Group; Neil Irving from the North Yorkshire Community Safety Partnership and Local Resilience Forum; Caroline O'Neill from Community First Yorkshire

(voluntary and community sector representative organisation); Councillor Stephen Fenton, Chair of the City of York Housing and Community Safety Policy and Scrutiny Committee; and, Councillor Jim Clark of North Yorkshire County Council Overview & Scrutiny Board.

- A presentation and structured final interview panel consisting of; PFCC Julia Mulligan; North Yorkshire Police Chief Constable Lisa Winward; OPFCC Interim Chief Executive & Monitoring Officer Simon Dennis; Deputy Mayor of Harrogate Council, Cllr Zoe Metcalfe; and, Chief Fire Officer for Humberside FRS, Chris Blacksell (acting as Independent Technical Advisor to the Panel)

Criteria used to assess suitability of the candidate

Information on the criteria of the Chief Fire Officer role is available in the Recruitment Pack for the post of Chief Fire Officer, including advert, role profile and National Fire Chiefs Council's Leadership Framework, and Terms & Conditions at Appendix A.

Andrew was the sole applicant for the role; the recruitment process was followed rigorously, to test his calibre and competency to determine his suitability for the appointment to the substantive position of NYFRS CFO, including the completion of the independent psychometric assessment.

Stakeholder panel interview

Andrew was first interviewed by an external stakeholder panel, and during that process, he consistently scored highly positive feedback against the indicators included in the structured interview questions, as shown in the summary notes from that panel, below:

Leadership of Service

Andrew articulates a clear short- and long-term vision, linked with values, clear measures and impact, can construct leadership stories to take people with him, he is passionate, enthusiastic and excited. He clearly identified challenges, including the need for cultural changes and articulated approaches at all levels. The panel was positive about Andrew's response.

Leadership behaviours

Andrew displayed behaviours of trust, honesty and transparency. He recognised his leadership qualities and need for operational management support through his team. He demonstrated that management and support service enable the frontline. He evidenced ability to lead throughout organisation and externally. The panel was confident in Andrew's Leadership behaviours.

Commitment to diversity

Andrew evidenced positive action, need for groundwork, development of structures across the diversity strands. Some of his evidence was practical, some strategic and some about inherent inclusion – i.e. tea break conversations – about engendering formally and informally, including setting-up structures and networks to which people will come, and celebrating the positive impacts. His evidence was focussed on diversity strands. The panel would look to explore further enablers, i.e. flexi/part-time working and impacts/views around how this thinking enables inclusion. The panel had overall confidence in his response.

Building relationships – partners

Andrew identified the need to find out the partners' priorities and what's in it for them, and equally, to articulate what is required in return. He gave good examples regarding multi-agency work, and evidence of his ability to encourage localised partnerships and relationships and local stations seeking these solutions, being enabling and being outwardly focussed. The panel were confident in Andrew partnership approach.

Political acuity

Andrew recognised the importance of anticipating conflict, early engagement and using a soft launch, multi-faceted approach, both formal and informal, across multi-key stakeholders. He also recognised that building strong and trusted partnerships helps when the conflict does arise. The Panel recognised that Andrew was still relatively new to this, but his learning from experience gave the panel confidence that he, recognised the political dimension and had a strategy to develop this area, and that he understood it was imperative to the future changes. The panel had overall confidence on his response to this question.

Communication skills

The examples used by Andrew were practical and personable, and the Panel thought Andrew was a very strong communicator. He has a strong narrative and uses both formal and informal mechanisms. The panel would further probe strategic communication approaches. Andrew was passionate and engaging and panel could see he would take people with him through his personable approach.

Dealing with conflict

Andrew gave examples of fronting someone else's message without the ability to do the soft launch/engagement, significant resistance and opposition. Through confident communication, acknowledgement of the issues and willingness to listen result was to take the heat out of the situation and resulted in balance media report. The panel would probe Andrew personal resilience – not because they do not think that he has this, but that he may not have had an opportunity to demonstrate this. Again, Andrew evidenced that relationships and trust helps when conflict arises.

Stakeholder panel overview

The following strengths of Andrew were noted: enthusiastic, personable, encouraging of others, open to learning and promotes a learning/developmental culture, transformation and a focus on improvement, recognises the challenge and develops approaches to these. Clearly articulates vision and values, strong ability to work with others, interested in investment to transform.

Areas for ongoing professional development focus were identified including continuous improvement in strategic communication and maximising the positive effect of his empowerment of others to drive the very highest standards of excellence in operational performance management.

These areas for development, as well as others agreed between the PFCC and the CFO, will be embedded into and monitored through a personal development plan.

The above summary from the stakeholder panel was provided to the PFCC and the members of the final interview panel, along with the findings from the psychometric assessment. Following consideration of the results, and noting that the stakeholder panel feedback was extremely positive, the final interview panel were determined to ensure that Andrew received an assiduous and thorough probing through the final structured presentation and question process, in order that they could be assured as they possibly could be that he was able to meet the high standards required to be appointed to the role and that he would be able to comprehensively and effectively tackle the current and future challenges associated with leading the Service.

Final interview panel

The Final Panel Interview took the form of a set-piece pre-prepared presentation with follow-up questions, evidencing the candidate's skills and competencies in Leadership.

Structured questions then followed, gathering evidence from the candidate in respect of

- Change
- Collaboration
- Working with the PFCC Model
- Development

Final panel overview

The candidate provided positive evidence in each respect and across several domains provided a high standard of evidence.

The Final Panel concluded that the candidate was suitable for appointment and took account of several factors in their deliberations, detailed as follows.

Andrew Brodie has operated most recently as the Interim Chief Fire Officer in North Yorkshire FRS, where his performance has been highly regarded since his commencement in post.

Andrew's wealth of experience and skills prior to this appointment, including his work in three other fire and rescue services where he attained the role of Assistant Chief Fire Officer, provide sound evidence of his ability as a positive change agent with considerable influencing and relationship building skills and a record of providing strong leadership. His work is highly regarded in the Service as well as other services. He is also noted to have considerable and valuable experience in the secondments he has completed in central government and the Audit Commission.

The culture, ambitions and values of NYFRS show evidence of positive transformation since Andrew commenced in his interim role, and it is recognised that he has taken steps to reinvigorate and empower the Corporate Management Board, wherein FRS officers and staff are encouraged to recognise their individual importance and purpose in delivering public service. Andrew produced a comprehensive 100-day report on his experience in the Service, which has been well received, taking account of the need for greater financial security to be in place.

Andrew shows a clear understanding of the challenges that the substantive CFO will face, and the need to lead by example; he evidences a clear commitment to lifelong learning and development,

and is proactively involved in evidence based development work across the fire sector, including driving the implementation of national operational guidance initiatives.

Andrew shows a good understanding of the governance model, and shows considerable skill at creating the close, trusting relationships needed to enable good governance and functioning in the Service and with local partners and politicians, and importantly, meets regularly with Representative Bodies. He demonstrates strong values of building trust, integrity and accountability, and strong commitment to deliver excellent future public and internal services.

The interview panel agreed that Andrew had the breadth of skills, knowledge and experience to capably fulfil the role of NYFRS Chief Fire Officer at this time. A number of areas for development will form the basis of a professional development plan, to be agreed between the PFCC and Andrew.

Context

An independent review was previously carried out by Dave Etheridge OBE (former Chief Fire Officer of Oxfordshire Fire and Rescue Service), to develop a robust salary scale for the role of Chief Fire Officer, which would in turn, determine the salary scales of Deputy Chief Fire Officer and a number of other linked senior officer posts within the Fire and Rescue Service (FRS).

This activity also supported a separate, major transformation programme, Transform 2020 (T2020), which commenced following the finalisation of the collaboration between North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS) and governance transfer to North Yorkshire PFCC, in November 2018. T2020 was commenced with core ambitions of streamlining and improving efficiency and effectiveness in individual service functions and achieving significant savings to the public purse. A Managing Director has since been appointed to provide strategic leadership across the enabling service functions of the two entities NYP and NYFRS, with this enabling collaboration subsequently renamed as ENABLE North Yorkshire. The key aims are to harmonise and improve delivery of those services, which include functions such as Communications, ICT, Information Management, Human Resources, Administration, Strategic Intelligence, Information & Performance, and Organisational Change amongst them.

The activities described above supported further refinements to the role profile of the Chief Fire Officer, including the statutory responsibilities incorporated into the Head of Paid Service element of a chief officer post, and to ensure that the profile contained all the necessary elements that would be required for such a role, taking account of future challenges of the Service's development, stimulating positive cultural change within the Service, embracing the collaboration arrangements, and possessing excellent skills and building effective and productive relationships internally and externally.

The role profile was accordingly updated to contain more exacting criteria, requiring substantial evidence from applicants of their skills, experience, and personal qualities and attributes, using the National Fire Chiefs Council's recently developed Leadership Framework, the National Occupational Standards, and locally determined priorities. The role profile is contained within the Recruitment Pack, attached to this report at Appendix A.

The exercise of conducting this review, and the broader task of developing and concluding the recruitment exercise to appoint the Chief Fire Officer, which will be followed by that of the Deputy

Chief Fire Officer, was carried out by a time limited professional working group, featuring expert representation including the OPFCC Assistant Chief Executive/ Deputy Monitoring Officer, OPFCC FRS Policy & Scrutiny Officer, FRS Head of HR for and FRS Head of Communications.

The extensive research work and deliberations of this group resulted in the post being advertised with a salary range of £116,640 - £128,640, with initial appointment and incremental increases to be linked to a Chief Fire Officer progression plan, which will be finalised and agreed with the appointee.

Following an assessment of Mr Brodie's competency and in view of the progress already made in his Interim term of office in relation to the objectives in the Fire & Rescue Plan, it has been proposed and agreed in principle that Mr Brodie's starting salary will be £119,404 inclusive of operational allowances.

The full terms and conditions of the role are outlined in the recruitment pack at Appendix A.

Conclusion

Andrew Brodie is a highly experienced officer who brings a wealth of skills, knowledge and experience to the post of Chief Fire Officer and I am delighted he applied for this opportunity and is the selected candidate. Since the initial recruitment that took place in December 2018, and in the months that have followed, Andrew has demonstrated a real passion and commitment to the role here in North Yorkshire, and he has shown strong signs of being able to deliver the financial and organisational stability, and the positive cultural transformation that is needed within an evolving and modern Fire and Rescue Service.

Achieving stable, inspirational leadership and by so doing driving forward the programme of change and improvement within NYFRS, mean that in my judgement as PFCC Mr Brodie's appointment is in the interests of the public of North Yorkshire and the City of York. I am assured in this regard by the range of partner organisations who have assisted in the recruitment and selections process, whose high regard for Mr Brodie's candidacy is reflected in this report. I am in no doubt that he can command the respect and support of partners.

Andrew is, by now, very familiar with the challenges the organisation faces and has demonstrated a real ability and understanding as to how to meet these challenges to provide greater efficiencies and effectiveness for North Yorkshire Fire and Rescue Service and North Yorkshire Police. Andrew is clearly an ambitious, innovative and skilled individual, and I am very assured that he will work collaboratively and collegiately with North Yorkshire Police, ENABLE North Yorkshire and key partner agencies, engage enthusiastically with the T2020 programme of work, and that he will continue to drive North Yorkshire Fire and Rescue Service to be the best it can be.

Declaration

I propose Andrew Brodie as Chief Fire Officer for North Yorkshire Fire and Rescue Service.

Julia Mulligan
North Yorkshire Police, Fire and Crime Commissioner
Signature redacted by NYCC prior to publication

5 July 2019