

Purpose: Decision

Date **25 July 2017**

Title **Chief Officer Recruitment – Report and Recommendations of the Working Group**



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Report of Chairman of the Member Working Group

## EXECUTIVE SUMMARY

1. This is a report to both Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC). It sets out the recommendations of a Member Working Group, which was established at the June HFRA meeting to review and make recommendations to the Authority on an appropriate strategy and processes for recruiting a new Chief Officer.
2. The Member Working Group's recommendations include that a Joint Committee is established between HFRA and IWC, and authority is delegated to that Joint Committee to finalise and implement the recruitment strategy as set out in Appendix 2, and to make an appointment of a new Chief Officer (in respect of Fire and Rescue Services) for both HFRA and IoW Council.

## BACKGROUND

3. HFRA's Chief Officer, Dave Curry, has formally given contractual notice of his retirement which will take effect on 31 December 2017.
4. Dave Curry is currently the Chief Officer of HFRS and also IWFRS, pursuant to the Delivering Differently in Partnership ("DDIP") agreement.
5. HFRS and IWFRS will need a Chief Officer to lead each service from January 2018 onwards. In light of the complex national and local context within which both fire services are operating, it is important for both the IWC and HFRA to make properly considered and informed decisions about the strategy to recruit a new Chief Officer and the basis on which any appointment will be made.
6. At the June 2017 meeting of HFRA, the Authority set up and appointed to a Member Working Group to consider the complex national and local context and develop recommendations to both HFRA and IWC about the recruitment strategy, process and basis on which the appointment of a new Chief Officer should be made. Given the relationship detailed in paragraph 4, the Member Working Group included Cllr Peace from IWC, as a key stakeholder.
7. The Member Working Group met on 30 June 2017 and considered the report of the Head of HR attached at Appendix 1. The Member Working Group, at the meeting, finalised its views in respect of the key questions that are identified and a report setting out the Member Working Group's views and recommendations to both IWC and HFRA can be found at Appendix 2.

8. The key points of the Member Working Group's recommendations are:
  - (a) That in light of recent events and the need to conduct comprehensive risk reviews, strategic command experience and experience of fire and rescue services is essential for the role.
  - (b) That in order to attract the best possible pool of candidates, provide the best possible stability for the Service, provide assurance to residents and staff and facilitate the timely delivery of strategic objectives, a permanent position is advertised;
  - (c) The selection process will include a number of different stages, including stakeholder panels covering elected members, key partner stakeholders, and staff;
  - (d) That in order to ensure efficiency and effectiveness a joint committee is established to oversee the process and make the appointment;
  - (e) That advertising commences in July 2017 and a selection event is run in September 2017 to give the maximum chance of the successful candidate taking up post with effect from 1 January 2018.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. Recruiting a Chief Officer with the right skills to lead the Service through a period of change over the next two to five years is vital in order to support the Service Plan and Safer, Stronger priorities.

#### CONSULTATION

10. The Member Working Group included a member of the IWC as a key stakeholder.
11. The Member Working Group has also identified that other key stakeholders should be involved in the process and made a recommendation of how to achieve this, as set out in the report at Appendix 2.
12. Public consultation is not required, as this is an internal employment matter.

#### RESOURCE IMPLICATIONS

13. The recruitment process will need to be appropriately resourced. HR will lead the process as part of the business as usual HR Processes. Members will also need to make themselves available to participate in the process.

## LEGAL IMPLICATIONS

14. HFRA and IWC are able to form joint committees pursuant to ss101 and 102 of the Local Government Act 1972 and are able to delegate functions to such a joint committee.
15. Implementation of the recruitment strategy will need to meet both Authorities' statutory equality obligations. Decision making must be in accordance with constitutional and other legal requirements. Legal advice will be given throughout the process as required in order to ensure appropriate compliance.

## PEOPLE IMPACT ASSESSMENT

16. The proposals in this report are compatible with the provisions of equality and human rights legislation.

## OPTIONS

17. The Authorities have the options of:
  - (a) delegating the responsibility for appointing a new Chief Officer to a joint committee comprising 5 members of HFRA and one member of IWC, pursuant to the terms of reference set out at Appendix 3; or
  - (b) Reserving the decision to appoint to Hampshire Fire and Rescue Authority, as a decision of the full Authority.

## RISK ANALYSIS

18. Option (a) was the recommended approach of the Member Working Group as this was considered to be the most efficient and effective solution, which also ensures appropriate involvement of IWC in the decision, as a key stakeholder.
19. Option (b) would make HFRA as a whole responsible for appointing a new Chief Officer. This could lead to cumbersome and bureaucratic processes that could be very difficult to manage. It could also lead to difficulties in respect of the DDiP partnership, as IWC would not have any involvement in the decision. Therefore, option (b) is not recommended.

## CONCLUSION

20. For the reasons set out in this report it is recommended that option (a) set out at paragraph 17 above is adopted, as per the recommendations below.

## RECOMMENDATIONS

21. That the Authority notes the outcomes of the Member Working Group's consideration of the report of the Head of HR and agrees the recommendations of the Member Working Group set out at Appendix 2; and
22. That, subject to IWC's decision at its meeting on 19 July 2017:
  - 22.1 the Authority agrees to option (a) as set out in paragraph 17 above – namely to establish and appoint to a joint Committee to be known as the Joint Appointments Committee, in accordance with the Terms of Reference at Appendix 3;
  - 22.2 the Authority delegates responsibility for devising and implementing a recruitment process in accordance with the recommendations agreed at Appendix 2, and appointing a new Chief Officer, to the Joint Appointments Committee;
  - 22.3 the Authority agrees to adopt the Terms of Reference of the Joint Appointments Committee as set out at Appendix 3 and appoints 5 members of HFRA to the joint Committee.

## APPENDICES ATTACHED

23. Appendix 1 – Paper considered by Member Working Group
24. Appendix 2 – Report of Member Working Group
25. Appendix 3 – Terms of Reference of Joint Appointments Committee.

## BACKGROUND PAPERS

26. None

Contact:

Jenny Lewis, Head of HR for Hampshire Fire and Rescue Authority  
Paul Hodgson, Clerk to Hampshire Fire and Rescue Authority

**RECRUITMENT OPTIONS PAPER CONSIDERED BY MEMBER WORKING GROUP ON 30 JUNE 2017**

**CONTEXT**

It has been recommended that following the resignation of the Chief Officer (effective 31 December 2017) a Member Working Group is established to review and make recommendations to the Authority on an appropriate strategy and processes for recruiting a new Chief Officer, taking full account of the national and local context within which the Authority is operating.

Factors that will need to be considered before devising and implementing a recruitment strategy and process include:

(a) The National Context and Policy Direction: National responsibility for fire and rescue services was moved under the Home Office's remit in 2015. Since that time, the Government has set out an evolving policy position which encourages greater collaboration and integration between blue light services, particularly policing and fire and rescue services. The Policing and Crime Act 2017 became law in early 2017 and contains (amongst other things) new statutory provisions relating to governance options for fire and rescue functions.

(b) The Authority's revised Governance Arrangements and the Local Policy Context: Hampshire Fire and Rescue Authority concluded a governance review in 2016 and resolved to reduce the number of members of the Authority to 10 and also to invite the Police and Crime Commissioner to become a voting member. The reduced Authority was constituted with effect from 13 June 2017. The addition of the PCC is being progressed with the Home Office via an amendment to the Combination Order, but due to the snap General Election this has been delayed. Appointment of a new Chief Officer in the new governance structure is an Authority function, but may be delegated to a committee.

(c) The IoW FRS – the Authority entered into the Delivering Differently in Partnership ("DDIP") agreement with the IoW Council in 2015. As part of the Agreement, the Authority provides senior management capacity to IOW FRS and Dave Curry acts as a Chief Officer to both HFRS and IoW FRS. Any replacement Chief Officer is also likely to become the new Chief Fire Officer of the IoW Council. Therefore, it is important to liaise with members and officers of the IoW Council to ensure that any recruitment decisions and processes take into account their views as a key stakeholder and any relevant constitutional requirements of IoW Council.

(d) Possible expansion of the Hampshire Fire and Rescue area - At its February 2017 meeting, Hampshire Fire and Rescue Authority resolved to investigate a business case, with the IoW Council, for expanding the Hampshire Combined Fire and Rescue Authority area to include the IoW. Officers will report back on this at the end of the 2017.

**KEY DECISIONS**

The Member Working Group will be asked to consider the following:

1. What are the immediate requirements of the role? Specifically, will strategic command experience be essential?

2. Will the requirements of the role change over time? How will this affect the appointment process and contractual terms?

*NB. When the answers to questions 1 and 2 are known, the attraction and selection process, including timescales, will be decided.*

3. How will key stakeholders be engaged within the selection and appointment process?

4. What governance arrangements will be put in place to deliver the process?

5. It is recommended that recruitment advertising commences in July leading to a selection event in September. Does the Member Working Group support this recommendation?

### **RECRUITMENT OPTIONS**

The Member Working Group will consider options including:

	Option for Internal Process	Option for Internal & External Process
Appointment through a temporary Acting Up arrangement	X	
Appointment through a Fixed Term (i.e. temporary) Contract	X	X
Permanent appointment		X

This list may not be exhaustive.

Options should be considered in the context of potential merits and demerits including:

Contractual Arrangement	Merits	Demerits
Acting Up or Fixed Term	<ul style="list-style-type: none"> <li>• greater opportunity to respond quickly to changes in structures and governance</li> <li>• possibly allows for faster recruitment enables an appointment to a skills set required in the shorter term which could change longer term.</li> </ul>	<ul style="list-style-type: none"> <li>• may reduce applications</li> <li>• may impact on the delivery of longer term/more complex organisational objectives</li> </ul>
Permanent Appointment	<ul style="list-style-type: none"> <li>• provides greater assurance to the organisation</li> <li>• potential to increase the candidate pool</li> <li>• may provide greater traction for delivery of organisational objectives</li> </ul>	<ul style="list-style-type: none"> <li>• may delay structural change if this becomes necessary over time</li> <li>• notice periods for candidate may extend beyond 31/12/17 (current CFO leaving date)</li> </ul>

## **RECRUITMENT DOCUMENTATION**

For the purposes of information this paper provides updated documents used within previous recruitment to reflect the extend responsibility to the loW and the blue light collaboration agenda.. The Member Working Group will consider necessary changes to these documents.

## **RECOMMENDATION SUMMARY**

A template is provided within Appendix Four to assist in the documentation of the options analysis, methodology and recommendations. This is for guidance purposes only.

<b>Appendix</b>	<b>Description</b>
One	Job Description
Two	Person Specification
Three	Terms and Conditions
Four	Example Recommendation Template

<b>Job Title</b>	<b>Chief Officer</b>
<b>Location</b>	<b>Hampshire Fire &amp; Rescue Service HQ, Eastleigh</b>
<b>Reports To</b>	<b>Hampshire Fire and Rescue Authority and IoW Council</b>
<b>Responsible For</b>	<b>Deputy Chief Officer; Director Of Professional Services</b>

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### **Job Purpose**

The main role of the Chief Officer is to provide strategic leadership, overall co-ordination and the highest standards of service delivery and management practice throughout Hampshire Fire and Rescue Service. Through partnership arrangements, you will also act as the Chief Officer of the Isle of Wight Fire and Rescue Service, which is part of the Isle of Wight Council. You will take ultimate responsibility for advising Fire Authority members and Isle of Wight Council members on key business decisions and Service strategy.

- To provide strategic leadership of Hampshire Fire and Rescue Service ( HFRS) and Isle of Wight Fire and Rescue Service (IOWFRS) ensuring the efficient and effective delivery of customer focused services.
- The Chief Officer is the principal advisor to Hampshire Fire and Rescue Authority and Isle of Wight Council on all operational fire and rescue matters and has a direct reporting line to both Authorities.
- The post holder has a number of delegated powers from the Fire Authority and Isle of Wight Council and is ultimately accountable for ensuring that the Services operate within the agreed financial and governance arrangements.
- To provide operational oversight for all aspects of HFRS and IOWFRS and ensure the Services are continually improving their performance.
- The Chief Officer is responsible to the Fire Authorities for the effective management of the Fire Services in accordance with the Services' agreed Vision, Values and Objectives as outlined in Corporate Plans.
- The Chief Officer also provides line management support to the heads of two directorates.
- The Chief Officer will be required to represent the Services by attending meetings, events, functions, etc. both within and outside of normal working hours.
- There are numerous ceremonial functions both within the county and at national level that the Chief Officer will be required to attend



## **Accountability Statements**

### **Strategy, Leadership and Management**

Through the analysis of information from a variety of sources you will set a clear direction to deliver our existing aims and objectives and will actively shape the Services' future strategy and plans as leader of the Service Management Team. You will lead organisational strategy through effective decision making.

Ensure that the operational resources of the Services are maintained and available to respond, within prescribed standards and legal requirements, to any emergency that might occur within the county borders. Optimise the people and resources within the Services to gain maximum benefit for the organisation. Where appropriate you will identify beneficial changes to the organisational structure. You will identify and manage any other implications of a change in resources or demand.

Ensure that elected members of the Fire Authority and IoW Council are kept reliably informed, in good time, of strategic issues affecting the service that require Authority consideration with particular regard to changes in legislation, government policy and directives. Provide advice and support to members to allow them to properly undertake their roles and assist the Authorities in order to make effective decisions.

Ensure that HFRS and IOWFRS participate in both regional and national arenas, taking the lead on specific areas of work as required. Represent the Service in meetings with Ministers and other government representatives as required to play a leading role in developing national fire policy.

Responsible for developing and fostering high quality industrial relations with the respective Representative Bodies that represent the Services' employees.

Be a champion of core values and in particular the promotion of equality and diversity across all aspect of the Services. You will be required to act as a champion within a specific equality area.

## **Delivering effective customer focused services**

Provide leadership, direction and support to the Services, to ensure that what is provided is consistent, effective, efficient and customer focused.

Provide an assessment of risk for the corporate bodies on existing, predicted and anticipated issues and the corporate Risk Register. Ensure appropriate performance measures are in place and regularly monitored. Additionally, analyse and report on those elements of interest to the Fire Authority and IoW Council members.

On request or where required, provide direct mentoring or coaching support on the more contentious, complex or high profile cases being managed by the Services.

Develop and sustain positive partnerships with partner agencies, customers and other organisations to help realise the organisations objectives.

Provide regular and accurate information to the Fire Authority and IoW Council on performance measures that inform practice and that identify how Services are meeting customer requirements.

To foster a culture of empowerment, service focus and innovation

## **Delivering effective project and change management**

Lead engagement with relevant stakeholders to secure ownership and commitment to plans and actions, to ensure responsiveness to change and a focus on continuous improvement.

Ensure effective systems and processes are in place to support the delivery of projects and change management activities.

Act as leader, manager, member or consultant on internal and external projects or working groups as may be required.

Represent the Services or support/advise managers in negotiations and consultation (where required) with trade union representatives to ensure the desired outcomes of service objectives and projects are effectively delivered.

Ensure effective communications are delivered in respect of people management issues to appropriate audiences via mediums that are appropriate, effective and impactful.

Provide direction and support on organisation development (OD) issues including cultural change across the services.

## **Developing Workforce Skills and Capacity (Own and others)**

Continuously develop their own and their direct reports' professional practice to ensure the delivery of optimum services.

Provide effective workforce management information with supporting analysis and construct effective plans to ensure our future staffing needs are met. Utilise effective succession planning and talent management processes to inform those plans.

Advise on professional areas of people management practice and in doing so provide coaching for managers to improve individual and collective performance.

Be a member of SMT, all appropriate Boards, groups and meetings and act as the chairperson where appropriate.

Build relationships and communicate well with peers and employees, adapting leadership style as appropriate, to gain employee support, commitment and buy-in to the way forward.

Be open to constructive criticism and challenge.

Create a learning environment by looking for new solutions and innovative ways of working to solve problems and be receptive to fostering an environment where individuals and groups are encouraged to share their views and opinions knowing that they will be listened to.

## **Finance, Pay and Rewards**

Manage and monitor the overall budget for HFRS in accordance with the Constitution, including standing orders and financial regulations.

Gain approval for revenue budgets that provide the resources necessary to provide an efficient and effective fire and rescue service for the county.

With the Chief Financial Officer develop and prepare an annual capital investment program for approval by the Fire Authority.

## **Fairness and Dignity at Work**

Promote and monitor the Service's Fairness and Dignity at Work Policy to assist in eliminating discrimination and in maintaining a fair, positive and productive working environment, to meet statutory obligations and good employment practice.

Provide leadership to realise the key benefits of the equality and diversity agenda.

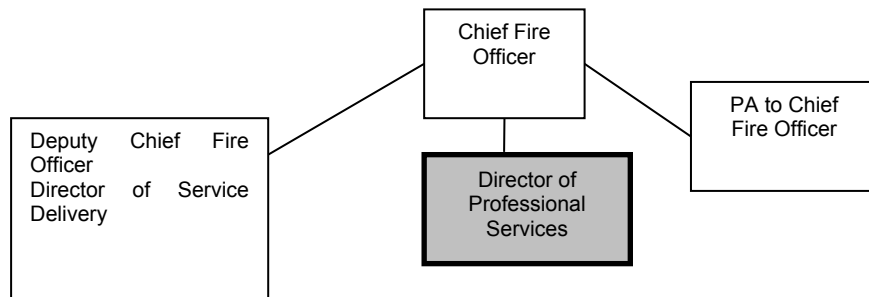
Be a Diversity Champion (as may be allocated), providing leadership, direction and action to advocate for your allocated stream.

## **Health and Safety**

Maintain suitable knowledge of Health and Safety Service Orders and associated legislation.

Ensure that staff within the Service are aware of their responsibilities, that they comply with Service Orders, that equipment is used correctly, systems of work are safe and that accidents (and near misses) are recorded and reported to remove or minimise future risks and to meet statutory obligations.

## Organisational Chart



Please refer to additional structure charts for further information on the Directorates.

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## **Communications**

### **External**

- The Home Office and other government departments as may be required.
- National Joint Council (NJC).
- Chief constable, CEX SCAS
- Chief Officers, Members and employees of other Fire and Rescue Services.
- Hampshire Isle of Wight Fire and Rescue Authority
- CEX and Chief officers, Hampshire County Council, Portsmouth City Council & Southampton City Council. District Councils.
- External and Internal Audit.
- Legal Advisors.
- Chief Officers Association (CFOA), National Fire Chiefs Council (NFCC) and National Police Chiefs Council (NPCC) and related working groups.
- LGA
- National and Regional bodies such as Skills for Justice, Investors People, South East Employers, etc.

### **Internal**

- Elected Members.
  - Managers, employees and workers throughout the service.
  - Trade Unions and Representative Bodies.
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## **Dimensions**

Hampshire Fire and Rescue service provides an emergency service to a population of over 1.7million people in an environment with a wide variety of risks. The service employs approximately 1500 operational and 300 support employees based at 51 fire stations and a Headquarters complex within the county.

*[Dimensions for Isle of Wight requested – to be added when available]*

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# Appendix Two – Person Specification



<b>Key Accountabilities</b>	<b>Experience and Competency Required</b>	<b>Importance (E = Essential) (D = Desirable)</b>
<b>Qualifications/Vocational Training</b>		
	Master's Degree level qualification or equivalent in a business related subject	E
	Executive Leadership Programme or Equivalent completed successfully.	E
<b>Previous Experience</b>		
	Experience and understanding of working at a Chief Executive management level in a complex multisite environment.	E
	Current competent Brigade Manager role or above	D
	Experience of substantial involvement in policy and budget review	E
<b>Strategy, Leadership and Management</b>		
	Successful track record of managing multi-disciplinary teams/functions to achieve common goals	E
	Experience of promoting the organisation at senior management level with outside bodies, the press and media	E
	High level of influencing, negotiating and persuasion skills.	E
	Political awareness and sensitivity.	E
	Experience of working with elected members, representative bodies/trade unions and politicians at a Senior Management level	E
	Exceptionally good oral and written communications skills and abilities	E
	Ability to think and act strategically.	E
	Well developed interpersonal skills, consistent with a modern working environment.	E
	Self aware of strengths and weaknesses and can demonstrate a willingness to adapt their leadership style to changing circumstances.	E
	Willingness to involve all relevant groups in policy and service development.	E
	The ability to present orally to large Committee groups and to prepare such presentations to tight deadlines.	E
	Confidence and resilience - constantly projecting and promoting a confident, controlled and focused attitude.	E
	Possession of high levels of stamina, personal resilience and motivation	E
	Understanding of the political, economic and environmental context of a key emergency service in terms of government, stakeholders and the community.	E
	Proven effective planning and implementation ability - creating and implementing effective plans to deliver long-term organisational strategic objectives.	E
	Political and organisational awareness - anticipating and shaping the political environment from a strategic perspective.	E

## Appendix Two – Person Specification



	Senior Management experience within a large or complex team.	E
<b>Delivering effective customer focused services</b>		
	Understanding and experience of systems thinking that supports organisational design and development.	D
	Customer orientated approach.	E
	Able to deal effectively with sensitive management issues.	E
	An objective and rationale approach to decision making/problem solving.	E
	Professional and managerial competence to plan, direct and evaluate performance in all areas of business activity.	E
	Extensive experience in providing advice, coaching and support to direct reports.	E
	Experience of partnership working.	E
	An openness to change - driving and managing the change process, seeking opportunities to create and implement improved organisational effectiveness.	E
	Ability to establish and develop positive relationship with trade unions/representative bodies, national and local government departments and national/regional/local/professional organisations.	E
	Situational awareness - maintaining an active awareness of the environment to promote safe and effective working throughout the organisation	E
	A commitment to excellence - leading the organisation and contributing to joint working to achieve excellence.	E
	The ability to work effectively with others - leading, involving and motivating others, creating and implementing strategies for influencing people both within the organisation and wider community.	E

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<i>Key Accountabilities</i>	<i>Experience and Competency Required</i>	<i>Importance (E = Essential) (D = Desirable)</i>
<b>Delivering effective project and change management</b>		
	Experience in organisational design and development activities.	D
	Able to anticipate and drive change.	E
	Experience of working at a senior level to bring about sustainable change.	E
	Excellent problem solving skills.	E
	Ability to work across functional and organisational boundaries.	E
	Excellent analytical skills to quickly interpret information, make decisions based upon evidence and to turn these into pragmatic solutions.	E
	Able to work on own initiative.	E
<b>Developing Workforce Skills and Capacity (Own and others)</b>		
	Able to work under pressure and deal with conflicting priorities.	E
	A commitment to development - committed and able to develop self, individuals and teams and improve organisational effectiveness.	E
	Able to manage and support colleagues in work priorities and demands.	E
	Experience in the effective application of performance measures.	E
	Knowledge of systems thinking.	D
	Experience of Change Management within a large complex organisation including restructuring and cultural change.	E
	Experience of working within a Unionised environment.	E



# Appendix Two – Person Specification



<b>Key Accountabilities</b>	<b>Experience and Competency Required</b>	<b>Importance (E = Essential) (D = Desirable)</b>
<b>Recruiting and Retaining Employees</b>		
	Experience of recruitment and selection at senior level.	E
	Knowledge and experience of succession planning and talent management.	E
<b>Finance</b>		
	Experience of setting and managing budgets.	E
	Well developed numeracy skills, including collection and collation of statistical data and information.	E
<b>Fairness and Dignity at Work</b>		
	A commitment to diversity and integrity - Championing diversity and embedding a fair and ethical approach throughout the organisation in all situations.	E
	High level of personal integrity and ethics.	E
<b>Health and Safety</b>		
	Understanding of the risk concept and how it can be applied within a proactive safety culture	E
	Up to date knowledge of Health and Safety legislation.	E

**Job title:** Chief Fire Officer

**Location:** Service Headquarters, Eastleigh

**Payscale (January 2016):** £ 153,697 plus contributory pension scheme

The salary takes account of the twenty four hour nature of the job of Chief Fire Officer and the fact that it cannot be satisfactorily undertaken within a fixed working week and that some element of unsociable hours will be required for the proper performance of those responsibilities.

**Notice period:** Six months' notice

**Reports to:** Hampshire Fire and Rescue Authority

**Terms and Conditions of Employment:**

**Security Clearance**

The successful candidate will be subject to security vetting (clearance)

**Gold Command**

The successful appointee will be required to undertake Gold Command training as part of their role. Gold Command is the strategic management of major incidence.

**Heath check**

Candidates will be required to undergo a medical check and fitness assessment prior to formal appointment.

**Pension**

Existing Fire Service applicants will be able to continue in their current pension schemes e.g. Firemens Pension Scheme or New Fire Pension Scheme.

**Non operational applicants would be eligible to join the Local Government Pension Scheme.**

Every employee who is under 65 years of age is entitled to be a member of the Local Government Pension Scheme. A copy of the Scheme booklet 'A Guide to the Local Government Pension Scheme' is available which gives details of the benefits of the Scheme.

You would be automatically admitted to the Pension Scheme and deductions made from your pay with immediate effect to cover contributions.

As a member of the Scheme you will automatically be entitled to life cover, which means that should you die whilst a member, a death grant equal 2 x annual pensionable pay is payable. This is payable regardless of your length of service in the Scheme.

You are able to nominate a beneficiary/beneficiaries to receive your death grant. This will mean that the grant will not form part of your estate and may not, therefore, be liable for Inheritance Tax. In addition, payment can generally be made almost immediately.

The Scheme is contracted out of the State Earnings Related Pension Scheme (SERPS) and National Insurance contributions are accordingly payable at the reduced ("contracted out") rate. A contracted-out certificate to this effect is in force.

The following link will provide further detailed information about the Local Government Pension Scheme <http://www.lgps.org.uk/>

### **Leave Entitlement**

Your leave entitlement will be 35 working days plus bank holidays.

### **Hours of work**

Your normal hours of work will be 42 hours each week. This is with the proviso that your post carries with it demands which require availability outside of normal office hours including attendance at "Gold Command" if required.

### **Provision of Motor Car**

HFRS will allocate a vehicle for both business and personal use.

### **Mobile Telephone**

You will be provided with a mobile telephone to ensure 24 hour contact. Reasonable personal use is authorised to take into account the out of normal office hours working requirement associated with the post.

### **Relocation Assistance Policy**

Hampshire Fire and Rescue Service (HFRS) has a generous relocation package which may be offered with prior written agreement on appointment. The Scheme operates on a reimbursement basis and applies to employee's who have had to/will need to move home as a result of their appointment.

Employee's claiming must currently live beyond a 50 mile radius and, if new to the Service, outside of Hampshire but within the United Kingdom mainland, of their new workplace.

The employee's new home must be within the Service's boundary (The County of Hampshire) or within a 20 mile radius, if located outside of Hampshire, of their workplace, as per their contract of employment/initial designated main place of work.

New employees to HFRS. A maximum of £15,000 (total of all claimed expenses) is payable.

### **Health and Fitness**

You will have access to individual health and fitness advice from our in-house specialist and free use of an on-site gym

### **Other benefits**

Free car parking is available on the Service Headquarters site. There is a restaurant on site and staff may choose to join the social club.

**REPORT OF MEMBER WORKING GROUP FOLLOWING MEETING ON 30 JUNE  
2017**

**Members of the Working Group:**

Councillor L Fairhurst (chair)  
Councillor J K Glen  
Councillor S Mintoff  
Councillor G Peace (IoW Council)  
Councillor R H Price  
Councillor L Stubbs

Councillor C Carter (Chairman of HFRA)  
attended as an observer

**Meeting of the Member Working Group**

The Member Working Group met on 30 June 2017.

The Member Working Group considered the Recruitment Options Paper prepared by the Head of HR (appendix 1). The Group fully considered and debated the issues set out in the paper including the contextual matters and the specific questions raised.

In respect of the specific questions raised in the report, Members of the Working Group made the recommendations to HFRA and the Isle of Wight Council as set out below.

**Recommendations**

**1. What are the immediate requirements of the role? Specifically, will operational command experience be essential?**

The Member Working Group agreed and recommends that both strategic command and experience of fire and rescue services are essential for the role of Chief Fire Officer in Hampshire and the Isle of Wight. The emerging focus on fire safety following recent events in London and the need to conduct comprehensive risk reviews were cited as key reasons for this recommendation.

**2. Will the requirements of the role change over time? How will this affect the appointment process and contractual terms?**

Members of the Working Group anticipated that the role would be subject to change over time, albeit it was not yet clear precisely what the change would be. It was agreed that the selected candidate must possess the skills and flexibility to work well within a changing environment.

The Member Working Group recommends that the appointment be made on a permanent basis to attract the best possible pool of candidates, provide the best possible stability for the Service, provide assurance to residents and staff and facilitate the timely delivery of strategic objectives.

### **3. How will key stakeholders be engaged within the selection and appointment process?**

The Member Working Group considered different approaches to the recruitment process itself to ensure appropriate stakeholder engagement and involvement.

The Member Working Group recommends that the selection process should include a number of different stages, including (1) Strategic Command Assessment; (2) psychometric profiling; (3) Stakeholder panels; and (4) competency based interview by an appointments panel.

The Stakeholder Panels should encompass three distinct stakeholder groups:

- Elected politicians, including Fire and Rescue Authority representatives
- Key partner stakeholders
- Fire and Rescue Service Staff

N.B The final membership of each Panel to be agreed by the Joint Appointment Committee.

Under this arrangement candidates would be asked to meet with the stakeholder panels. The stakeholder panels would be asked to identify issues requiring further probing at interview. It is recommended by the Panel that this information, together with the outputs from the strategic command assessment and psychometric profiling, would be used within the competency based interview.

### **4. What governance arrangements will be put in place to deliver the process?**

The Member Working Group considered different options and whether the decision to run the appointment process should be delegated to a committee or remain with the Authorities.

In order to ensure efficiency and effectiveness, the Member Working Group recommends that the selection and appointment process be delegated to a joint committee established under s101 of the Local Government Act 1972 with members appointed from both HFRA and Isle of Wight Council.

### **5. Does the Member Working Group support recruitment advertising commencing in July leading to a selection event in September?**

The Member Working Group recommends that the Authorities commence advertising in July for a minimum period of five weeks leading to a selection event in September.

The Member Working Group requested that every effort be made to ensure that advertising reached the widest possible pool of applicants.

**TERMS OF REFERENCE OF JOINT APPOINTMENTS COMMITTEE**

**Membership**

1. IoW Council and HFRA agree to establish a Joint Committee which will be known as the Joint Appointments Committee ("JAC") pursuant to ss101 and 102 of the Local Government Act 1972 in order to jointly discharge the function of appointing a new Chief Officer to act as both the Chief Officer of Hampshire Fire and Rescue Service and the Chief Officer of the Isle of Wight Fire and Rescue Service, under the terms of the Delivering Differently in Partnership Agreement.
2. The JAC shall consist of five members of HFRA and one elected member of IoW Council, as appointed by each Authority.
3. The Clerk/Monitoring Officer to HFRA shall act as the Secretary to the JAC.
4. Each appointed member shall be entitled to remain on the JAC until it is dissolved in accordance with paragraph 5, but shall cease to be a member if he or she ceases to be a member of the Authority appointing them or if that Authority removes the appointed member.
5. The JAC will remain in existence until the successful appointment of a new Chief Officer. Once a new Chief Officer is successfully appointed then the JAC shall be dissolved.
6. The Chairman of HFRA shall be the Chairman of the JAC.
7. The Vice-Chairman of the JAC will be appointed from time to time by the members of the JAC.
8. Each member of the JAC shall comply with any relevant code of conduct of their appointing Authority when acting as a member of the Joint Committee.
9. The Chairman may direct the Secretary of the JAC to call a meeting and may require any item of business to be included in the summons.

**Functions of the JAC**

10. The JAC shall exercise the functions of devising a recruitment process to appoint a Chief Officer to HFRA and IoW Fire and Rescue Service and implementing that process. For the avoidance of doubt, the decision to appoint a new Chief Officer is delegated to the JAC.

11. The JAC shall commission and instruct HFRA's Head of HR, the Clerk/Monitoring Officer and the Democratic Services Manager as appropriate in order to carry out its functions.

### **Proceedings**

12. The JAC shall meet as required in order to discharge its functions. All meetings of the JAC will take place at a suitable venue and at a time to be agreed by HFRA and IoW Council.
13. HFRA's Standing Orders shall apply to meetings of the JAC and in particular, those Standing Orders in respect of quorum, voting and access to information.
14. The Secretary to the JAC will give notice to the public of the time and place of any meeting in accordance with Part VA of the Local Government Act 1972.
15. Meetings of the JAC shall be open for members of the public to attend unless the Joint Committee determines that it is necessary to exclude members of the public in accordance with Part VA of the Local Government Act 1972 or the JAC determines that it is necessary to close the meeting to the public because of a disturbance.
16. Copies of the agenda for meetings of the JAC and any reports for its meetings shall be open to inspection by members of the public at the offices of the Authorities with the exception of any report which the Secretary to the JAC determines relates to items which in his or her opinion are likely to be determined to include exempt information and result in a resolution at the meeting to exclude the public. Categories of exempt information are set out at Schedule 12A of the 1972 Act.