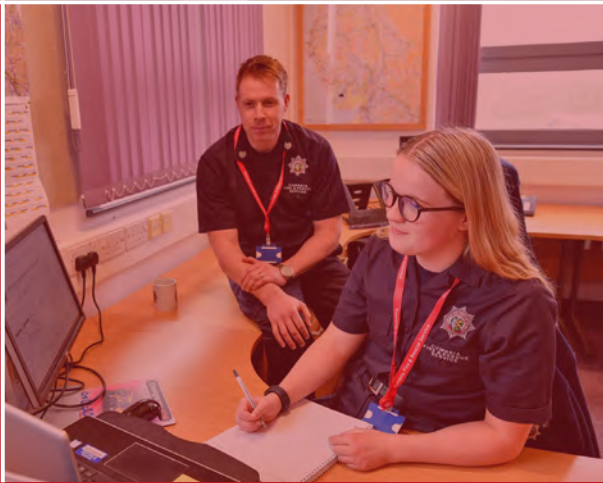


Chief Fire Officer / Chief Executive  
Recruitment Pack

# Cumbria Fire & Rescue Service



May 2023



Making Cumbria a safer place for all

[cumbriafire.gov.uk](http://cumbriafire.gov.uk)



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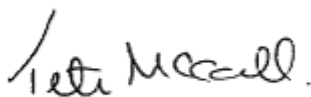
Thank you for your interest in our recent announcement that we are seeking a new Chief Fire Officer / Chief Executive for Cumbria Fire & Rescue Service (CFRS).

As Police, Fire and Crime Commissioner, I am responsible for appointing a leader who will focus on making Cumbria Fire and Rescue Service an outstanding service which the public of Cumbria expect and deserve. Regardless of whether you are from an Operational or Non-Operational background, I am looking for an exceptional individual with resilience who can lead the Service and continue to build and motivate a mixed workforce whilst providing a safe and legal service to communities across the county.

As Chief Fire Officer / Chief Executive, you must be able to lead, motivate and inspire all Fire staff, ensuring their wellbeing, acting with integrity and transparency whilst fostering a culture based on trust, both internally within the organisation and with the public. Ensuring public confidence in the Fire and Rescue Service within Cumbria is a key objective.

To succeed in this role, you will need to be an ambitious, dynamic and visionary leader. I seek an individual who can take the opportunity afforded by recent changes in local governance to develop a strategic plan which addresses effectively current challenges and aspires to making CFRS an outstanding service.

If you believe you can offer this to Cumbria, then I would welcome your application.



**Peter McCall**  
**Police, Fire and Crime Commissioner**  
**(Cumbria Commissioner Fire and Rescue Authority)**



## Chief Fire Officer / Chief Executive

**Based at Penrith Fire Station, Penrith, Cumbria, CA10 2FA**

**Salary: £125k - £137.5k (including 10% Operational Allowance)**

Are you an inspiring, flexible, and resilient leader?

Are you passionate about driving cultural change and innovation, both within the Fire Service and across our communities? We are looking for a forward thinking, progressive, and experienced leader who is committed to delivering excellent public services, making Cumbria a safer place for all.

Following a significant period of change, Cumbria Fire and Rescue Service are at the beginning of our journey as we move from the governance of the County Council and to the Police, Fire, and Crime Commissioner. This exciting opportunity brings with it the chance to innovate, integrate, and do things differently, and we are looking for someone who is focussed on developing and leading a trusted and professional service.

With approximately 600 operational firefighters, front facing delivery teams, corporate services, and support staff, delivering services across the county from 38 Fire Stations, we expect you will be a resilient, visionary leader.

At a time of ongoing reform of public services and a challenging financial environment, the Chief Fire Officer / Chief Executive will champion the transformation of CFRS, engaging, inspiring, and empowering others, building on our existing open and inclusive culture to seek continual improvement in performance across the Service. We are embracing the new ways of working brought about from COVID-19 and Local Government Reorganisation, and we are dedicated to improving outcomes for communities and driving our services forward to be the very best they can be.

We are excited to be offering this post as either Chief Fire Officer or Chief Executive

The right candidate will display determination and a collaborative approach to secure a positive future for emergency service activity across the county. We also expect you to be committed to protecting and supporting the most vulnerable in our communities, working closely with partners to achieve exceptional outcomes.

As a service, we are committed to equality, diversity, and inclusion, and are looking for leaders who will promote and drive forward key EDI strategies across our communities and throughout our teams, leading by personal example, open commitment, and clear action.

We value the diversity of our employees and aim to recruit a workforce which reflects our communities in Cumbria. We actively encourage applications from all suitably qualified individuals, irrespective of people's age, disability, gender, race or ethnicity, religion or belief, sexual orientation, or other personal circumstances. As women and ethnic minority employees are currently under represented in our management roles, we encourage applications from these groups. We have guidance in place to ensure that all applicants are treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustments.

To apply, candidates must send:

- ▶ 2 sides of A4 demonstrating how you meet the Role Profile
- ▶ An up-to-date CV
- ▶ A 3-minute video of yourself sharing what your vision for Cumbria Fire and Rescue Service would be as the new Chief Fire Officer / Chief Executive.

Please email your application to [recruitment@cumbriafire.gov.uk](mailto:recruitment@cumbriafire.gov.uk)

The Police, Fire and Crime Commissioner has advised that should any prospective candidate wish to speak with him he is happy to have a telephone call or TEAMS meeting. This must take place prior to the shortlisting process which is due to take place on Monday 5 June 2023.

If you do wish to speak with the Police, Fire and Crime Commissioner, please contact his PA, Paula Zutic. Her email address is: [paula.zutic@cumbria.police.uk](mailto:paula.zutic@cumbria.police.uk)

Please note: Applicants who meet the interview panel benchmark for this recruitment process may be considered for future senior vacancies.

**Closing date for applications is 12:00pm on Sunday 4 June 2023**

'Please note: Any accountabilities or essential criteria with an asterisk\* next to them are for Operational Chief Fire Officers. A development programme can be put in place for candidates who do not possess fire sector qualifications and/or who are applying from a non-operational background.'

## Role Profile

**Post:** Chief Fire Officer/ Chief Executive

**Responsible to:** Cumbria Commissioner Fire and Rescue Authority

### Purpose:

The primary purpose of the role is to lead and develop a highly trusted, community-focused, professional fire and rescue service. This will require a leader who is focused on transforming the organisation to better meet the needs of the people and communities that we serve. The role will be accountable to the Cumbria Commissioner Fire and Rescue Authority.

### Principal Responsibilities:

- ▶ To fulfil the statutory role of Chief Fire Officer and the requirements of the Civil Contingencies Act for the service
- ▶ Lead and deliver long term transformation of Cumbria Fire and Rescue Service, with Cumbrian residents and stakeholders, to achieve measurable improved outcomes for the communities.
- ▶ Create a positive, inclusive, productive and supportive culture where employees are encouraged to thrive, with a strong focus on wellbeing and encouraging talent.
- ▶ Provide overall strategic leadership, advice and guidance to the Strategic Leadership Team and all staff within the service.
- ▶ Work collaboratively with SLT colleagues, CCFRA and their office to lead, develop and implement leading edge strategies to ensure the services vision, priorities and values are actively promoted and delivered.
- ▶ Create an environment of effective employee engagement where two-way communication, challenge, change and improvement is positively encouraged and innovation is fostered.
- ▶ Build the reputation of Cumbria Fire and Rescue Service with Cumbrian residents and stakeholders by actively listening, shaping, and improving the quality of service provided to ensure it delivers for our communities.
- ▶ Take the strategic lead in developing partnerships, networks and relationships with stakeholders across Cumbria, the region and nationally, to deliver the best possible services to our communities.
- ▶ \*Ensure the effective management and provision of strategic advice and support to resolve operational incidents.
- ▶ Provide strategic leadership to ensure effective service delivery and integrated management of the Fire and Rescue Service.
- ▶ Ensure effective operational working relationships with adjacent Fire & Rescue Services and regional/national cooperation in accordance with government guidance.
- ▶ To make arrangements, in liaison with other organisations and agencies, for the joint planning, training and exercising of personnel in preparation for major disaster incidents.



- ▶ Effectively manage the service budgets, ensuring delivery within allocated resources and financial risks are identified and mitigated.
- ▶ Promote equal opportunities with our communities and our staff through personal example, open commitment and clear action.
- ▶ Fulfil the statutory role as Head of Paid Service.
- ▶ Fulfil the responsibilities of the role as set out in the corporate Health and Safety Policy.
- ▶ Ensure all relevant statutory and regulatory obligations are complied with.
- ▶ \*Work in accordance with the Strategic Operational Manager Working Arrangements as a Strategic Gold Commander.
- ▶ Undertake such other duties as may be determined within the general scope and commensurate with the grade of the post.

**Approximate number of employees: 700.**

**Approximate service budget: £31.4 million.**

	Essential	Desirable
Qualifications	An appropriate degree or equivalent	
	*Strategic Incident Command Level 4 or equivalent experience	Multi Agency Incident Command Course (M.A.G.I.C)
	Relevant management qualification or demonstrable equivalent experience.	
Experience	*Substantial leadership experience at Principal Officer level in a Fire and Rescue Service, including in the operational command environment.	
	Substantial leadership experience at Director level , in a relevant organisation, with an emphasis on transformation and delivery of measurable outcomes for communities.	
	Significant evidence of developing and delivering a performance culture and achieving significant change management programmes.	
	Significant evidence of direct involvement in leading the development of policy & programmes in a politically sensitive organisation.	

	Essential	Desirable
Experience (continued)	Significant evidence of ensuring good governance - responsive to the present and future needs of the organisation, exercising prudence in policy setting and decision making and takes into account the best interests of all stakeholders.	
	A significant successful track record in developing effective working alliances between managers and politicians, together with a proven ability to network with partners	
	Significant experience of cross sector and partnership working, developing relations with other organisations and stakeholders to deliver key strategies and programmes.	
	A proven track record in delivering efficiencies and ensuring value for money services through innovation.	
Knowledge	Significant knowledge of public sector strategies and initiatives.	
	A broad and deep knowledge of the significant challenges and future direction of the fire and rescue service, nationally.	
Skills / Behaviours	Acute political awareness.	
	Demonstrable abilities in strategic thinking and planning solutions, showing an understanding of and responsiveness to the needs of communities.	
	Ability to lead, motivate, inspire and empower others, by example.	
	Demonstrable ability as a forward-thinker with an innovative approach, able to conceive, develop and implement new initiatives, and manage change.	
	First-class communication skills.	
	Ability to make decisions and take responsibility for actions	
	Excellent interpersonal skills: a strong networker able to build relationships with mutual confidence, honesty, and respect.	
Other	Ability to travel across Cumbria and nationally.	



## Selection Process Overview

The selection of Chief Fire Officer / Chief Executive will be undertaken by the Office of the Police, Fire, and Crime Commissioner, and will also involve key stakeholders and members of the service.

Date	Activity
Tuesday 16 May 2023	Advert Live
Thursday 1 June 2023	Familiarisation and Engagement Day
Sunday 4 June 2023	Advert closing date - close at 12.00pm
Monday 5 June 2023	Shortlisting process
Tuesday 6 June 2023	Candidates invited to interview panel (Further information to be provided on the candidate invite)
Tuesday 13 June 2023	Interview Panel

### Familiarisation and Engagement Day

This is a chance for candidates to join us at Penrith Headquarters to meet key people in the service, speak with our staff, and learn more about Cumbria Fire and Rescue Service.

Further information about this will be sent to interested candidates. If you have any queries, please email [recruitment@cumbriafire.gov.uk](mailto:recruitment@cumbriafire.gov.uk)

### Reasonable Adjustments and Accommodations

Please let us know at the earliest stage of the process if you would like to discuss or request arrangements that will assist you in completing the selection process. Any requests for reasonable adjustments will be treated with the utmost confidence.

For support or further information please email:

[recruitment@cumbriafire.gov.uk](mailto:recruitment@cumbriafire.gov.uk)

## About Cumbria Fire and Rescue Service

Cumbria Fire and Rescue Service is a large rural service covering the picturesque Lake District to the Pennines in the east and from the industrialised West Cumbrian coast to the estuaries in the south of the county. Cumbria is the second largest County in England and is the second least densely populated, with a population just under 500,000, 52% of those live in rural areas.

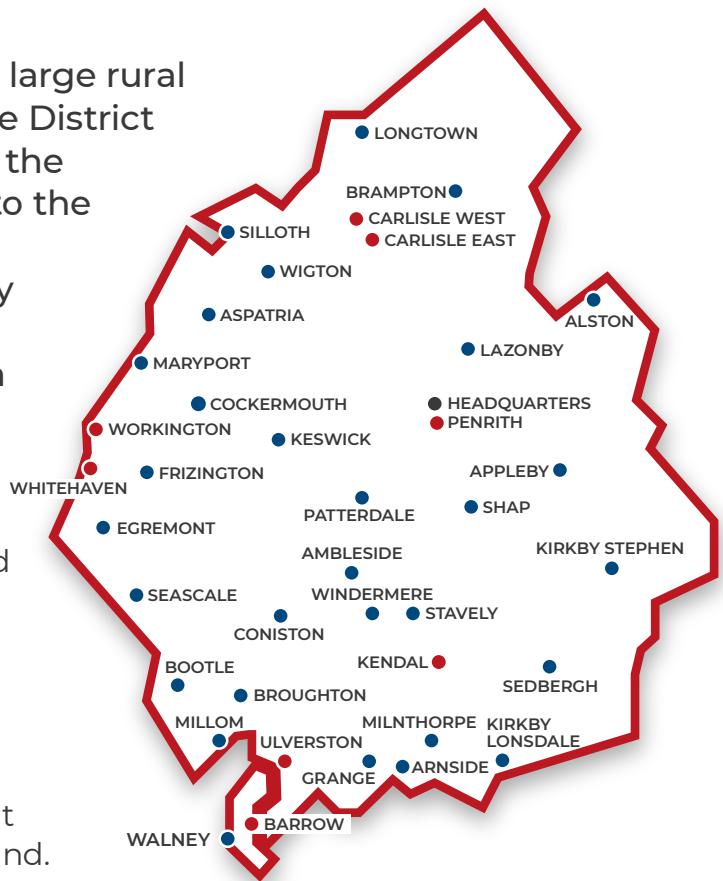
CFRS have approximately 650 firefighters and fire service staff. Cumbria is supported by 38 fire stations. We have 8 wholtime stations and 30 on-call fire stations.

The mountains and lakes attract millions of visitors each year. In 2021, 31 million people visited Cumbria. This significantly ncreases risk across the county throughout the year and increases our response demand.

Cumbria has sites of significant national risk, including Sellafield and BAE Systems in arrow. The county hosts large scale events attracting thousands of visitors such as Appleby Horse Fair and Kendal Calling. CFRS are heavily involved in the strategic safety planning of these sites and annual events.

Cumbria also has infrastructure challenges, because we have the country’s fourth largest road network with 7,900km of roads. From the M6 to busy urban streets in built up areas and narrow country roads in remote rural areas. There are 3,729km of unclassified roads, many of which are winding with steep gradients and poor accessibility, so the Service have a diverse fleet of vehicles to meet our challenging geography.

CFRS places particular focus on education for young drivers, delivering Road Awareness for young people aged 18-25 regularly. Courses aim to raise awareness of the dangers on the roads and effects of road traffic collisions. The Service also delivers many Call, Push, Rescue courses, teaching emergency life support skills to members of the public.



**Key**

- = Wholtime/Day Crew and Wholtime/Day Crew with On-call
- = On-call

CFRS have a team of Fire Protection Inspectors who audit medium and high-risk premises, and our shift-based firefighters inspect low risk premises. Our Fire protection activities are wide ranging and through effective collaboration the Service focus on the most vulnerable to harm.

Cumbria is no stranger to severe weather, Over the past 15 years, the county has experienced significant flooding events. Storm Desmond in December 2015 caused unprecedented damage and destruction throughout the county. The 'Beast from the East' and Storm Arwen left many homes and villages cut off for days.

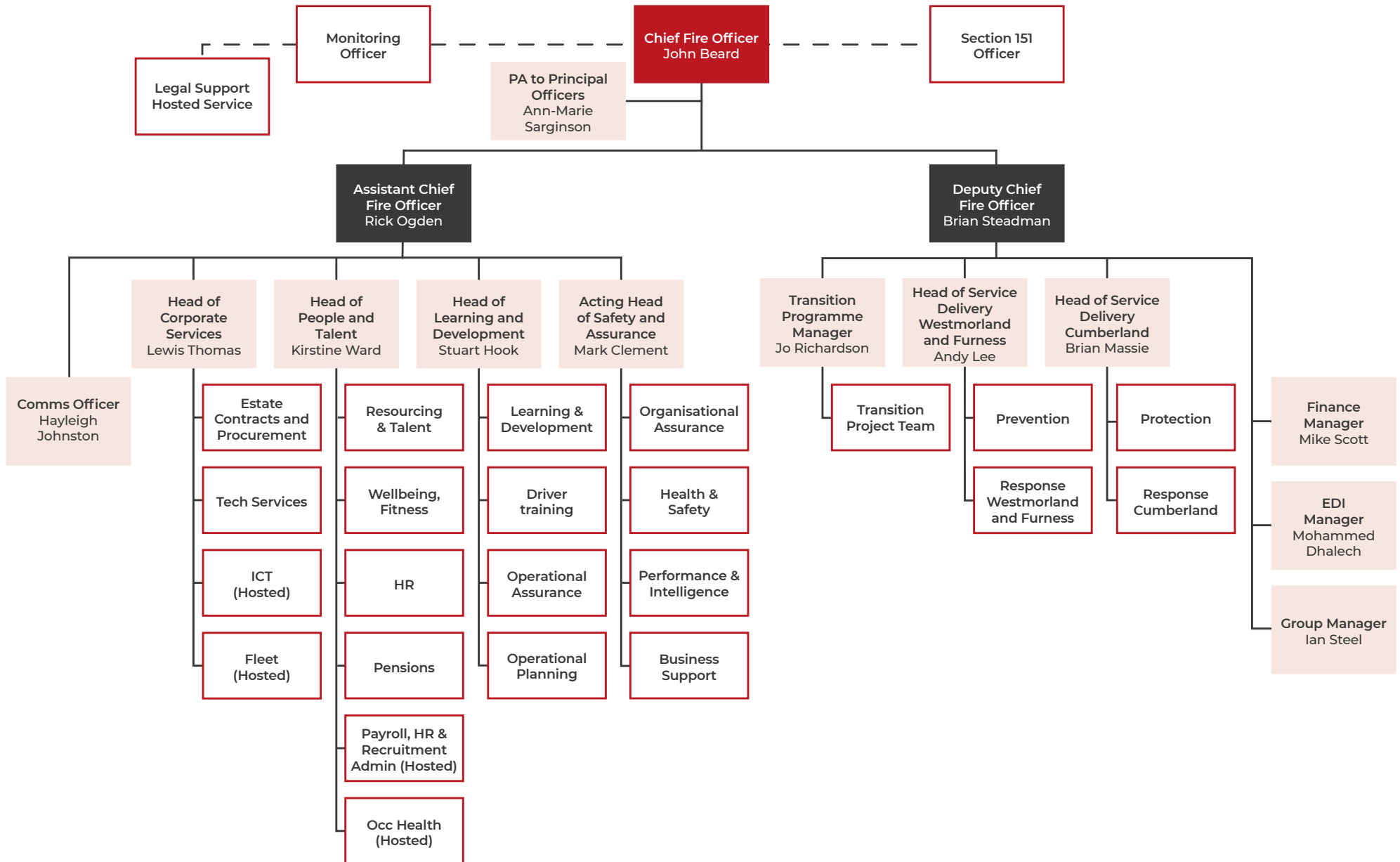
CFRS have specialist resources and training to deal with wildfires, water rescue, flooding and firefighters are also trained for large animal rescues and have rescued cows, horses, sheep, dogs as well as wild animals.

CFRS focus on Prevention, Protection and Response to keep communities and visitors safe every day, every year.

Cumbria Fire and Rescue Service is led by a newly shaped Strategic Leadership Team, made from both Operational and Corporate services, that combines industry knowledge, proven excellence in their fields, and a passionate commitment to continually drive the service forward.



# Cumbria Fire & Rescue Structure Chart





## Our Vision and Values

### Our vision

A community-focussed, professional, and trusted Fire and Rescue Service that makes Cumbria a safer place for all.

### Our values

We believe passionately in the delivery of excellent public services to make Cumbria a safer place for all. To do that we need to be clear about the values and behaviours that we need to drive change and achieve our high standards.



**Putting our communities first**



**Dignity and respect**



**Equality, diversity and inclusion**



**Integrity**



**Leadership**

#### ▶ **Putting our communities first**

We put the interest of the public, the community, and service users first.

#### ▶ **Dignity and respect**

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

#### ▶ **Equality, diversity, and inclusion**

We continually recognise and promote the value of equality, diversity, and inclusion, both within the fire and rescue service and the wider communities in which we serve.

#### ▶ **Integrity**

We act with integrity including being open, honest, and consistent in everything that we do.

#### ▶ **Leadership**

We are all positive role models, always demonstrating flexible and resilient leadership.

## Living in/Relocating to Cumbria

As a place to live, Cumbria takes some beating. Its home to some of England's highest mountains, biggest lakes and most breath-taking scenery. The scenic views are matched by the openness of its communities and the friendliness of its people.

From the stunning beauty of the Lake District to the lively and bustling market towns and the rich history, Cumbria offers something for everyone. This unique piece of England inspires a lasting affection among residents and visitors alike. But there is more to Cumbria than meets the eye. What brings people here and keeps them coming back is, quite simply, the unbeatable quality of life.

Time and again the county comes top of the league in surveys looking at Britain's best places to live. With excellent schools, low crime, good house prices and big opportunities for those who choose to live and work here.

If you are considering relocating here, there are a few things you should know:

- ▶ Cumbria's schools consistently achieve above national average results in a range of areas and the percentage of children who gain access to their first preference schools are amongst the best in the country.
- ▶ Cumbria has some of the lowest crime rates in England
- ▶ It has an amazing outdoor offer.
- ▶ Its GP practices have the country's highest levels of patient satisfaction.



Connectivity to and from Cumbria is excellent:

**Train:** Cumbria has excellent mainline rail links, opening up access to Newcastle, Leeds, Glasgow and London.

**Road:** Cumbria is linked to the rest of the country by the M6, to Scotland via the M74/75 and to Newcastle upon Tyne by the A69.

If you are travelling further afield, Manchester, Liverpool, Glasgow and Newcastle are located less than 90 minutes' drive from the county.

This is only a brief glimpse of what Cumbria is all about, of what it's like to live and work here. To get a real taste of this beautiful, interesting and exciting county, you'll really have to come and experience it for yourself.

For more information, please visit:

- ▶ Cumbria Tourism [www.cumbriatourism.org](http://www.cumbriatourism.org)
- ▶ Information and statistics about Cumbria [www.cumbriaobservatory.org.uk](http://www.cumbriaobservatory.org.uk)
- ▶ Visit Cumbria [www.visitcumbria.com](http://www.visitcumbria.com)
- ▶ The Lake District [www.golakes.co.uk](http://www.golakes.co.uk)
- ▶ Doing Business in Cumbria [www.cumbria.gov.uk/business/business.asp](http://www.cumbria.gov.uk/business/business.asp)

## Relocation Package

Cumbria Fire and Rescue Service offers a Relocation Assistance Scheme to support candidates moving home to be within travelling distance of their new appointment with the organisation.

If eligible, a successful applicant may claim up to £13,500 for qualifying expenses, including purchase of new residence, removal of belongings to new residence, and travel/lodging expenses prior to relocation.

For more information, please contact [recruitment@cumbriafire.gov.uk](mailto:recruitment@cumbriafire.gov.uk)



## Key Documents

**Mark Clement is the Acting Head of Performance and Assurance for the service.**

For an informal discussion about performance, please contact him on:

**[mark.clement@cumbriafire.gov.uk](mailto:mark.clement@cumbriafire.gov.uk)**

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### **Annual Performance Report – 2019/2020**

Click **[here](#)** to view the report.

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### **Annual Report – 2021/22**

Click **[here](#)** to view the report.

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### **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)**

On 20th Jan 2023 we received the report from our most recent HMI inspection (tranche 3), the third set of reports. Our Service was assessed against the following areas:

- ▶ How effective they are in keeping people safe and secure from fire and other risks;
- ▶ How efficient they are in keeping safe and secure from fire and other risks; and
- ▶ How well they look after their people.

Click **[here](#)** to view the report.

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### **Community Risk Management Plan – 23/24**

Our Community Risk Management Plan (CRMP) for 2023-24 was published April 2023 as a 1-year extension to our current IRMP. Cumbria Fire and Rescue Service has been through significant change over the past 12 months, as we move from working with Cumbria County Council to the Police Fire and Crime Commissioner. We understand the uncertainty this change in governance has caused, and this CRMP allows our service to be clear about what we want to deliver over the next 12 months.

Agreement of this document allows CFRS to put in place a comprehensive process to develop a new CRMP for 2024-2027. This new CRMP will allow CFRS to consider the latest available intelligence to ensure that innovative solutions are put in place to address our People, Prevention, Protection, and Response arrangements.

Click **[here](#)** to view the plan.

### **IRMP – 2019 – 2023**

This is our existing Integrated Risk Management Plan (IRMP) for 2019-2023, and a significant consideration was the change in Governance the service has gone through in the past 12 months.

This IRMP, envisioned in line with the County Council's Council Plan, set out the priorities for the Council in collaboration with CFRS, stating that it wants to enable communities to live safely and to shape services locally. Part of this is ensuring an effective fire and rescue service, targeted at vulnerable people and areas of highest risk.

Click [here](#) to view the plan.

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### **Service Plan – 22/23**

Our Service Plan for 2022-23 was produced knowing the significant change Cumbria Fire and Rescue Service were undertaking in this period, specifically moving to a new Governance model under the Police, Fire and Crime Commissioner and Local Government Reorganisation, that saw the County Council cease to exist and a review of corporate functions required. The Strategic Leadership team worked to ensure minimal impact on operational delivery and are striving to further this as we move through the next 12 months and consider our future Service Plan.

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### **Equality and Diversity Strategy**

This strategy outlines our approach to Equality, Diversity, and Inclusion. It summarises a significant number of documents produced at a national level that provide guidance to Fire and Rescue Services with regards to EDI, whilst also recognising at the time of publication that the service was part of County Council (CCC) and ensured collaboration with the Council's broader Equality Framework.

EDI is of the utmost importance in both our outward facing service delivery activities and inward facing responsibilities as an employer. This Strategy will provide the foundation for the Service to deliver against the aspirations within the Local Government Association's (LGA) Fire and Rescue Service Equality Framework (revised 2017). In doing so, the Strategy recognises that the EDI agenda is not static. We will ensure that the Strategy is regularly reviewed, and members of staff are held to account for the delivery of actions.

Click [here](#) to view the strategy.

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### **Our Governance**

Peter McCall is the Police, Fire and Crime Commissioner for Cumbria following the transfer of responsibility for Cumbria Fire & Rescue Services governance to the Office of the Police and Crime Commissioner from 1 April 2023.

For more information, please click [here](#).

# Our Code of Ethics



**Putting our communities first**



**Dignity and respect**



**Equality, diversity and inclusion**



**Integrity**



**Leadership**



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