

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 20 July 2020

Subject: APPOINTMENT OF CHIEF FIRE OFFICER FOR GREATER MANCHESTER FIRE AND RESCUE SERVICE

Report of: ANDY BURNHAM, GREATER MANCHESTER MAYOR
EAMONN BOYLAN, GMCA CHIEF EXECUTIVE

PURPOSE OF THE REPORT

1. The purpose of this report is to set out the process to be followed in order to confirm the appointment of the Chief Fire officer, following a recruitment and selection process conducted by the GMCA.
2. The report details the procedures to be followed, the criteria required to be met and the candidate's qualifications for the role. It also sets out the terms and conditions of employment.
3. The candidate will attend the confirmation hearing to answer questions in relation to this appointment.

RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the process outlined for the appointment of the Chief Fire Officer, Greater Manchester Fire and Rescue Service.
2. Considers the appointment following the confirmation hearing and makes a report to the Mayor with a recommendation as to whether the candidate should be appointed.
3. Also notes that the current incumbent in post is due to leave on 31 August 2020 due to expiry of his fixed term contract. It will be beneficial for the Service if the proposed appointee can commence employment as quickly as possible.

CONTACT OFFICER

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1. INTRODUCTION

The GMCA is the fire and rescue authority for the area of Greater Manchester and its fire and rescue functions are exercisable by the Mayor.

The legal provisions relating to this appointment are contained in Part 2 Chapter 1 of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017.

As per the provisions of the legislation, the following is required of the Mayor and the Panel:

- 1.1. The Mayor is required to notify the Police, Fire and Crime Panel of the proposed appointment and also provide the Panel with the following details
 - The name of the person whom the Mayor is proposing to appoint
 - The criteria used to assess the suitability of the candidate
 - Why the candidate satisfies those criteria, and
 - The terms and conditions on which the candidate is to be appointed.
- 1.2. The Panel must hold a public confirmation meeting at which the candidate is requested to appear in order to answer questions relating to the appointment.
- 1.3. Following the hearing, the Panel must review the proposed appointment and make a report to the Mayor. The report must include a recommendation to the Mayor as to whether or not the candidate should be appointed.

The Panel also has the right to veto the appointment. A decision to veto an appointment requires at least two-thirds of the members of the Panel to vote in favour of making that decision. The report to the Mayor must include a statement that the Panel has vetoed the appointment.
- 1.4. This report must be published within 3 weeks of the notification to Panel of the proposed appointment.
- 1.5. The Mayor may accept or reject the Panel's recommendation, informing the Panel of his decision.
- 1.6. If the Panel exercises its right of veto, the Mayor would be required to propose a reserve candidate.

2. ROLE OF THE CHIEF FIRE OFFICER

- 2.1 The Chief Fire Officer is a senior leadership role within the Greater Manchester Combined Authority. The purpose of the job is to provide transformational leadership and strategic direction to the Greater Manchester Fire and Rescue Service, delivering Mayoral 'Fire' priorities, in order to provide Greater Manchester with a modern, effective and inclusive fire and rescue service.
- 2.2 The Chief Fire Officer acts as the principal adviser to the Mayor and the Deputy Mayor in respect of fire and rescue matters, providing professional advice that enables effective decision making. This role will also act as the main link between the GMCA Chief Executive's Management Team and the Fire and Rescue Service, promoting positive and open communications between Elected Members and

officers, ensuring strategic priorities are implemented in an appropriate and accountable manner.

2.3 The key responsibilities of this role include:

- To lead and drive GMFRS' journey of modernisation, supporting the growing role of prevention through working particularly closely with colleagues in social care, health and ambulance services and civil contingencies/resilience teams.
- To provide leadership and influence, in line with the NFCC Framework, at a national, regional and local level, strongly representing Greater Manchester Fire and Rescue Service with bodies such as the National Fire Chief's Council, Local Government Association, the Public Protection Leadership Team and the North West Regional Management Board of Fire and Rescue Services.
- To ensure the delivery of priorities for public service reform in Greater Manchester with a clear focus on the priority of integrating prevention and protection across GMFRS.
- To ensure the provision of an effective and efficient Fire and Rescue Service to all of the diverse communities of Greater Manchester in accordance with all statutory, legal and other obligations.
- Through innovation, forward planning and excellence in service delivery, establish GMFRS as a leader in good practice, building its reputation regionally and nationally, ensuring continuous improvement and transformation with a particular focus on leadership and culture, the way the service uses resources and works with partner agencies.
- To work closely with the Mayor and the Deputy Mayor, promoting a relationship which encourages confidence & constructive challenge, with the aim of making Greater Manchester a safer place and achieving our corporate objectives.
- To deal with operational issues and assume control as necessary, providing advice, support and decision making to effectively manage risk.
- To promote an equality and diversity culture and working practices that recognise, respect, value and harness differences for the benefit of the Service and individuals within it.
- Ensure effective Emergency and Business Continuity Planning and management for Greater Manchester Combined Authority and the Fire and Rescue Service, on behalf of the Chief Executive.

3. RECRUITMENT OF CHIEF FIRE OFFICER

3.1. Penna was appointed as the Executive Search & Selection Company to work with the GMCA Head of Talent, Resourcing & Learning in undertaking this executive recruitment exercise. They were the preferred bidder amongst the four companies that bid for this work.

- 3.2. The advertising campaign commenced on 3 April 2020 with a closing date of 11 May 2020. However, due to the pandemic this date was extended to 31 May 2020, to allow candidates more time to their applications.
- 3.3. The selection process comprised 3 stages:
 - 3.3.1. Initial shortlisting by Penna through technical interviews with candidates
 - 3.3.2. Assessment Centre on 23 June 2020. This included a formal interview, written exercise, stakeholder session and psychometric assessments.
 - 3.3.3. Final interviews on 29 July 2020.
- 3.4. Following the final interviews, the proposed candidate was offered the role, subject to satisfactory pre-employment checks and confirmation by the Police, Fire and Crime Panel.

4. CANDIDATE DETAILS

The candidate, David Russel, is felt to meet the requirements of the role for the following reasons:

- He is a highly experienced and qualified Deputy Chief Fire Officer, with extensive knowledge of working within the fire sector, across a varied career spanning 29 years. He has operated for more than 15 years in Senior Leadership and Management roles with one of the largest Fire and Rescue Services in the UK, Lancashire Fire and Rescue Service and for the last 8 years working as a Principal Officer operating at Chief Officer level.
- He has a proven track record of leading and implementing transformational change, shaping the delivery of services to the challenges of the future, whilst balancing the requirement to deliver financial savings alongside maintaining continuous service improvement. He has had significant experience of shaping, fostering and promoting values and workplace culture, coupled with a strong record of delivery. Lancashire Fire and Rescue Service were rated 'outstanding' by HMICFRS during their inspection in 2019. He is proud of the major contribution and significant progress he has made within this area.
- His current role is Deputy Chief Fire Officer / Lancashire Fire and Rescue Service and he has held the reference for since September 2016. In his current role he is responsible for leading the day to day running of the Service covering a population of 1.47 million, across Top Tier, Unitary and District Council areas. Leads strategy, operations and service delivery – responsible for 1200 operational staff [700 Wholetime and 500 On Call] across 39 fire stations and 150 staff across Service Training Centre [training function], Operational Review Function, Area Based Community Safety Prevention Teams and the Princes Trust including responsibility for the PT National Fire Service Liaison Officer role. Budget holder for £42M. Lead

Officer for all Trade Union negotiation and consultation processes. Officer member of the Lancashire Combined Fire Authority and its four committees [Resources, Planning, Audit and Performance – lead officer for the latter].

- During the last 9 years, he has held two references – Director of Strategy and Planning and Director of Service Delivery. Combined, both roles have provided him with significant experience and responsibility for leading strategic change and managing the implementation and delivery of strategies and programmes which cross agency and service boundaries. His appointment to Chief Officer level in 2012 coincided with the period of austerity, during which £18M has been saved from the operating budget, resulting in major strategic change within the Service, strengthening his ability to develop practical and creative solutions to challenges, across a range of complex multi-disciplinary issues, working in partnership with external stakeholders and throughout working closely and flexibly with Elected Members. He has led major Service reviews and transformation programmes across every aspect of the organisation, including the Emergency Cover Review – realising £5.3M savings over 4 years. This included leading an extensive 12 week staff and public consultation process, working alongside Elected Members to secure the necessary political support through the Combined Fire Authority.
- He has led the Service's response to the Coronavirus Pandemic and Chairs the Service's Incident Management Team, as part of the Service's business continuity arrangements, integral to which is his involvement with the Lancashire Resilience Forum as part of the Strategic Co-ordinating Group. The partnership role the Service has played during the pandemic is substantial adding significant value to public safety.
- He was the Incident Commander at the Winter Hill Moorland Fire which he declared a major incident – arguably the largest and most complex 'fire' which the Service has attended in the last 30 years attracting national and international coverage. The fire burnt above and below ground for 41 days, covered over 18 square kilometres of moorland, spanned two FRSs (Lancashire and Greater Manchester) and three Local Authorities (Chorley, Blackburn with Darwen and Bolton). He led the multi-agency response to this major incident and provided strategic leadership and directions to upwards of 250 responders on scene, across multiple fire and rescue services [which included Greater Manchester FRS], partner agencies, Local Authorities and Central Government.
- He has significant experience of influencing and negotiating at a senior level at County, Regional and more recently at a National level through his involvement with a cross Government Department 'Stay Put Policy Review Group' [ref. Grenfell Phase 1 Inquiry]. Nationally, he is the National Fire Chiefs Council (NFCC) Strategic Lead for Operational Research and Development (R&D) and sits on the NFCC Operations Co-ordination Committee and Chairs a National 'Firefighting in the Built Environment Group'.
- Training and Development
 - He has successfully completed the National Fire Service Executive Leadership Programme [ELP] at Warwick University in July 2010. The ELP is

a development programme for senior leaders in the Fire Service designed by the Fire Service College, National School of Government and Warwick University.

- He is Multi Agency Gold Incident Command [MAGIC] / Level 4 Strategic Command Qualified. He has extensive operational experience of working at Gold Command level providing strategic leadership in a multi-agency setting across a wide range of incident types including commanding major incidents, alongside providing a programme of training and mentoring to strategic managers.
- He has also completed Senior Executives in State and Local Government from Harvard University, Boston in June 2012. This is an executive leadership development programme at John F. Kennedy School of Government. The programme focused on leading in the public sector set within the context of the increasingly complex challenges, fewer resources and greater degree of public scrutiny.

5. APPOINTMENT DETAILS

The salary for Chief Fire Officer is £160,000 per annum, subject to Greater Manchester Combined Authority terms and conditions specifically relating to the 'Gold Book' - National Joint Council for Brigade Managers of Fire and Rescue Services.

6. RECOMMENDATION

- 6.1. The Panel note the process outlined for the appointment to the role of Chief Fire Officer, Greater Manchester Fire and Rescue Service.
- 6.2. The Panel considers the appointment following the confirmation hearing and makes a report to the Mayor with a recommendation as to whether the candidate should be appointed.
- 6.3. The Panel also note that the current incumbent in post is due to leave on 31 August 2020 due to expiry of his fixed term contract. It will be beneficial for the Service if the proposed appointee can commence employment as quickly as possible.